

SAFEGUARDING EFFECTIVENESS FRAMEWORK



APRIL 2019

Introduction

[Working Together to Safeguard Children 2018](#) (DfE, 2018) sets out revised statutory guidance about how we safeguard and meet the needs of children and young people¹. This includes changes to local safeguarding arrangements whereby Local Safeguarding Children Boards will be replaced with Multi-Agency Safeguarding Arrangements (Strategic Safeguarding Partnerships).

In Salford, we recognise that safeguarding children cannot be achieved in isolation and all our partners are committed to working together to provide leadership and joint accountability across Salford to provide protection, support and representation for those in greatest need. This means that we will understand our communities, how we are currently performing to the best that we can be, and to share this to develop our services and staff to generate improvements.

Salford's published [new arrangements](#) from 1st April 2019 includes an overarching diagram of how we deliver this assurance through a Safeguarding Effectiveness Framework. This three-part document sets out the detail behind this:

A: Strategy

B: Processes

C: Toolkit (including summary of methods and sources of evidence)

The framework will apply to Salford Safeguarding Children Partnership and all partner agencies. It will inform single agency frameworks to ensure connectivity and compatibility.

The framework will be reviewed in November/December 2019 in conjunction with the evaluation of the new arrangements, and every two years thereafter or when new legislation and key drivers come into being. Documents and tools that sit within the framework will be updated as and when changes are required.

¹'Children' has been used throughout and includes all children and young people aged 0-18 years.

SAFEGUARDING EFFECTIVENESS STRATEGY

1. Overview

Salford Safeguarding Children Partnership will undertake related activity to ensure there is an effective performance management cycle that is strengths based and keeps the lived experiences and outcomes for children at the centre (see diagram below). We will be clear what our priorities and required actions are, through an overarching business plan and sub-group workplans. The Safeguarding Effectiveness Framework provides a greater focus on how we 'review' based on our plans and actions.



2. Objectives

Our objectives are driven by our own vision, values and principles; the requirements from Working Together 2018; and set within assumptions that we need to take into account to ensure that our overarching objective to improve the outcomes for children and young people is realistic.

2.1 Salford Safeguarding Children Partnership vision, values and principles

One vision	Two key values	Six principles
All partners are committed to working together so that every child in Salford is safe, well and able to reach their full potential.	<ol style="list-style-type: none"> A child centred approach: for services to be effective they should be based on a clear understanding of the needs and views of children. Safeguarding is everyone's responsibility: for services to be effective each citizen, practitioner and organisation should play their part. 	<ol style="list-style-type: none"> Empowerment: People being supported and encouraged to make their own decisions and with informed consent. Prevention: It is better to take action before harm occurs. Proportionality: The least intrusive response appropriate to the risk presented. Protection: Support and representation for those in greatest need. Partnership: Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting safeguarding issues. Accountability: Accountability and transparency in safeguarding practice.

This framework is intended to drive the following Partnership functions:

- Create standards for safeguarding against which all agencies can quality assure their practice and ensure that the SSCP expectations of member organisations are clear.
- Support the Partnership to create a culture where good practice is standard practice.
- Ensure robust and systematic reporting of a range of evidence and there is early identification and analysis of new safeguarding issues and emerging threats.
- Support SSCP to be accountable and evidence the effectiveness of its work to safeguard and promote the welfare of children.
- Enable challenge and call to account those areas where practice or safeguarding arrangements are not robust or effective and celebrate success.
- Ensure the children's workforce is suitably skilled.

By doing so, we aim to achieve the following outcomes:

- Every child in Salford is safe, well and able to meet their full potential.
- Partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children.
- SSCP fulfils its statutory obligations.
- Learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice.
- Information is shared effectively to facilitate more accurate and timely decision making for children and families.

This framework is based on the following key assumptions:

- Safeguarding is never perfect and constant scrutiny is required to ensure there is continuous improvement evident across the system.
- Practitioners generally act from good intentions and try to act in the best interests of their clients, but organisations' systems, process, culture and other factors can lead to poor decision making and practice. It is therefore these organisational elements that should also be the focus of any review, scrutiny and focus for learning and improvement.
- A proportionate approach is essential, recognising that single agencies hold their own accountability and a range of evidence is required at single and multi-agency basis to offer reassurance that all parts of the system are working effectively both individually and collectively to safeguard children.
- Measures of outcomes for children are clearly the most important ones to assess but measuring the effectiveness of the system also requires a focus on inputs and outputs as well as outcomes.

- The safeguarding effectiveness framework must result in providing learning back into the system – its core purpose is to improve service provision not simply describe or criticise it.

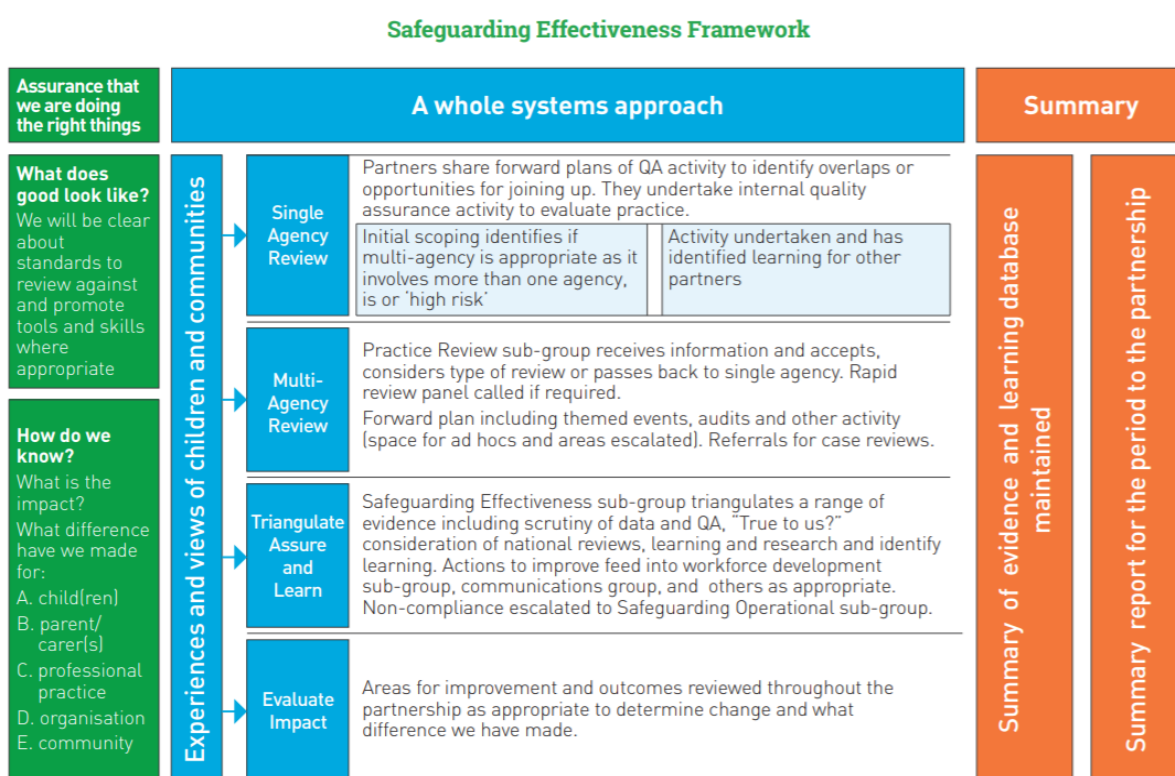
Services are constantly developing and legislative requirements are constantly changing. To prepare for and meet these, and to ensure we have the right information at the right time, we will undertake ‘horizon scanning’ and apply ‘true to us’ tests to identify what, outside of Salford, may have an impact on what we do and the outcomes we collectively achieve for children and young people in Salford. Through the Safeguarding Effectiveness and all sub-groups, there will be mechanisms in place to do so.

Our ethos of ‘how can we do it better, together’ will help us to develop our workforce into a learning, not a blame culture, and we will use the evidence available to us to ensure we recognise and act when things are not going well, but also that things are not always perfect.

We are clear that each individual agency has its own responsibilities and will monitor and manage its own performance. A strength of our framework is understanding how we can receive and learn from single agency activity and proportionality. The three dimensions are:

- Dimension 1 – Single Agency: The effectiveness of each SSCP member organisation (commissioners and providers)
- Dimension 2 – Multi Agency Practice: The effectiveness of multi-agency practice
- Dimension 3 – Strategic Partnership: The effectiveness of SSCP and its members

The diagram below illustrates how these come together as part of our Safeguarding Effectiveness Framework.



3. Doing the right things – what does good look like?

3.1 Outcomes and Impact

We will take an outcomes-based approach and focus on the difference we are making to the lives of children in Salford. This means considering what we want life to be like for children, families or communities that we aspire to, such as our locality plan outcomes of ‘start well, live well, age well’. In order to achieve these, we will need to capture a range of evidence to provide information about children in Salford, their needs and current outcomes as well as the processes and intervention that we provide to them – how much, quality and it’s impact.

This Outcomes Based Accountability² approach, which features in sub-group workplans, is provided below.

	QUANTITY	QUALITY
EFFORT	How much did we do?	How well did we do it?
EFFECT	Is Anyone better off?	
	Number and feedback	% of total and feedback
CHANGE	Action planning: What do we do to improve and when will we know we have?	

3.2 Setting standards

Assurance that we are doing the right things
What does good look like? We will be clear about standards to review against and promote tools and skills where appropriate
How do we know? What is the impact? What difference have we made for: A. child(ren) B. parent/ carer(s) C. professional practice D. organisation E. community

The first stage in the Safeguarding Effectiveness Framework is to understand ‘what good looks like’. In order to have assurance that we are doing the right things, we need to be clear, as a partnership and individually, about the standards and impact to achieve these from a number of perspectives:

- Are we doing the best we can for children, and meeting their expectations and needs?
- Have we considered empowerment and prevention standards, so that we are confident we have prevented the issue from occurring in the future?
- Are there professional standards, competencies and expectations of individual workers, consistently across Salford and how are we improving professional practice?
- Have we met legislative requirements, acting within national and local policy?
- What are the expectations of our engagement with communities?

² Mark Friedman, Trying Hard is Not Good Enough. www.resultsaccountability.com

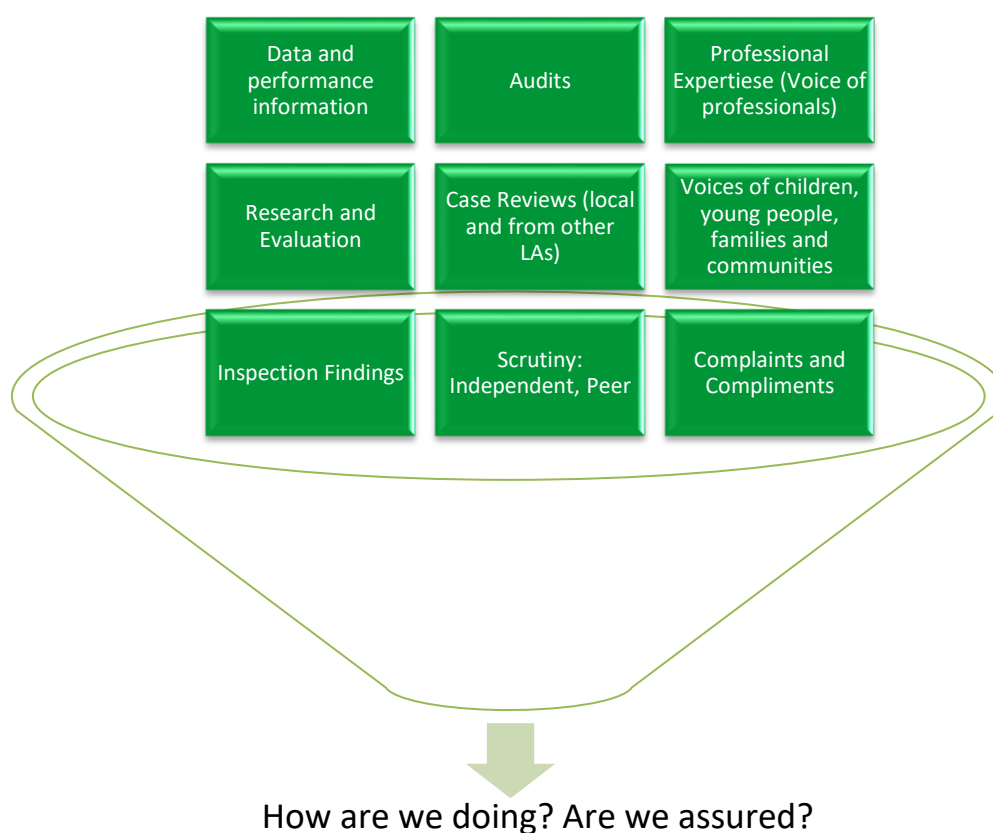
Setting goals, standards and priorities will be based on:

- what children, families, communities and our staff tell us.
- minimum national/legislative standards and requirements.
- best practice.
- historic performance and trends.
- performance of similar/other organisations or services (benchmarking).
- forecasting or 'horizon scanning' what is likely to happen in the organisation or local area that may affect future performance (e.g. changes in resources, economy, population, legislation).
- available resources.

We seek assurance that commissioners are commissioning safely, and providers are delivering safely. As a partnership, we aim to ensure that our approach in planning, commissioning and monitoring is 'outcome focused'. In other words, we will ensure that goals reflect the lived experience and the improvement we want to see for the child and/or their family. We will develop **assurance questions** to help us achieve this.

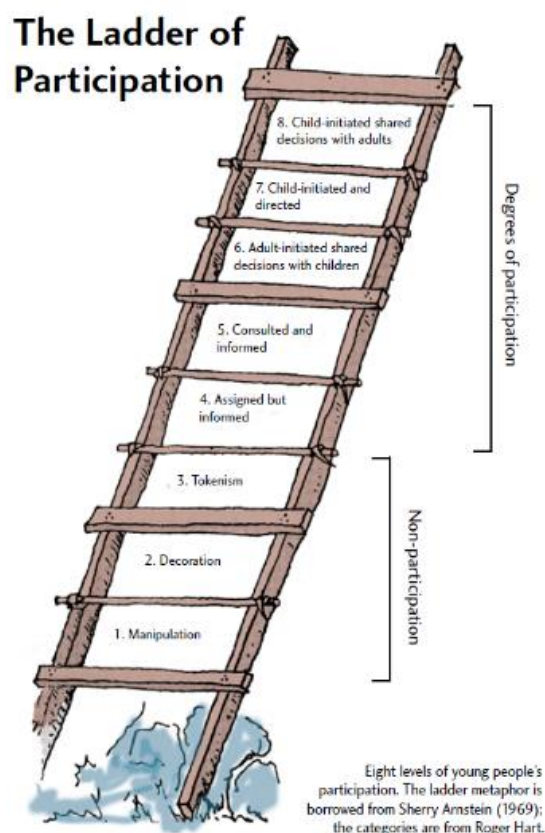
3.3 Our Evidence Base

We will use a range of evidence and triangulate it together, as summarised in the diagram below. A full list of methods, sources and how it will be used is provided in the Toolkit.



4. Whole Systems Approach

4.1 Participation and the voice of children, young people and communities



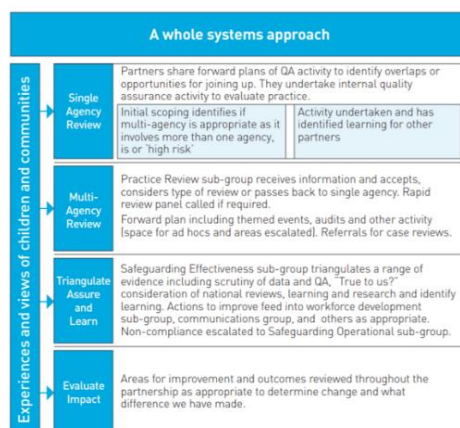
We seek to consistently achieve level 5 (Consulted and Informed) or above in the Ladder of Participation (see diagram), not only with children but also with young people, our staff, and communities and as a partnership.

Each sub-group workplan includes a common action 'how do you hear the voice and understand the experiences of the child and family'. The Voice sub-group will be the main conduit for hearing the voice of children and families, and involving them in relevant areas of the partnership. Standards of participation within the Voice subgroup workplan provide a test of assurance.

The Practitioner Forum and learning events provide participation with our professionals.

Our summary of evidence and methods in the Toolkit provides examples of how we hear the Voice in Salford.

4.2 Our approach



Our whole systems approach starts with a single agency dimension where we request key partners to share their forward plans of quality assurance activity, to enable us to identify opportunities for joint activity or learning and develop a multi-agency forward plan which is proportionate and uses existing evidence. Where a single agency identifies a multi-agency element or risk, the activity or learning should be shared with the partnership.

The Practice Review sub-group is responsible for multi-agency case review activity (see Practice Review Policy and Toolkit). This qualitative evidence feeds into the Safeguarding Effectiveness sub-group for triangulation with other evidence to generate conclusions about the effectiveness of safeguarding, and make recommendations to either the main partnership, communications sub-group or strategic workforce development sub-group.

This activity can be summarised in three statements, the detail of how we will achieve this is provided in the **Processes and Tools** sections:

We *evaluate* practice and its impact to ensure professionals and organisations within Salford keep all children safe.

We will evaluate practice and its impact through a range of evidence and quality assurance activities. We will bring together processes and learning from a range of different types of reviews and audit across all partnerships in Salford, at single agency where appropriate and at multi-agency.

On a multi-agency basis, we will monitor performance of the system and impact on outcomes for children and young people, to provide an assurance that our systems and people are working as effectively and efficiently as they can, consistency; to identify and achieve improvement; to celebrate success; and to test out our vision, values and principles as well as the current priorities of the Board and 'business as usual' in terms of legislative duties and best practice.

- **Quality Assurance:** Applying our principle of proportionality, Salford Safeguarding Children Partnership does not seek to replicate quality assurance standards or activity that has already been undertaken in single agencies. We will gather and utilise existing evidence and take into account organisations' own methods, such as the Integrated Local Authority and CCG Children's Services Quality Framework. We will support agencies to consider key messages from quality assurance activity and undertake a range of targeted activity such as multi-agency audits. A regular programme of audits will be established each year and audit priorities will be identified in accordance with issues affecting the local area or areas raised through routine performance monitoring.
- **Reviews of Practice:** Policies and processes are in place for a range of practice reviews, which may be thematic and not individual cases alone. All rapid reviews under the new legislation will adhere to our Arrangements for Notification of Serious Incidents which are included in the Practice Review Policy and Toolkit. The Practice Review sub-group has the remit for considering all cases where a referral for any type of review of practice may be made, including cases of good practice for moderation and to share learning.
- **Monitor performance:** We expect all sub-groups to take a role in monitoring performance of their specialist area and to determine impact of the work we, and our partners are undertaking and how we can do better. A high level multi-agency dataset; a planned series of 'spotlights'; listening to a range of people including children and their families, and

qualitative information will be brought together in the Safeguarding Effectiveness sub-group to triangulate together and provide a summary of how we are doing.

We are assured that safeguarding is as effective as possible, using a range of mechanisms to co-ordinate, monitor, challenge and improve both our services, and outcomes for children and young people.

The triangulation and scrutiny of how we are doing across the system enables us to test out assurance or identify where additional activity or assurance may be required. In addition to quality assurance, practice reviews, data and voices mentioned above, we will utilise the following to determine effectiveness:

- Single agency assurance reports from the statutory partners and designated relevant agencies will be requested where deemed necessary. These reports should provide evidence of what is working well, what is not working well and actions in place to improve where appropriate.
- Receive external audits and inspection reports of safeguarding or related issues from bodies such as HMIs, Ofsted and CQC and monitor progress against action plans to address any significant continuing safeguarding risks identified during the above processes.
- Request single agencies to carry out quality audits or ‘deep dives’ on themes where performance is considered to be a significant risk.
- Scrutiny: We expect that a range of senior professionals in Salford will be able to undertake *impartial* or *peer* scrutiny. An Independent Adviser provides specialist and independent scrutiny, outlined in the **Independent Adviser – Specification and Workplan 2019/20** to:
 - provide assurance in judging the effectiveness of services to protect children.
 - assist when there is disagreement between the leaders responsible for protecting children in the agencies involved in multi-agency arrangements.
 - support a strength focused culture and environment conducive to robust scrutiny and constructive challenge.

Level	Scrutiny of What	Activity
Operational (individual cases, teams, organisations)	<ul style="list-style-type: none"> • Single agency: ‘not marking your own homework’ • Practice (audit and case reviews), • Decision making, for example, initiation of local Child Safeguarding Practice Reviews • Professional challenge, escalation and outcomes resolution 	<ul style="list-style-type: none"> • Quality assurance • Peer to peer reviews • Diagnostics / critical friends • Salford local authority internal Audit team • Reciprocity with other partnerships in Salford and other areas • External inspections, such as Joint Targeted Area Inspections • Independent scrutiny and challenge of decision making for rapid reviews and

	<ul style="list-style-type: none"> • The effectiveness of the partnership and its plans and annual report • Impact and outcomes 	notification to the National Panel of local practice reviews
Partnership		<ul style="list-style-type: none"> • Independent Adviser • Independent reviewers for case reviews • Annual 'assurance workshop' • Partnership Group Lay Members • Children and citizens
GM & Regional		<ul style="list-style-type: none"> • GM Standards Board • GM Chairs and Business Manager meetings • GM professional networks, e.g. QA officers, Heads of Safeguarding, Designated Nurses.

Independent scrutiny will:

- Be based on clear standards.
- Be based on evidence, impartial and not rely on any single person.
- Consider the effectiveness for children and families as well as for professionals.
- Provide challenge and as well as a strengths-based approach to additionally recognise good practice.
- Be cost effective and proportionate.
- Include service users and the public (lay members, children and families).
- Be subject to moderation if required, overseen and reviewed by the Safeguarding Effectiveness Group.

We seek to achieve perspective across the partnership by using the 'Getting on the balcony' method of Adaptive Leadership (Heifetz et al, 2009³) which will allow us to get perspective to look at what we are doing as well as what the others are doing; look at the component parts – infrastructure, systems, people, outcomes and to ask “what is really going on here”?

We learn from every opportunity and ensure we have a skilled workforce who have access to up to date, relevant information to help them to keep children safe and happy.

The Safeguarding Effectiveness Framework ensures that there is a direct link between safeguarding effectiveness and workforce development. Learning is shared with staff, changes made to policy, process and practice where appropriate and there is an assurance that this has had an impact.

Learning needs are captured through the safeguarding assurance process of the partnership as well as an annual learning needs analysis. The well-established Practitioner Forum and the Training Pool of 50 internal 'trainers' provide on-going support to deliver and evaluate learning and improvement. Opportunities for professionals to develop knowledge and skills

1. ³ The Practice of Adaptive Leadership: Ronald A. Heifetz , Marty Linsky, Alexander Grashow (2009)

are varied, such as training courses, newsletters, briefings, learning events, lunchbowls, social media and the website which form part of our communications strategy to ensure there are opportunities for learning.

We will ensure there are strong links between single agency performance, sub groups, multi-agency performance, learning and communications so that we know how we are doing, what we can do better, and provide knowledge and skills to our staff.

We will also develop skills of our partnership members in undertaking their duties within the framework in relation to undertaking good quality audits, understanding performance, critical analysis and triangulation and identifying what needs to happen next.

5. Summarising and communicating

Summary	We seek to ensure that partners are fully informed about how we are doing as a partnership to generate a whole systems view.
Summary of evidence and learning database maintained	A database of case reviews and audits will be maintained by the Business Unit to facilitate monitoring and identification of activity, key learning, and follow up of the impact of recommended actions for improvements. This will also include 'Good Outcome Reviews'.
Summary report for the period to the partnership	A quarterly 'how are we doing – assurance report' will be produced by the Safeguarding Effectiveness Group on a quarterly basis to draw together analysis of available evidence and recommendations. This will be shared across all sub-group members to ensure there is clarity about what we are doing well, areas for further exploration and actions for the next period.

6. Safeguarding Effectiveness Framework Roles and Responsibilities

6.1 SSCP Executive and Partnership

The role of the Executive and Partnership is described within this strategy and within national Working Together Guidance. In Salford, we believe an important role of the Executive and Partnership is to encourage best practice; offer challenge and support to member organisations where weaknesses are identified and celebrate good practice.

6.2 Sub Groups

Each sub group will meet at least quarterly to bring together evidence and discussion 'how are we doing' relating to their specific topic as well as managing work plans. Sub group chairs

will provide a summary of any performance discussions only to the Safeguarding Effectiveness sub-Group at least quarterly, and a 'deep dive' on an annual basis.

6.3 Single agencies

Agencies will provide timely robust information (qualitative or quantitative) together with operational supporting commentary as agreed, ensuring the partnership is aware of any changes to performance indicators or reporting in their agency where required outcomes and standards may not be met, and which include a multi-agency element or consequence. They may offer suggested alternative intelligence which may better support the partnership in undertaking their role in assessing effectiveness of early help and safeguarding.

6.4 Sub-group members

Sub-group members are required to:

- ensure provision of good quality information in a timely manner which includes summary narrative.
- ensure sufficient time is given prior to each meeting and during meetings to consider any reports or information presented.
- participate in meeting discussions in a manner which provides appropriate challenge and support without blame.
- ensure they feedback to relevant people and gain support within their own organisation
- undertake any actions agreed.

6.5 The Partnership Business Unit

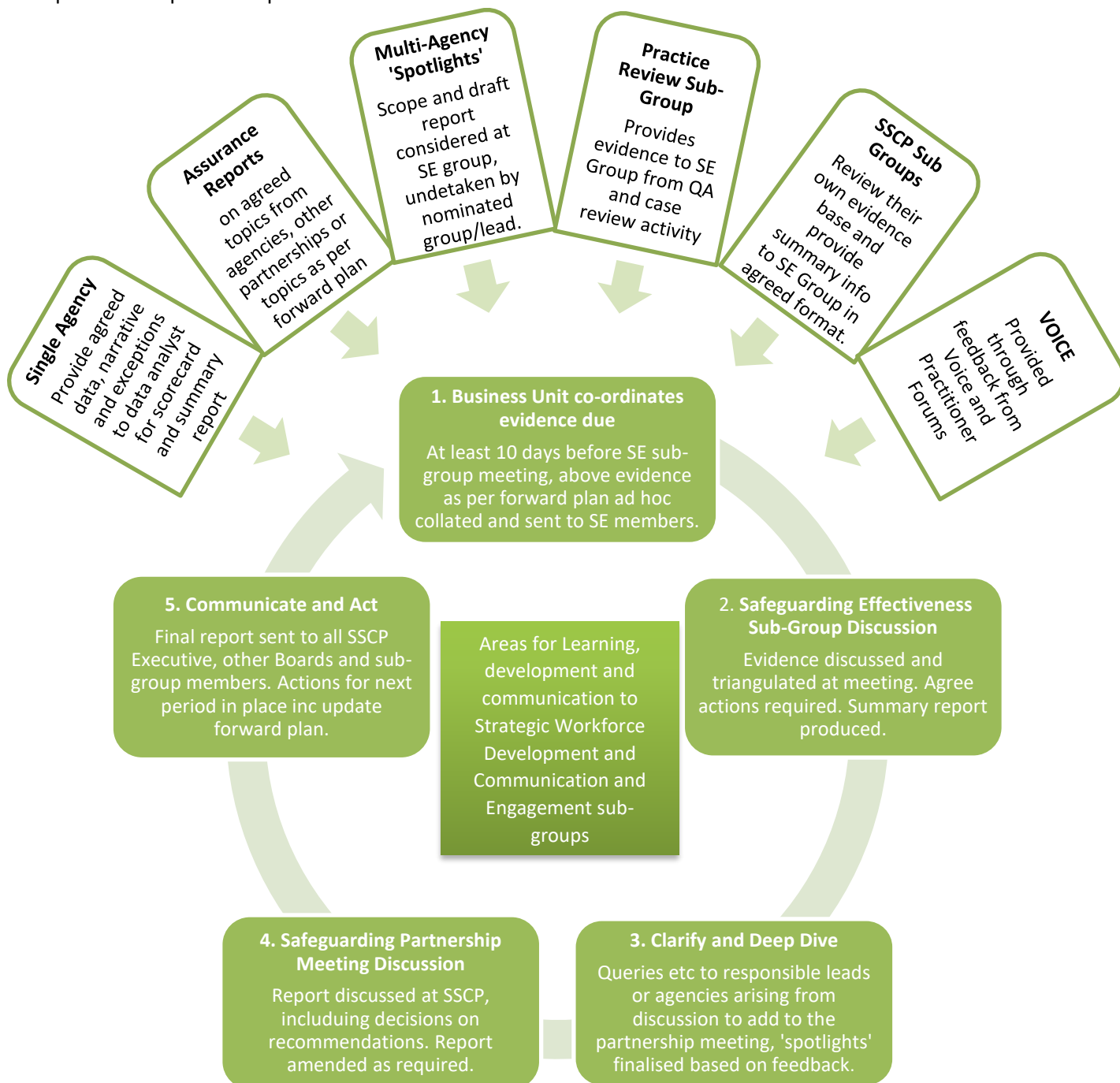
The Business unit and assigned data analyst will facilitate the Safeguarding Effectiveness Framework to include ensuring sufficient time is provided for notification of meetings, receipt of relevant information, maintaining the practice review database and co-ordinate the summary assurance report. A dedicated performance and quality assurance officer supports these functions. The table below summarises 'inputs' and 'outputs' within the Partnership

GROUP / MEETING	INPUTS	OUTPUTS
Single Agency	Their own performance evidence	Quarterly: agreed data and narrative, exception reporting Annually: Audit/review forward plan
All Sub Groups	Each sub group workplan includes a set of outcome measures and assurance questions to check effectiveness.	Quarterly sub-group update for Partnership Meetings.
Safeguarding Effectiveness	Wide range of evidence as per forward plan and ad hoc (see Toolkit).	Quarterly: Scorecard, 'how are we doing' summary assurance report. Scrutiny and support for deep dive reports Ongoing: Forward plan, Recommendations for the partnership.

Strategic Workforce Development	Learning from case reviews, priorities, safeguarding effectiveness, training needs analysis	Training, learning events, other workforce development.
Communications	Feedback on key events and information Learning and messages for public and professionals. Information from other Boards and GM.	Campaigns, communications.
Safeguarding Partnership	Scorecard 'how are we doing' summary assurance report Deep Dive reports Sub-Group update reports	Areas for strategic workforce development or Communications groups
Safeguarding Executive	'how are we doing' summary assurance report Safeguarding Partnership minutes	Feedback back through the system as appropriate

PROCESS – HOW WE WILL DO IT

The diagram below illustrates the processes for gathering single agency and multi-agency evidence and how this feeds into the Safeguarding Effectiveness sub-group for triangulation and summation in a report for the partnership.



On a quarterly basis, we will produce:

- a scorecard of key performance indicators with commentary from relevant leads
- a summary high level 'how are we doing' report.

TOOLKIT: SUMMARY OF EVIDENCE AND SAFEGUARDING EFFECTIVENESS ACTIVITY

This table describes the different activities undertaken for each dimension (single agency, multi-agency, the Partnership itself), the frequency of each activity and how each element aims to contribute to improving safeguarding practice across Salford. To get the best understanding of quality and impact in respect of the content areas, we seek to triangulate different sources in the Safeguarding Effectiveness Sub-Group, and a summary report provided to the partnership. In some cases, it will be necessary for the full detail to be presented to the partnership with recommendations from the Safeguarding Effectiveness Sub-Group, or the activity may be disseminated as part of a learning event.

DIMENSION 1: THE EFFECTIVENESS OF EACH ORGANISATION TO SAFEGUARD AND PROMOTE THE WELFARE OF CHILDREN						
Method	Rationale	Frequency	Responsibility	Report to	Impact on safeguarding practice	Impact on children and families
Section 11 Audit	To provide assurance to the Partnership that member agencies have in place effective arrangements for safeguarding and promoting the welfare of children and young people as defined by s.11 CA 2004 and Working Together 2018.	Bi annually Last done: 2016/17 Due: 2019/20	Partnership member to ensure audit completed by their agency. Safeguarding Effectiveness Sub Group to facilitate.	Outcome reported to SSCP. Unacceptable non-compliance raised with Safeguarding Executive	Member agencies develop an action plan for any areas of noncompliance therefore strengthening safeguarding practice and arrangements within their own organisation.	Consistent safeguarding standards and application in each agency – children and young people receive a good standard of safeguarding from the services they access. Agencies have safe recruitment processes in place and respond appropriately to concerns about those in a position of trust Safeguarding practice in Salford is challenged and good practice promoted strategically – children and young people experience improved services and interventions Children's needs are recognised and responded to in a timely manner.
Single Agency Audits	There is an overview of member agency's safeguarding audit activity for further scrutiny, identify learning, as well as identification of opportunities for joint audit	Annually or where available	Audit reports requested from partner agencies as appropriate.	Practice Review Sub-Group or Safeguarding Effectiveness Sub-Group as appropriate	Performance and activity in relation to safeguarding children and promoting their welfare (including learning from practice reviews) is integral within member agency's core business.	
Outcome of Inspections	The Partnership has an overview of member agency performance relating to safeguarding and can provide challenge where safeguarding performance is of concern.	As notified	SSCP representative for organisation subject to inspection to provide short briefing, Inspection report and action plan to progress any areas of concern relating to	Safeguarding Effectiveness Sub-Group	Organisations take positive action to improve any safeguarding concerns.	

			safeguarding.			
LADO report (Local Authority Designated Officer).	The Partnership is assured the children workforce is safe and action is taken consistently to address those who may be unsuitable.	Annual report and quarterly data included in the quarterly performance report.	LADO	Safeguarding Effectiveness Sub-Group and subsequent Main Partnership Meeting	Consistent action is taken to address unsuitable adults working within the children's workforce.	
Schools Safeguarding audit	To provide assurance that schools are taking appropriate action over safeguarding concerns and following policy. The audit will also highlight areas of good practice, and identify any themes of poorer practice.	Annually. It is being rolled out in the Irlam and Cadishead cluster, and then will be rolled out to the rest of the city once learning from the trial audit has been reflected upon.	Individual school governing bodies. The named safeguarding governor will carry out the audit with the designated child protection officer.	The completed audits will be presented to the schools' sub-group, who will write a composite report based on the audit outcomes and report to the Safeguarding Effectiveness Sub-Group. The composite report will be shared with all Governing bodies and a response to the key themes for areas for development will be expected from all schools	Good practice is shared across the schools. Weaker practice is identified and shared with the Exec, so that development plans can be put in place either for specific schools, or a group of schools. Limitation: schools can opt whether to participate, however any lack of engagement with this process will be escalated to the Chair of Governors by the Assistant Director Education	Consistent safeguarding practice across schools. Improved communication between schools and other agencies. Safeguarding practice is challenged and developed, improving services and outcomes for children and families. Improved knowledge for participating schools, again improving outcomes for children and families. Correct policies and procedures are used e.g. safe recruitment, managing allegations, so that children are safe.

DIMENSION 2: THE EFFECTIVENESS OF MULTI-AGENCY PRACTICE TO SAFEGUARDING AND PROMOTE THE WELFARE OF CHILDREN AND YOUNG PEOPLE

Method	Rationale	Frequency	Responsibility	Report to	Impact on safeguarding practice	Impact on children and families
Scorecard	<p>There is a multi-agency scorecard of key performance measures, charts and short narrative for each measure on a quarterly basis. The partnership is able to scrutinise and monitor the data and provide challenge for further analysis and action where necessary.</p> <p>Measures will reflect the SSCP priorities as well as 'core safeguarding business' across agencies.</p>	Quarterly	<p>Identified leads for each measure to provide data and narrative.</p> <p>Performance Officer for compiling.</p>	<p>Safeguarding Executive Sub-Group for discussion, summarising key points and any amendments.</p> <p>The scorecard will accompany the main summary performance report from the sub-group to the partnership meeting.</p>	<p>Agencies are challenged to take action to improve safeguarding performance where required.</p> <p>Safeguarding performance can be viewed strategically in relation to how agencies work together to address multi agency safeguarding priorities.</p> <p>The workforce understands the priority areas for safeguarding children in Salford and their role and responsibilities for performance in the areas.</p>	<p>A workforce that understands its specific role and responsibility in working together on safeguarding priorities is more able to respond to the needs of children and families in a timely and appropriate manner.</p> <p>A workforce that is open to continuous learning is able to offer children and families a service based on knowledge based best practice models.</p> <p>Timely and responsive changes to safeguarding practice informed by practitioners and managers means that families receive fit for purpose services.</p> <p>Children and families receive the help they need at the earliest opportunity; children are better safeguarded.</p>
'How are we doing' summary SSCP Performance Report	The partnership has an overall picture of safeguarding performance in Salford from a range of evidence, and is able to recognise good performance and challenge as appropriate.	Quarterly	<p>SSCP Performance Co-ordinator for compiling.</p> <p>Business Manager for editing.</p>	The performance report is presented to SSCP and then shared widely (see processes in previous section).		
Cross reference annual audit Plan for single	Held by Practice Review Group, identifies cycle for audits for the coming year.	Reviewed six monthly	Chair of Practice Review sub-group	Practice Review Sub-Group or Safeguarding	Better planning of audits and resource planning.	

agencies				Effectiveness Sub-Group as appropriate		
Multi Agency Practice Audits	<p>Practitioners to critically reflect on multi agency practice and decision making for active cases.</p> <p>The Partnership receives assurance about the quality of multi agency working practice in Salford.</p>	Practice audits will be carried out once a year.	<p>Completed by practitioners in all member agencies.</p> <p>Areas for audit to be identified by Safeguarding Effectiveness Sub-Group and Practice Review Sub-Group</p> <p>Subjects for audit would originate from local or national learning, statutory requirements, analysis of PI data, frontline knowledge, Practice Reviews, management forums, policy implementation and feedback from learning and development.</p> <p>Practice Review Group responsible for co-ordination and management of audits</p>	<p>Each Facilitator will compile a report of findings and report to Practice Review Sub-Group, any summary evidence to Safeguarding Effectiveness Sub-Group for triangulation with other evidence and inclusion in the summary performance report.</p> <p>.</p>	<p>Practitioners embrace learning from cases in an open and transparent way where criticism is not the focus.</p> <p>Multi agency groups will be aware of their areas of strength and weaknesses in relation to multi agency working and are challenged to take action where weaknesses are identified.</p> <p>Themed learning will also inform future SSCP developments and practitioner learning forums.</p> <p>There is a culture of continuous learning and improvement across organisations and that practitioners and managers welcome opportunities to share learning and improve practice</p>	
Multi-agency Practitioner Forum	Practitioners have a key voice in driving the business of the SSCP about safeguarding practice in Salford, and can act as a reference group.	Quarterly	Strategic Workforce Development Sub-Group Chair of Practitioner Forum	Provide a voice to Safeguarding Effectiveness Group for inclusion in 'how are we doing' report, and report to the	Practitioners and managers often have early insight into challenges for safeguarding practices that may be emerging	

				Strategic Workforce Development Sub-Group.	and often have practical solutions to improve practice. By having a direct voice to the SSCP this means safeguarding themes can be picked up early and appropriate and timely responses made. SSCP provides challenge to single agencies and relevant Body's where required.	
Learning from Case Reviews	Reviews are conducted regularly, not only on cases which meet statutory SCR criteria, but also on other cases to establish whether there are lessons to be learned from the case about the way in which local professionals and organisations work together to safeguard. See Practice Review Policy and Toolkit for more information	As appropriate.	Anyone may refer cases to the Practice Review Sub-Group, who retains ownership of the managing of practice review policies and outcomes.	Summary of key themes to the Safeguarding Effectiveness sub-group.	There is a culture of continuous learning and improvement across organisations and that practitioners and managers welcome opportunities to share learning and improve practice.	
Sub Group workplans	A common format for sub group work plans helps to focus the groups on their actions for the year based on the SSCP priorities and current evidence, and records key evidence for their group, and assurance questions.	As appropriate but updated at least twice a year.	Sub Group chairs Co-ordinated by Safeguarding Operational Group	SSCP partnership meeting	Drives improvement planning in key areas for improvement.	Improved outcomes in the areas where actions and measures are in place.
Safeguarding Effectiveness Forward Plan	Outlines the relevant times of the year that key evidence from single or multi-agency work is considered by Safeguarding Effectiveness Group.	Reviewed and updated at each SE sub group meeting	Chair of Safeguarding Effectiveness Sub-Group, maintained by Business Unit	Safeguarding Operational Group and SSCP	Better planning and better quality evidence provided, alignment to other reporting audiences.	

DIMENSION 3: THE EFFECTIVENESS OF SSCB AND ITS MEMBERS TO SAFEGUARD AND PROMOTE THE WELFARE OF CHILDREN

Method	Rationale	Frequency	Responsibility	Report to	Impact on safeguarding practice	Impact on children and families
SAIT (Self Assessment & Improvement Tool)	The SSCP critically evaluates its effectiveness identifying areas of strength and weakness which inform priority areas of development.	Annually	Safeguarding Operational Group	Report to inform annual Business Development Session.	Able to drive forward quality safeguarding practice and interventions with children and families both on a multi agency and single agency basis.	Improved strategic commissioning of services for children and young people which include safeguarding requirements.
Peer Challenge	Review by colleagues of SSCP or individual areas to identify strengths and weakness which will inform development needs.	Annual once received SSCP induction.	Members of the Partnership, advisers to the Partnership and members of the SSCP Executive.	Business Manager prepares report for SSCP.	An effective SSCP and business unit enables the partnership perform and function effectively.	Improved safeguarding arrangements for children and families in Salford.
Independent Adviser Specification and Workplan	Provides criteria and activities for the Independent Adviser to undertake during the year	As required	Safeguarding Operational Group	Safeguarding Executive	Best use of resources and targeting to key areas. Provide independent challenge and support.	
Voice of Children and Families	Representation from the youth council, the Fight For Change Council and various other groups LGBT, Disability and Young carers forum	Bi annually	VOCAG to research methods and models. Young Persons Network to support the design Safeguarding Effectiveness Subgroup to aggregate key messages.	Safeguarding Effectiveness Sub-Group	Safeguarding practice reflects learning from experience of children and families and is shaped accordingly. Optimum engagement with children and families. Develop organisational intelligence.	To establish what difference the interventions and services have made to their lives. If children and families are confident to engage with services at the earliest opportunity then this will provide the best possible outcomes.