

Salford Safeguarding Children Partnership

Date: 16th December 2019

Time: 12:00 until 16:00

Chair until 15:30: Rachael Harrison, District Superintendent, GMP

Chair from 15:30: Deborah Blackburn, Assistant Director: Public Health Nursing

Venue: Committee Room 4, Civic Centre, Chorley Road, M27 5AW

1. Welcome and Apologies

1.1. Attended by:

Rachel Harrison (Chair)	District Superintendent - Proactive GMP
Vivienne Bentley (Minutes)	Senior Business Support Officer, Salford Safeguarding Children Partnership
Karen Armfield	Head Teacher, Boothstown Methodist Primary
Deborah Blackburn	Assistant Director: Public Health Nursing, Public Health
Manjit Byrne	Assistant Chief Executive National Probation Service
Kalpesh Dixit	Designated Doctor (Safeguarding) NHS Salford Clinical Commissioning Group
Zoe Fearon	Assistant Director, Children's Social Care Salford City Council: People
Emma Ford	Head of Safeguarding Salford City Council: People
Jane Maguire	Performance & Quality Assurance Coordinator Salford Safeguarding Children Partnership
Andrea Patel	Designated Nurse Safeguarding Children and Looked After Children, NHS Salford Clinical Commissioning Group
Tim Rumley	Children's Services Senior Manager Salford City Council: People
Tiffany Slack	Business Manager, Salford Safeguarding Children Partnership
Michelle Warburton	Voice and Influence Manager, Salford Community & Voluntary Services
Yanica Weir	Detective Inspector: Complex Safeguarding Hub
Simon Westwood	Independent Adviser, Independent

1.2. Apologies received from:

Chris Packer	Detective Superintendent (Cluster Vulnerability), GMP
Charlotte Ramsden	Strategic Director, People, Salford City Council: People
Francine Thorpe	Director of Quality & Innovation NHS Salford Clinical Commissioning Group

1.3. Not expected to attend:

Vicky Pemberton	Senior Communications Officer, Salford City Council: Service Reform
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1.4. Invited but did not attend:

Danielle Buckley	Community Director for Salford and Trafford Cheshire and Greater Manchester Community Rehabilitation Company
Simon Grant	Lay Member, Community

It was noted that Salford City Council senior leadership were at another meeting and would be late arriving to this meeting.

The Chair welcomed Jane Maguire, Performance and Quality Assurance Coordinator and Yanica Weir, DI - Complex Safeguarding to their first SSCP meeting.

2. SSCP Minutes

- 2.1. The minutes were agreed as an accurate record of the meeting held on 30th September 2019 without amendment.

3. SSCP Action Log

- 3.1. The action log updated at the meeting, Ms Harrison recommended that actions for other subgroups should not be recorded on the SSCP action log.

4. **Actions from:**

- Safeguarding Exec 17/10/19
 - The minutes were included in the papers and there were no specific actions for SSCP.
 - Mr Westwood noted that he had been allocated an action to dip sample that learning from SCRs had been applied and confirmed that he would do that.

- GM Standards Board 08/11/19
 - The GM Chairs and Business managers met on 11th December 2019 and identified:
 - The Standards Board will change its name to M Safeguarding Children Alliance. It has been recognised that they cannot set benchmark standards across GM and they will take a collaborative approach.
 - There is an Interim Independent Chair in place who is working through the revised ToR
 - The next meeting will take place 23rd January 2020 and will sign off ToR, work programme and agree to the appointment of a permanent Chair.

Q: Ms Seale asked who funds the Independent Chair.

A: Mr Westwood informed that funding is from GMCA, via the LA

Q: Ms Seale asked if an Independent Chair was required

A: Mr Westwood informed this has been discussed over the last two years and it has been agreed that it is required.

- Safeguarding Operational Group 18/11/19,
 - The minutes will be circulated after this meeting
 - Ms Patel noted the following highlights from the meeting:
 - SOG members will verify subgroups overview, ToR and work plans.
 - The process of partnership meetings and sub-group reporting to reduce duplication was discussed.
 - The Making a Difference project update was discussed.
 - The risk register was reviewed
 - A finance update was presented.

5. **SSCB Annual Report 2018-19, Mr Westwood**

- 5.1. The draft report and a briefing papers were included in the papers for this meeting.
- 5.2. Mr Westwood noted that this report covers the period up to 31/03/2019.
- 5.3. The report style has changed as we moved to the new model.
- 5.4. All sub-groups contributed to the report early and other agency updates have also been received.
- 5.5. The report was submitted today for sign-off; it should be published in 2019.
- 5.6. Ms Warburton noted an error on: Page 26, Appendix 3 budget; the income from SCC is recorded twice.

It was agreed to approve the report with the amendment noted above.

6. **How are we doing Q2 2019/20 summary report**

- 6.1. Ms Patel apologised for the delay in distributing the “How are we doing” report and it was noted that meeting dates arranged for 2020 have been planned to allow sufficient time to prepare the minutes and reports prior to SSCP meetings. The Q2 dashboard was available prior to the last Safeguarding Effectiveness Group (SEG).
- 6.2. The report highlights elements of the discussion at the SEG meeting.
 - The Complex Safeguarding and Domestic Abuse spotlight reports were discussed at SSCP before SEG.
 - The review of Child Protection (CP) Plans was discussed.
 - Performance data:
 - The number of CP plan had increased, as had the number of neglect cases. It was noted this may be a positive impact of the ongoing neglect work as well as a general reflection of deprivation in the area.
 - The missing from home (MFH) figures were similar to the previous year. SEG discussed Salford children placed outside the area and this will be reviewed at SEG for assurances.
- 6.3. Ms Harrison informed that the Complex Safeguarding sub-group want to look at how to improve responses. The Complex Safeguarding Team is in place and there is a GMP coordinator located there,

Ms Harrison suggested that the two individuals who work for the local authority on MFH could also be collocated. Ms Harrison acknowledged that this is an issue for the Complex Safeguarding group, however the last meeting was cancelled due to the SEND inspection.

- EH Family assessments have increased, this was noted as positive and the SEG requested more information to indicate why they have increased and who is referring.
- Self-harm data: understanding of context is required.
- The Bridge and contacts were discussed; this is part of the bridge work, referral reasons and outcomes will be part of that work.
- Repeat referrals: the numbers were reducing, in addition the number of repeat CP Plans are reducing; indicating that work in this area was achieving its aim.
- The number of second CP Conference was also reducing.
- CIN figures had increased, this linked with increased numbers with a CP Plan. The LAC figures had reduced from Q1.

6.4. Ms Patel informed that the next Quarter report will be in both the new format and current format and suggested putting this on screen at the next meeting.

Q: Ms Harrison asked whether an item should be included on the agenda for the next SSCP meeting to give time to look at the data.

A: Ms Patel commented that attendance at the SEG sub group is an issue which affects the quality of discussions at the meetings. The PRSG should also triangulate with SEG, now Ms Maguire is in post this should be achieved. If there was something identified that it was felt SSCP should focus on, this would be brought to SSCP.

6.5. The membership of SEG needs to be reviewed to ensure the right representatives attend. Ms Harrison informed that GMP have reviewed their representation at SEG meetings.

- Police data missing; it was acknowledged that this is due to an ongoing issue with the iOP System and work is in place to address this.
- SEG requested assurance regarding the complex safeguarding peer review for Salford. No-one had seen the final report and it was not include in the spotlight report to SSCP. Ms Harrison assured that the peer review report was circulated on a multi-agency basis and the salient points from the peer review were included in the spotlight report. Ms Patel will feed this back to the group.

6.6. Mr Westwood informed that GMCA have commissioned a review of the peer review process.

- Operation Encompass was discussed.
- PRSG identified a theme from reviews regarding significant males in the household.
- CPP report
- Pre-birth risk assessment
- National SUDSI review; we are waiting for the final report.
- S11 audits are delayed; we need to agree the model to use. This will be discussed at the next SEG meeting.

Actions agreed:

- **Ms Fearon will start conversations about collocation of MFH staff within the Complex Safeguarding Team.**
 - **Mr Westwood will raise with the Safeguarding Executive that attendance is an issue at SEG.**
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7. SCR Presentation, Sue Gregory

Ms Gregory, Ms Begum, Ms Robertson and Mr Littlemore attended for this agenda item.

7.1. It was noted that all present had been given the opportunity to read the report ahead of this meeting and the next steps need to be agreed.

7.2. It was highlighted that the SCR report is not in the public domain and must not be shared. The report has been shared with the partnership to enable understanding of the recommendations and learning.

7.3. Ms Harrison, on behalf of SSCP, thanked Ms Gregory and Mr Westwood for their work and sensitivity throughout this SCR process.

Actions agreed:

- **The SSCP Business Unit will re-circulate a copy of the redacted SCR report to agencies who contributed to the SCR**
 - **Ms Ford will invite Martin Ashurst to attend the PRSG meeting in February to update on serious organised crime and threats to life.**
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- **Strategic Workforce Development to prepare a high level presentation to identify the learning from this SCR and other case reviews.**
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8. **SSCP Spotlight**

- Priority 2: Neglect , Carole Brooks
- 8.1. Ms Blackburn informed that this links to the Community Safety Partnership (CSP) and re-culturing and changing the practice response to neglect. The group has also looked at changing the name from neglect.
- 8.2. Ms Brooks shared a lot of documents, which were circulated with the papers for this meeting.
- Needs assessment: this is a large document and includes a lot of information relevant for a number of agencies across Salford. SSCP members agreed to feedback any comments to Carole.brooks@salford.gov.uk.
 - Strategy: this is 10 pages long, including visual effects, it is written to be family friendly and accessible. It was proposed to name this the thriving families and neglect strategy. This needs to be considered with universal services and used before early help, the language used is important. The strategy also looked at types of neglect.
 - Action plan: is in draft until the approach is agreed.
 - GCP: this is being overhauled and will change to “thriving families tool” to signpost and support as well as assess.
 - Leadership: it needs to be clear who owns neglect in Salford; there is a sub-group, but there is not one person with the job to coordinate neglect in Salford. It was suggested introducing leaders to coordinate and champion getting the work completed.
 - Outcomes framework: this includes the CBA company logo as it was devised by CBA and used with other projects.
 - Jazz hands of trust: This identifies 10 things young people have said they think are the most important needs to be met for them to thrive and not to be neglected. The Neglect Sub Group have agreed to change this to hands of trust
 - New model: the actions on the spotlight report were agreed and acknowledged that SSCP should consider the needs assessment and if there should be an event. The model aligns the threshold of need and the iThrive model, it is a child centred model.
 - There are some gaps need to be filled, this is for the 0-25 Board to consider. There needs to be a change of culture, agencies should not send all neglect cases to CSC.
 - There needs to be a 3 month implementation of the strategy and link to the inclusion strategy
- 8.3. Ms Byrne commended the helpful strategy and is aware that the action plan is in draft, however in light of recent SCRs and the understanding of a strength based response, it was noted that on Page 8 objective 4, regarding level 4 on diagram, tools to support practitioners to look at risks, a strength based approach.
- Q: Ms Byrne asked if there is enough balance of practitioners on the ground with an understanding that this takes account of risk and is worried that not enough emphasis is placed on risk.
- A: Ms Blackburn explained that help early on could help parents to make changes to improve outcomes. Ms Fearon acknowledged that the change of language to look at strengths or what is working well balanced with risks.
- 8.4. Mr Westwood noted that the process is not linear and if children need to be protected, action needs to be taken.
- 8.5. Ms Armfield observed that it works alongside the signs of safety (SoS) model, hopefully will combat the message.
- 8.6. Ms Harrison highlighted that it is a challenge to translate neglect to police officers, Ms Weir informed that neglect is difficult for police to charge as they need to determine intent.
- 8.7. Ms Byrne acknowledged this challenge, and noted that the key message for neglect is not only the criminal threshold, but are the officers seeing the situation as neglectful and making a referral and liaising with key partners. Definitions are important, the level of neglect could be from substance misuse, violence, mental health issues; are they picking up lower level neglect when they see high level neglect as a norm.
- 8.8. Ms Brooks noted the strategy is clear about the risk, clear about neglect, a lot of discussion in focus groups, clear evidence of circumstances and life of child, actions asking parents to do undertake and gathering evidence for court from the time we start working with the family. Training is about addressing how we record that the child’s needs are not being met and what is pertinent for your role, some multi-agency training is also useful, launch strategy on a professional basis to identify what it means and look at what is life like for the child now.

- 8.9. Mr Westwood commented that a key point is to re-culture, if people identify what they mean by neglect and look at how they will work with the family and move away from instant referral to CSC.
- 8.10. It was acknowledged that because of the level of deprivation and intervention in Salford, there is always the risk of desensitisation. We need to challenge this and recognise if it is good enough.
- 8.11. Ms Harrison welcomed a credit card sized information note to assist with identification of neglect.
- 8.12. A decision regarding leadership and ownership is required, Mr Westwood agreed to take this to the Safeguarding Executive meeting in January.
- 8.13. Ms Fearon informed that there will be a reflective multi-agency decision session held 9 months after a CP Plan to ensure higher level decisions are being made.
- 8.14. Ms Brooks commented that there also needs to be a mechanism to discuss “stuck cases” if the threshold is not met for CSC involvement.

Actions agreed:

- **SSCP members to feedback any comments on the needs assessment to Carole.brooks@salford.gov.uk**
 - **To approve the strategy and recommend that the Safeguarding Executive sign off strategy.**
 - **The needs a needs assessment and wider engagement to be shared across Salford via an event**
 - **Submit the action plan for comment before final sign off**
 - **Inter-board chairs will own the strategy and actions.**
 - **Aim to launch the strategy from 1st April 2020.**
 - **Leaders need to be in place as soon as possible**
 - **Mr Westwood will speak to this at the Safeguarding Executive and Inter-Board Chairs meetings in January 2020.**
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9. CDOP

- National SUDI Review 15/11/2019
 - GM CDOP Annual Report 2018-19
 - Salford CDOP Annual Report 2018-19
 - CDOP Update,
- 9.1. National SUDSI review: Salford has been invited to attend one of the round table event being held in London and Sheffield, there are two dates, one in January and one in February. SOG members have been asked to consider who should attend, Salford can nominate two representatives.
- 9.2. The review identified some strengths including; which were recorded in the draft notes from the feedback session.
- 9.3. The CDOP annual report and update were included with the papers. An update will be available at the next meeting

Actions agreed:

- **Ms Slack will distribute the draft notes from the SUDSI feedback session**
 - **Ms Blackburn will share the safe sleep strategy with Dr Dixit.**
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10. Making a Difference Report, Rachel Prest

- 10.1. Ms Prest tabled a copy of the project update report, which had also sent circulated with the papers for this meeting.
- 10.2. The project was funded by CCG innovation funding and the recommendations identified are:
- To work smarter and learn from listening,
 - Develop a listening hub.
 - Create structure to support views, voice and influence.
 - Strengthen models and extend to parents and communities.
- 10.3. Ms Patel noted that this is an excellent model, it reinforces the SEG model and is a vital component.
- 10.4. Ms Ford noted that the listening hub will not be exclusive to safeguarding and will be used for all services.
- 10.5. Ms Blackburn also supports the process, and noted there has been a lot of investment in adult engagement recently and this needs to be done for children as well, we need to use the information and also feedback to say how the information has been used.
- 10.6. Ms Harrison informed that GMP has neighbourhood inspectors in place and acknowledged that they also need to hear the voice of young people.

- 10.7. Ms Warburton also supported the recommendations in the report and noted that we need to do more co-production.
- 10.8. Mr Westwood noted that this is a good, challenging piece of work, it is important that it is about engaging with young people across the city. The work should also go to politicians and be included in the mayor's priorities. Mr Westwood agreed to raise at the Safeguarding Executive and with lead member. This is a joint commissioning model for children's, the full listening hub will only work with support.
- 10.9. Ms Harrison suggested considering links with the Jewish community, it is imperative we hear the young voice from that community and informed that Operation Parachute will change to Jewish engagement and support.

Actions agreed:

- **Mr Westwood agreed to raise the making a difference project at the Safeguarding Executive and with lead member**
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11. Subgroup Updates

11a Safeguarding Effectiveness

- a. This was completed under item 6

11b Practice Review

- The last meeting received a report on working with significant males, it was noted that cultural thinking around males in the family needs to change. Work will go back to PRSG in spring and this will re feedback to SSCP.
- There have been a lot of case reviews and rapid reviews recently, partners were asked to support the process and ensure that papers are submitted on time.
- Mr Westwood observed that we have not received any referrals for good practice. We need to ensure practitioners are aware that we are looking at the outcome.

11c Strategic Workforce Development

- Ms Warburton informed that the SSCP templates for ToR, work plan and updates didn't fit as this group is joint with SSAB.
- The group has signed off ToR and work plan. The strategy is almost ready for sign off.
- Ms Warburton will meet with Jeanette Staley to discuss developing a formal sub group of CSP, and have offered in-kind support to the training pool. There is a lot of work from SWD that needs to link with CSP.
- The group want to change the way they work though agenda; there are a number areas identified as "gap in provision". We need to understand why there is a gap and if it is a training need identified from a SCR.
- The SSAB BM has been being worked as a dual role with the Training Development Coordinator, they have appointed a specific BM now.
- Working on a quick mechanism; if a request is made for the training pool to deliver training, the sub-group will assess if there is capacity to do this. It has been recognised that resources are not always available and the group needs to push back.

Q: Ms Harrison asked whether the expectation of the SWD group is to highlight the need or learning objectives and not necessarily to deliver the training.

A: Ms Warburton informed that there is also a training pool and the expectation is that the training pool deliver training.

- Mr Westwood informed that we do have a set of priorities, if requests are not included in our priorities, we need to ensure we use what we have available to the best of our abilities.
- Ms Harrison noted that police representation is required at the group.

Q: Ms Blackburn asked how we prioritise development requests.

A: Ms Warburton informed that the group automatically prioritises development opportunities that address the partnership priority areas.

11d Complex Safeguarding

- Emerging trends have been identified, there are a lot of urban street gangs, exploiting children. There is a 4-5 year cycle, children are exploited at 12, and then they exploit at 17 years.
- Xbox vouchers are being used as a way for children to be paid and exploited.
- Operation drachma is running with the same personnel but increased work content. It was noted that it can be a lengthy process to engage with children.

Q; Mr Westwood noted that we talk about human trafficking when we find people living in Salford and asked if anyone has been trafficked outside of Salford.

A: Very few jobs come into the police that fit this criteria, each case is different and it can take a long time to get information.

11e Domestic Abuse

- Operation Encompass Evaluation

- It was noted that this report has been to SEG and the domestic abuse group. The recommendations were agreed at Children's domestic abuse group and scrutinised at SEG.
- **The recommendations were agreed.**

11f Education

- Ms Armfield updated on the work of this group:
- They have supported the Making a Difference project work.
- The group welcomed increased representation from secondary head teachers, including PRU, however they still require SEN representation. Rabbis have continued to attend meetings representing independent schools.
- Operation Encompass has been affected by issues with iOPS, this has meant that schools have not always receive communication as promised.
- Salford Parent Panel, sought education views.
- Comment on Significant males report, the group agree this is a gap, however they are concerned about the recommendation for a consistent approach and what that would look like. It is important to consider the views of the family.
- Reports from governors on inclusion. Connections around SEN support and how to deal with the challenge.
- Promoting parental conflict training and ensuring awareness of the difference between the domestic abuse agenda and parental conflict and linking into Operation Encompass.
- Also keep head teachers updated on Salford specific policies and current work ongoing.

Q: How are links across to other sub groups made?

A: Currently via SSCP, this is a positive outcome of the new arrangements.

- Working with company such as E-Safe to ensure online search guards include local knowledge to highlight concerns such as gangs, self-harm etc.

Q: What is the level of engagement and representation with independent schools?

A: Elaine Boulger links with all designated leads. Currently there is no attendance at meetings from independent schools except for two of the Jewish schools.

Q: It was noted that as a standing SSCP item, all chairs are asked to complete an update for SSCP meetings, understand that each expected to provide a report, unless there is a spotlight. Are partners happy with the frequency i.e. quarterly updates to partnership?

A: This needs to be considered as part of the evaluations of the safeguarding arrangements. Mr Westwood commented that the SSCP has a full agenda, sub-group updates means there is a mix of operational issues and strategic debate.

Actions agreed:

- **Include in review of arrangements the expectation regarding sub-group update reports to the SSCP.**
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11g Voice of the Child, Subgroup Chairs

- Mr Rumley presented the update report which will be circulated after the meeting.
- Working to get YP to feed into SSCP and 0-25 Board
- Young people have been involved in a number of projects including Jazz Hands, SEND inspection, make your Mark Ballot,
- Consideration on how to communicate back out to young people is required.
- ToR almost finalised
- Work plan finalised
- Youth council have been challenged to communicate new safeguarding partnership arrangements to other young people.

Actions agreed:

- **circulate the Voice of the Child update report to SSCP members**
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12. Feedback to:

12a. SSCP Subgroups

- All to feedback on Neglect

12b. SSCP Safeguarding Executive

- Mr Westwood to feedback on the SCR and Making a Difference project

12c. Other Local Boards/Partnerships

- Nothing identified from this meeting

12d. Regional Meetings

- GM Standards Board: Ms Thorpe will not be able to attend the next meeting, it was agreed to ask SSCP members to attend the next meeting.

12e. Children, Professionals & Communities

- Online safety; this is heavily included in new safe and healthy relationship curriculum

12f. Items to evidence impact, challenge and good practice, Chair , 15:55, Verbal

- Challenge –
 - from SCR
 - Work on neglect and culture change
 - Leadership of neglect and how to drive forward from a leadership viewpoint.
- Good practice
 - Involvement of Jewish schools on Education Sub group

Key Information: Items Circulated for Information

13. SSCP Risk Register, sscp@salford.gov.uk

14. Communication and Engagement Subgroup Update, Vicky.Pemberton@salford.gov.uk

15. Professional Challenge and Escalation Guidance, Nov 2019, sscp@salford.gov.uk

16. Joint Interactive Sharing & Learning Workshop Notes: Transitioning to adulthood with SEND, sscp@salford.gov.uk

17. GI (Case 2018-08) MACR Report Recommendations and Learning , sscp@salford.gov.uk

18. AOB:

Obesity strategy pathway:

Dr Dixit informed that this has been shared and Dr Dixit will incorporate the feedback prior to sharing with multi-agency partners.

Dr Dixit had shared the pathway with Ms Blackburn and Ms Brooks and this will be incorporated into the neglect strategy.

SEND inspection:

Mr Westwood noted that if there are any safeguarding matters from the SEND inspection they will need to be added to the next SSCP agenda.

Dates and themes of future SSCP meetings

Date	Report Deadline	Spotlight Theme	SSCP Lead
23 rd March 2020	March 2020	Early Help Emotional Health and Wellbeing	Rebecca Bibby Debbie Blackburn/Emily Edwards

Minutes approved by: Rachael Harrison, Superintendent, GMP

Minutes approved on: 11th January 2020