

'I am really lucky I had you, if we didn't talk I could be dead. Anyone else you work with is lucky to have you, you change lives' –

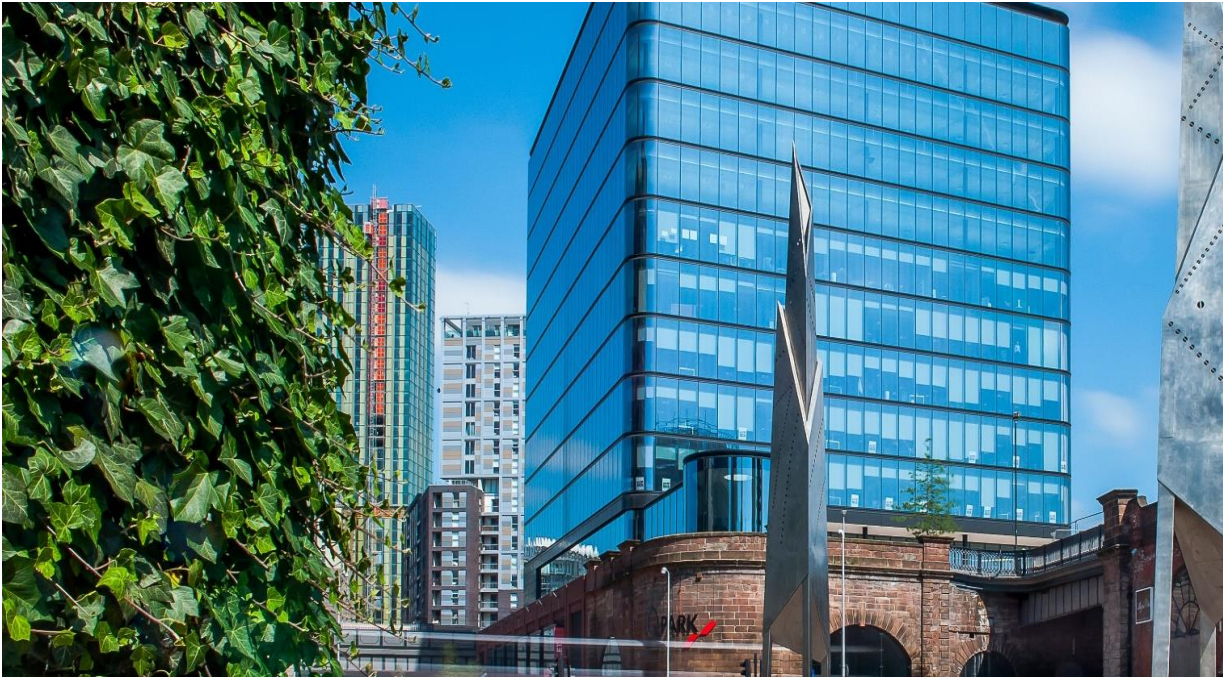
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Worried about a child?

Every child and young person has the right to be safe.

All reports or enquiries concerning the welfare or safety of a child must go straight to the Bridge Partnership, call: 0161 603 4500 or [complete the online referral form on the worried about a child page](#).

The Bridge Partnership is available Monday to Friday from 8:30am to 4:30pm. If you need to speak to someone outside of these times, please contact the **Emergency Duty Team (EDT)** on 0161 794 8888.

If a child is in immediate danger of being harmed or is home alone, call the **police** on 999.

CONTENTS

Foreword _____	4
What we know about children in Salford _____	6
What Young People said _____	8
Working with other Partnerships _____	11
Review of Arrangements _____	14
Listening to the front line _____	17
Learning from reviews _____	19
Learning from lockdown _____	23
Impact in 2020-21- Neglect and Complex safeguarding _____	24
Impact in 2020-2021 - Use of technology _____	27
Impact in 2020-2021 - Child Criminal Exploitation _____	28
Impact in 2020-2021 - Assurance priorities _____	29
Independent scrutiny _____	31
Strategic priorities for 2021-2022 _____	33
Appendix 1 Budget _____	34
Appendix 2 Workforce development _____	35
Appendix 3 Safeguarding arrangements during Covid _____	37
Appendix 4 Glossary _____	38

FOREWORD



Tom Stannard
Chief Executive
Salford City Council



Shaun Donnellan
GMP Divisional
Commander
Salford



Steve Dixon
Accountable
Officer
Salford CCG

Our Vision

‘All partners are committed to working together so that every child in Salford is safe, well and able to reach their full potential.’

All three safeguarding partners
have equal and joint responsibility for local
safeguarding arrangements.

This is the second annual report of the Salford Safeguarding Children Partnership, it covers the period from 1st April 2020 to 31st March 2021. In these unprecedented times it is more important than ever to ensure that we are in touch with our most vulnerable children to make sure they can be as safe and healthy as possible. The “Spirit of Salford” remains resolute. Safeguarding services and communities have continued to prioritise safeguarding children. We want to thank everyone who continue to go above and beyond to make Salford a safer place for children.

At the end of this year key leaders who were instrumental in the partnership left Salford after many years and we would like to thank Jim Taylor, Francine Thorpe, Andrea Patel, Rachel Harrison and Tiffany Slack for their contributions to safeguarding children in Salford.

This report recognises the progress the Salford Safeguarding Children Partnership (SSCP) has made throughout the year sets out our commitment to continue to address the challenges that remain in 2021/22.

Two Key Values

- 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.

Six Principles of the SSCP

- **Empowerment:** People being supported and encouraged to make their own decisions with informed consent.
- **Prevention:** It is better to take action before harm occurs.
- **Partnership:** Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting safeguarding issues.
- **Proportionality:** The least intrusive response appropriate to the risk presented.
- **Protection:** Support and representation for those in greatest need.
- **Accountability:** Accountability and transparency in safeguarding practice.

Safeguarding Executive

The Safeguarding Executive is the key decision-making body and consists of the executive leads of the three statutory partners and the Independent Scrutineer.

Safeguarding Partnership

Salford Safeguarding Children Partnership meets at least four times a year, has a strategic focus, leading sub-groups who report on a workplan for their area. A thematic approach is taken throughout the year with a focus on the priorities agreed for the year.

Safeguarding Operational Group

Representatives from the three safeguarding partners, the Partnership Business Manager and Chair of the Safeguarding Effectiveness Group meet six times a year to undertake the operational activity of the Partnership. This includes ensuring the business of the Safeguarding Children Partnership is efficient, effective, deadlines are met and also guiding the work of the business unit.

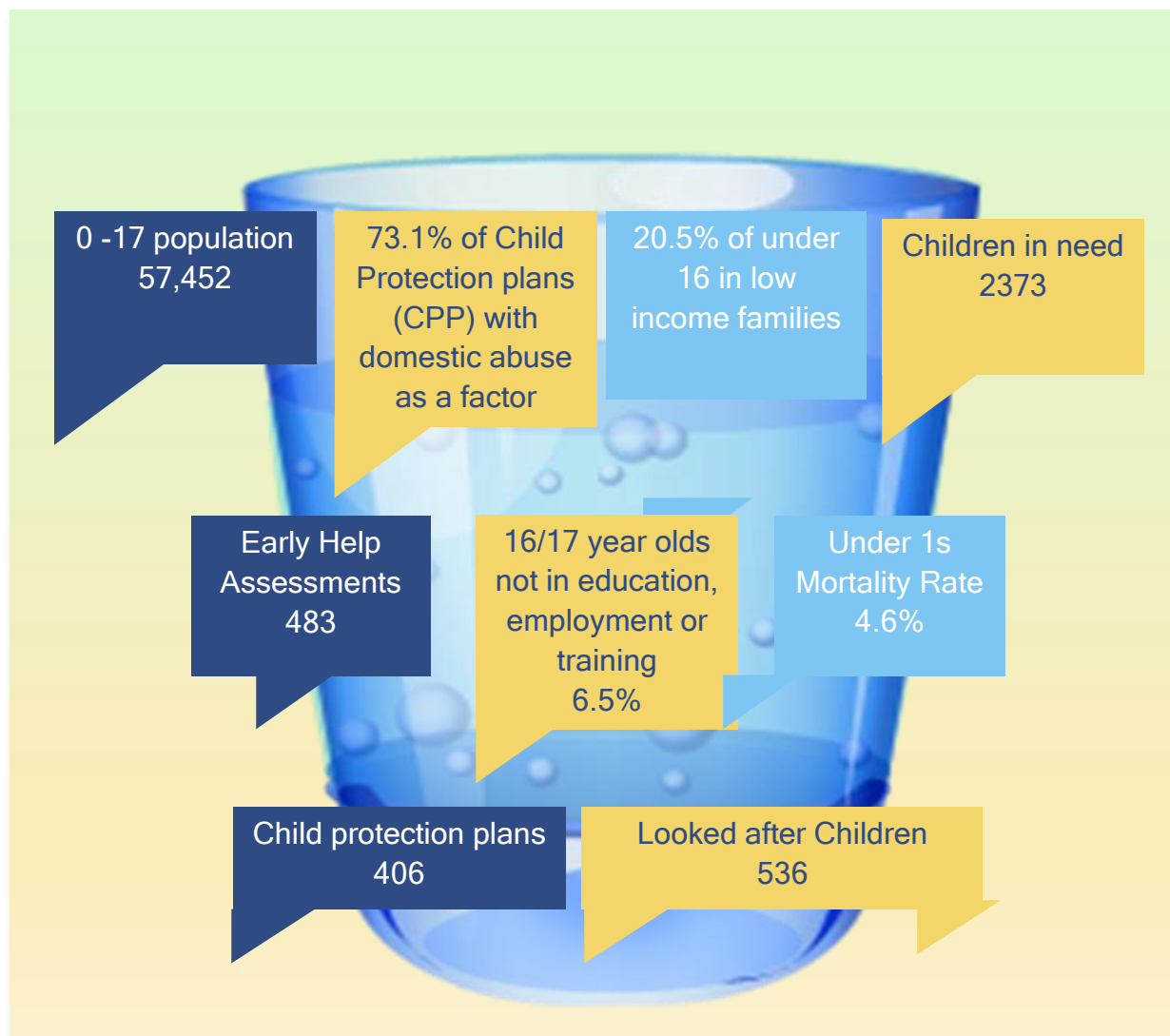
The published arrangements can be found through the link below or on the website.

<https://safeguardingchildren.salford.gov.uk/about-the-partnership/>

WHAT WE KNOW ABOUT CHILDREN IN SALFORD

The health of people in Salford is generally worse than the England average. Salford is one of the 20% most deprived districts/unitary authorities in England and about 21.1% (10,460) children live in low income families. Salford is the 28th most deprived (out of 317 LAs). (*Source Indices of Deprivation 2019 - Salford*) Over the last 12 months there has been a focus upon reviewing cases of children subject to Child Protection Plans for a lengthy period of time. The review generated an updated assessment to reflect the level of need. This has led to a reduction in children subject to child protection plans. Independent scrutiny is provided via the safeguarding unit.

Key Needs Data (31st March 2021)



WHAT YOUNG PEOPLE SAID

Listening and responding to the views and voices of young people are a core thread throughout our Partnership.



Below is a notable example of one of the letters written by a young person to the youth justice team

"Hi, I'm 16 years old. Greetings to you and hope you are well and safe at the moment. Although we are all isolating from Covid we have access to many things. For example Facetime, WhatsApp, Zoom and Skype on the computer to chat with friends and family. The air outside is fresh and the sky is so blue, because of less pollution from the cars and planes. I went for a walk to do my daily exercise and saw families walking together and I have seen animals in the neighbourhood that I have never seen before. This makes me feel so positive despite the pandemic we're going through. We have to keep safe and follow the rules. This will help our NHS staff on the frontline to fight for us. God bless you all and keep well."

*We asked children, young people and families ‘
What & who helps children grow up safe in Salford?’*

“Your
friends look
out for you
and keep
you safe”

“Services working *with* families
- talking to families to
understand the situation and
what they need - parents are
experts and know their children
best”

“Community -
people living
around you, people you
live with, families and
friends”

“Safe places in schools where
children can talk to a trusted
adult”

Inspectors asked the
question, “How would
you describe your
worker?”
“Profoundly patient and
insanely kind” was one of
the responses

“My worker comes in school -
she listens to me,
and I feel calm when I’m with her,
she helps me
to not think about bad stuff”

Some of the areas of concern were:



WORKING WITH OTHER PARTNERSHIPS

Inter-Board Working

A protocol for Inter-board working was updated this year.



In addition to the 'core four' partnerships, there are other specialist multi-agency boards and groups that co-operate and collaborate to ensure the well-being of the people of Salford and for whom the principles within the protocol apply:

- Tackling Domestic Abuse Board
- 0-25 Advisory Board
- Strategic Housing Partnership
- Youth Justice Board

Youth Violence

Serious youth violence and supporting young people who are at risk of criminal exploitation is a long standing priority within the City of Salford. In response we have set up a Youth Crime Reduction Steering Group with an associated delivery plan, which reports to the Community Safety Partnership. We also operate a co-ordinated response to serious and organised crime titled Project Gulf, under which we collaborate with the Complex Safeguarding Team and the locality based Community Safety Referral Teams. These teams enable partner agencies to meet on a regular basis to discuss community risks such as youth violence, with interventions implemented as required.

As an authority we continue to prioritise proactive engagement with young people and we have therefore maintained an Integrated Youth Services Support Team (IYSS). The work of IYSS has been hampered by Covid and whilst we have adapted to new ways of working, we have not been able to engage with as many young people as we did before Covid. The lack of visibility of children due to Covid has hampered many agencies in their engagement and diversion interventions and our partnership has worked creatively to minimise these risks. For instance, our Assure app has enabled more effective information sharing across agencies.

Each neighbourhood operates neighbourhood resilience forums, which are more strategic in their nature and focus upon the place as opposed to individuals. These meetings are attended by officers and Councillors as well as statutory partners from safeguarding and community safety partnerships.

GM Partnerships

Salford has continued to support the GM Children Safeguarding Partnership Independent Chairs/Scrutineers and Business Managers network meeting to provide opportunities for sharing learning and practice. As a Department for Education (DfE) early adopter we hosted a GM wide seminar to share our model and practice ideas about systems for delivering case reviews. We continue to participate with the relevant GM workstreams and the implementation of the GM Safeguarding Children Alliance.

Guidance

New guidance “The Support and Safeguarding in Salford: Helping children to thrive Guidance” has been drafted by the SSCP. In late 2021 this will replace the current [Threshold of need and response in Salford 2020](https://safeguardingchildren.salford.gov.uk/professionals/policies-and-procedures/pathway-guidance/). Also Pathway Guidance is provided to enable Salford practitioners to interpret Greater Manchester procedures for implementation in Salford. <https://safeguardingchildren.salford.gov.uk/professionals/policies-and-procedures/pathway-guidance/>

Secure Care in Salford

It is a requirement that this report includes evidence that the safeguarding partnership annually scrutinises the use of restraint in secure provision for children and young people located in the area. Barton Moss works pro-actively with the SSCP. It continues to have young people who are at risk of being exposed to a restrictive intervention. The home has a Restraint Policy and a Restraint Minimisation Policy which is reviewed annually.

All young people have an individualised behaviour management plan (BMP) and where necessary a Safety plan or Suicide and Serious Self Harm Plan (SASSH), the aim of the BMP is to identify triggers, patterns and ways in which young people can be supported in managing their behaviour before it escalates. The Safety plan describes actions to take in response to an incident, focusing on minimising the need for restraint being used.

Safety Plans are designed and agreed by a multi-disciplinary team and are individualised using a person centred approach. The multi-disciplinary team comprises of members from; mental health, psychology, education, interventions, case supervisors and Heads of Home (Residential), Behaviour Management Plans comprise of assessments from; psychology, the initial formulation, speech , language and communication, education, health and care plan (EHCP). Importantly the views of the young person concerning their triggers and how best to support them are embedded within the plan.

Alternative measures of control are always explored to manage anti-social behaviour and the practice of exploring alternatives to Restrictive Physical Intervention (RPI) is well and embedded into all practices within the centre.

The full reporting period for Barton Moss spans two fiscal years from October 2019 to September 2020. In relation to this year's report, it should be noted that Covid has impacted quite significantly at Barton Moss. Admission rates have been affected; we have seen a lower than usual occupancy rate. Many of the community-based support services were not initially able to access young people. Barton Moss has made significant adjustments in response to the challenges of national lock downs and severe localised restrictions.

From April to October 2020 in the time frame of this report there has been 11 uses of an RPI compared to 38 in the same period in 2019. Of all the interventions that have been reviewed by the Local Authority Designated Officer (LADO) in this period one met the threshold of harm and therefore was referred as part of a safeguarding process.



REVIEW OF ARRANGEMENTS

Peer Review Findings

During this year we undertook a reciprocal Peer Review of our arrangements with Bolton Safeguarding Partnership led by an independent reviewer, Carole Brooks Associates Ltd

Strengths:

- Salford was a strong safeguarding partnership prior to the new arrangements, which was a great enabler of change.
- There has been significant commitment in devising and implementing the new arrangements, which includes high aspirations and expectations. This includes continued reflection and improvement, and interviewees felt that preparation and transition went “incredibly well.”
- There is a good organisational ‘flow.’ We could see a link through strategy and priorities, actions, reflection, reviews, communications and learning and development.
- SSCP members feel there is better equity between the three statutory partners than before, they work together as a team and there is “a shared and equal duty to make arrangements to work together” evident in different levels of seniority.
- The Safeguarding Executive is seen as a valued part of the SSCP in driving safeguarding arrangements.
- We could see evidence of the ‘one vision, two key values and six principles’ outlined in the published arrangements.

Observations or areas for development:

- The number of rapid reviews has increased as a result of new guidance. The input required from partners, each review chair and the Business Unit has resource implications.
- We heard how the governance for some of the sub groups is not as clear as it could be or has changed, and provision of sub group reports to SSCP is patchy.

Strengths:

- Equality across the partners came across strongly in meetings, interviews and documentation. The increased involvement and voice of GM Police was especially noted as positive engagement which was valued.
- There is great commitment and good relationships across the partnership, from a range of health agencies and providers including the hospital.
- The voluntary section (via C Voluntary Service) state that they are supported and feel like an equal partner around the table.
- Meetings were well chaired with good engagement in a learning culture.

- There have been improvements in inter-board working, for example violence reduction model, and a joint commissioning approach to domestic abuse.

Observations or areas for development:

- Local area leaders have more to do in achieving the most effective joint working across the whole local area strategic partnerships.
- There were a couple of meetings where not all three statutory partners were present. The SSCP may wish to consider quoracy, the impact, how messages are communicated to/from them and the role of deputies.
- The experience and engagement of several key people in the partnership is both an enabler and a risk. Their personal attributes rather than their role plays an important part in the partnership and thought to 'succession planning' and developing other individuals to ensure sustainability may be helpful.

Independent Scrutiny

Strengths:

- The Independent Adviser is knowledgeable and demonstrated a good grasp of topics discussed. Stepping down from chairing the partnership as part of the new arrangements has allowed him to focus more on challenge and scrutiny during meetings.
- There was evidence of challenge and scrutiny by partners in meetings, especially by the Chair of the Safeguarding Effectiveness Group (SEG) meeting. This was not as strong in the SSCP meeting that was observed, but this may be due to the size and content of the agenda.
- Reviewers felt that challenge and scrutiny are well received and acted on. There was evidence of a strong and healthy culture.
- There was an example of effective dispute resolution in relation to a case review decision.

Observations or Areas for development:

- We know that the SSCP continues to be in a period of 'settling into' the most effective way forward in independent scrutiny, and we would recommend this includes a greater emphasis on more reflective scrutiny, including on impact.
- The SSP may wish to consider a brief impact summary periodically to evidence the footprint and formalise challenge and assurance activity.

Understanding Effectiveness

Strengths:

- There are clear priorities, high aspirations and a commitment to these within the partnership.
- The safeguarding effectiveness framework is a strength, and we could see evidence of it working in practice, including summary report to the SSCP. The SEG chair drives this.
- Other evidence to SEG, including findings from case reviews, provides a broader evidence base to understand effectiveness. The partnership has moved 'beyond data.'
- There was a good level of triangulation in SEG between information, and a lot of good challenge in the form of pertinent and sometimes difficult questions to understand what information is telling us.
- Planned spotlights appear to work well and were valued by interviewees. The format of SEG setting challenge questions and set format to which information is provided for the spotlight is an additional element of scrutiny, challenge, and whole system ownership.

Observations or areas for development:

- There is strong and well-presented performance data but metrics from some areas outside of social care was limited.
- A paper on improving understanding of impact was brought to the September SSCP meeting. Whilst there are conversations in meetings focusing on lived experiences and impact, as with many other partnerships, there is still limited understanding of impact, understanding what difference the partnership is making for children and families. however, the partnership are well aware of this.



Listening to the front line - Review of Multi-Agency Safeguarding Arrangements- Salford Professionals Survey October 2020

A survey conducted by the National Children's Bureau (NCB) in February 2019 as part of the early adopter programme was adapted for this review. We asked professionals their views of the safeguarding arrangements. The survey was administered by Salford Safeguarding Children Partnership via Survey Monkey and sent to a range of professionals who had attended training or were part of Safeguarding Partnership mailing lists.

The survey was completed by fifty-three professionals in Salford working in Health (NHS), Local authority Children's Services, Housing, Schools or Colleges, GM Police. Single responses came from professionals working in the voluntary sector, Local Authority Regulatory Services, and Adult Services, GMMH/SRFT and Leisure Trust.

The professional roles of the respondents included team managers and practitioners (73.6%), strategic leaders (20.7%) and those selecting other (5.7%).

Comment from a professional

"It feels very dynamic and great to be part of it. We are a partnership that is really engaged, responsive, open to new ideas and innovation, and it doesn't matter if we get it wrong or right, it is the trying that is important, and brings a new energy to it."

Summary Analysis

86.8% (n=46) of respondents had the view that children are safeguarded effectively or very effectively. This is higher than 73.6% (n=176) of respondents in the 2019 NCB national results.

When considering how effective Children's welfare is promoted by services in Salford, 98.1% (n=52) responded with effective or very effective. This is higher than the 75.8% (n=181) of the respondent in the 2019 NCB national results.

The voices of children and families are considered to be effectively or very effectively included in safeguarding partnership arrangements by 69.8% (n= 37) of respondents in Salford. Respondents commented that there had been significant work done in this area, concerns were raised that *'Voices of children/older children are not always listened to or advocated for, it depends on the individual social worker'*. Previous responses from 2019 showed a similar level of agreement with 79.2% (n=38) viewing this area as effective or very effective.

When asked about the effectiveness of Partnership organisations collaborating, sharing and co-owning the vision for how to achieve improved outcomes for vulnerable children 77.4% (n= 41) of respondents felt that it was effective or very effective . 74% (n= 41) of respondents in Salford stated that they thought learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice was effective or very effective. This is higher than national comparisons 67.4% (n=161) from the NCB report in 2019.

One respondent in Salford expanded on this aspect of their experience,

“case examples are used to aid learning. Recent training around Family Partnership Model and Thriving Families Tool encourages staff to look at strengths-based approach. Trauma informed practice is being embedded into training sessions encouraging staff to assess root cause of issues. Appreciative enquiry model assists staff in focusing on strengths but also how practice can be improved.”

There has been a decrease in the proportion of respondents feeling that the sharing of information to ensure more accurate and timely decision making for children and families was effective or very effective in Salford. In the most recent survey 64.2% (n= 34) respondents took this view, compared to 75.0% (n=36) of respondents in the 2019 Early Adopters Survey. Salford’s current results are more in line with the national comparison from the NCB survey when 67.4% (n=161) viewed information sharing as effective or very effective.

In Salford 90.5% (n=48) stated they felt supported or very supported across the partnership and know where to go for information. In addition to 83.0% (n=44) felt like they had enough opportunities to learn across the partnership.

Emerging themes

Respondents from Salford determined that the top five challenges to address current safeguarding issues are:

- the right services and resources to safeguard children (n=18, 34.0%)
- how well agencies work together (n=17, 32.1%)
- learning from and reflecting on practice (n=17, 32.1%)
- gaining insight from views and experiences of children in individual cases (n=16, 30.2%)
- information sharing at an operational level (n=16, 30.2%) were also considered significant challenges in Salford.

Section 11 Assurance Review

In the past, Ofsted have consistently identified that a robust and challenging Section 11 process helps to provide assurance of local safeguarding arrangements. In 2020/2021 Salford adopted a new approach to this review. A Section 11 Self-Assessment based on the revised Greater Manchester template was sent out to partners in July 2020. The GM template has questions based around the following themes over three sections:

Section 1: A culture of safeguarding children in the organisation

Section 2: A safe organisation

Section 3: Voice of the child, parents and staff

In addition to the three sections above, there were additional Salford specific themes. This section included areas that had been highlighted as a priority for Salford:

- Neglect Strategy
- Complex Safeguarding
- Professional challenge & escalation
- Learning from Reviews

For all sections, partners were asked to “RAG” rate their organisation as follows:

- **Red** - Standard not met (action required)
- **Amber** - Standard partially met (action required)
- **Green** - Standard fully met (no further action required)

Nineteen agencies completed self-assessments (including seven housing providers) using the agreed GM template. Other national bodies submitted a return using their national framework e.g. British Transport police and CAFCASS. No agencies reported a red rating.

The joint highest number of **green** responses (100%) across the partnership was regarding: i) Safe Recruitment Procedures and ii) A culture of listening to staff. This is a positive indication of partner agencies recognising the importance of safe recruitment practices for staff who work with children and of listening to staff for both individual decisions and the development of services.

The section which has prompted the lowest number of **green** responses and therefore where agencies have identified areas for improvement relates to the embedding of SSCP learning and priorities - specifically around the understanding of Complex Safeguarding (63%) and dissemination and embedding of learning from reviews and audits (58%). This suggests that further work needs to be done by SSCP and its partners in terms of ensuring learning is disseminated and embedded across agencies and partners are fully engaged in any strategic priorities.

Five agencies were dip-sample selected to present their Section 11 self-assessment to a small panel of SEG members this enabled the Partnership to scrutinise the detailed returns and assure themselves of the evidence behind the self-assessments.

Agencies have fed back that the simplified process for the 2020 Section 11 safeguarding self-assessment is welcome. The process is felt to be more “doing with” rather than “doing to” and has given agencies a chance to review and update their own safeguarding procedures and processes; identify where action needs to be taken, and then report back on progress on those actions within an agreed timescale.

Agency Good Practice Example – ForHousing

The example below shows positive evidence of how a relevant agency is making a positive difference and contribution. This illustrates that in Salford safeguarding really is everybody’s business

“Repairs and maintenance field operatives are able to raise concerns via a secure handheld PDA (Personal Digital Assistant). This ensures all concerns are securely logged and quickly alerted to the relevant staff for an appropriate response.”

“Toolbox Talk sessions are held as a way of feeding back to operatives anonymously what happens after they have raised a safeguarding concern.”

“Leaflet sent out with all rent statements (to all 14,000 tenants in Salford and other tenants across the group) highlighting safeguarding and how to report (27)

LEARNING FROM REVIEWS

Summary

This budget year has seen an unprecedented number of referrals - 24 represents a 200% increase on the previous budget year (eight). Rapid Reviews have increased from six to eight this budget year and local case reviews from none to six.

The length of time taken to complete a review has also come down significantly in 2020-21. Once again, the use of Practice Review subgroup members has had an impact on reducing the number of days taken to complete a review as well as reducing costs.

Of the twenty-four referrals in 2020/21 there were five for children who were looked after compared to none at all for the previous three financial years. Five of the children were the subject of a child protection plan, including one good practice review, six were known as a child in need and five were not known to Salford Children's services at the time of the incident. Learning is shared via a range of methods e.g. seminars, 7 minute briefings, reflective discussions and E bulletins.

In the budget year 2020/2021 SSCP conducted eight Rapid Reviews and two Multi-Agency Concise Reviews.

Number per budget year April 2020 - March 2021	2019-20	2020-21
Referrals	8	24
Rapid Reviews	6	8
Salford Case Reviews	0	6
SCRs / CSPR	1	0
MA Concise Reviews	1	2 (joint)
MA Working Group	1	0
MA Audit	1	0
Single agency review	0	3
Single agency actions	2	2
No Further action (NFA)*	1	3
Average number of days per review from decision to completion (SCR/CSPR)	159	107 (joint review)
Average spend on Lead Reviewer per review (SCR/CSPR/MACR)	£1000.00	£1225 (Joint review)

**NFA: Reasons for NFA include other review ongoing e.g. DHR; child lives in a neighbouring LA therefore passed on to correct LSCB; practice issue requiring escalation or action via another forum.*

Analysis of Rapid Reviews undertaken nationally during the lockdown period showed that babies under 12 months old continued to be the most prevalent group notified, and there were a high proportion of cases involving non-accidental injury and sudden unexpected death. In these cases, parental and family stressors were the most significant factor in escalating risk. In some cases, face-to-face visits had been replaced with telephone and video contact. This corresponds with three reviews undertaken in Salford this budget year.

Parental and family stressors were major factors across the full range of cases involving Covid. Increasing domestic abuse and mental health concerns were key features across the Rapid Reviews. The lack of contact with extended family members during lockdown meant the loss of a key protective factor in some cases. Again, this corresponds with findings of reviews undertaken in Salford this budget year.

The main referral reasons for the Rapid Reviews differed quite widely and ranged from Neglect (lack of supervision), to attempted murder of child by a parent, suspected trafficking and sexual abuse.

Referral reason	2019-220	2020-21
Neglect	1	2
Physical abuse	1	6
Abusive Head Trauma	0	3
Sexual abuse	1	4
Emotional abuse	0	4
SUDC / overlay	0	2
Fabricated illness	1	0
Murder/attempt	2	0
Trafficking	1	0
Practice issues/escalation	0	1
Expected death LAC	0	1
Good outcome	1	1
Total referrals	8	24

Key Increases in referrals for reviews

- numbers of referrals and reviews have risen in Q4 after a dip in Q3, this may be as a result of promoting the Practice Review toolkit or as a consequence of the lockdown which started in January 2021.
- there has been a significant increase this year in referrals for physical abuse which include two recent incidents of knife crime.
- referrals for sexual abuse, abusive head trauma, emotional abuse have also increased this year.

Areas of learning / multi-agency practice to monitor and improve

- risk assessments, Covid impact, co-ordination of visits.
- multi-agency information sharing including e.g. ensuring GP's and Mental Health are asked to provide input at strategy meetings
- domestic abuse safety planning.
- abusive head trauma (AHT) prevention
- increase assurance on effective multi-agency Children in Need and Care Planning.
- development of an improved adolescent service offer.
- closer working with neighbourhood teams.

Examples of positive impact

The Practice Review Sub-group (PRSG) undertook its first review which came from a referral for a good outcome for a child/young person and a multi-agency briefing to share the learning from the Good Outcome Review took place in October and included input from the practitioners and the views of the young person and parent.

Rapid Review SSCP action plans were reviewed in October with good multi-agency attendance. The impact of learning has been evidenced and continues to progress.

- the 0-19 service have strengthened their approach to ensure health visitors can undertake visits when it is right for the family, including utilise the duty system.
- the was not brought policy has been reviewed and will develop to focus more on how we understand non engagement and the impact of that for the child.
- childrens services are ensuring face to face visits from other professionals are requested where this is right for the child.
- children social care agreed to ensure the right professional at the right time is approached and informed in a case so they can then form an active role in supplying information and being part of the multiagency response.
- in 2020/21 safeguarding partners updated safe sleep guidance in light of recent case reviews. Babies under 12 months remain extremely vulnerable, a priority was made to ensure new-borns are visited at home.
- the Early Help ante/postnatal pathways and guidance on support bubbles for new parents were promoted.
- parental mental health tools are actively being developed through a CCG lead working group.
- parental mental health awareness training has been delivered to multiagency partners by GMMH.
- a new multi-agency age dispute pathway has been developed, published, and promoted and is now being used by practitioners.

- the North West regional policy relating to children transferring between areas has been updated.
- processes within The Bridge have been revised to take account of learning about Parental Mental Health and the impact on children.

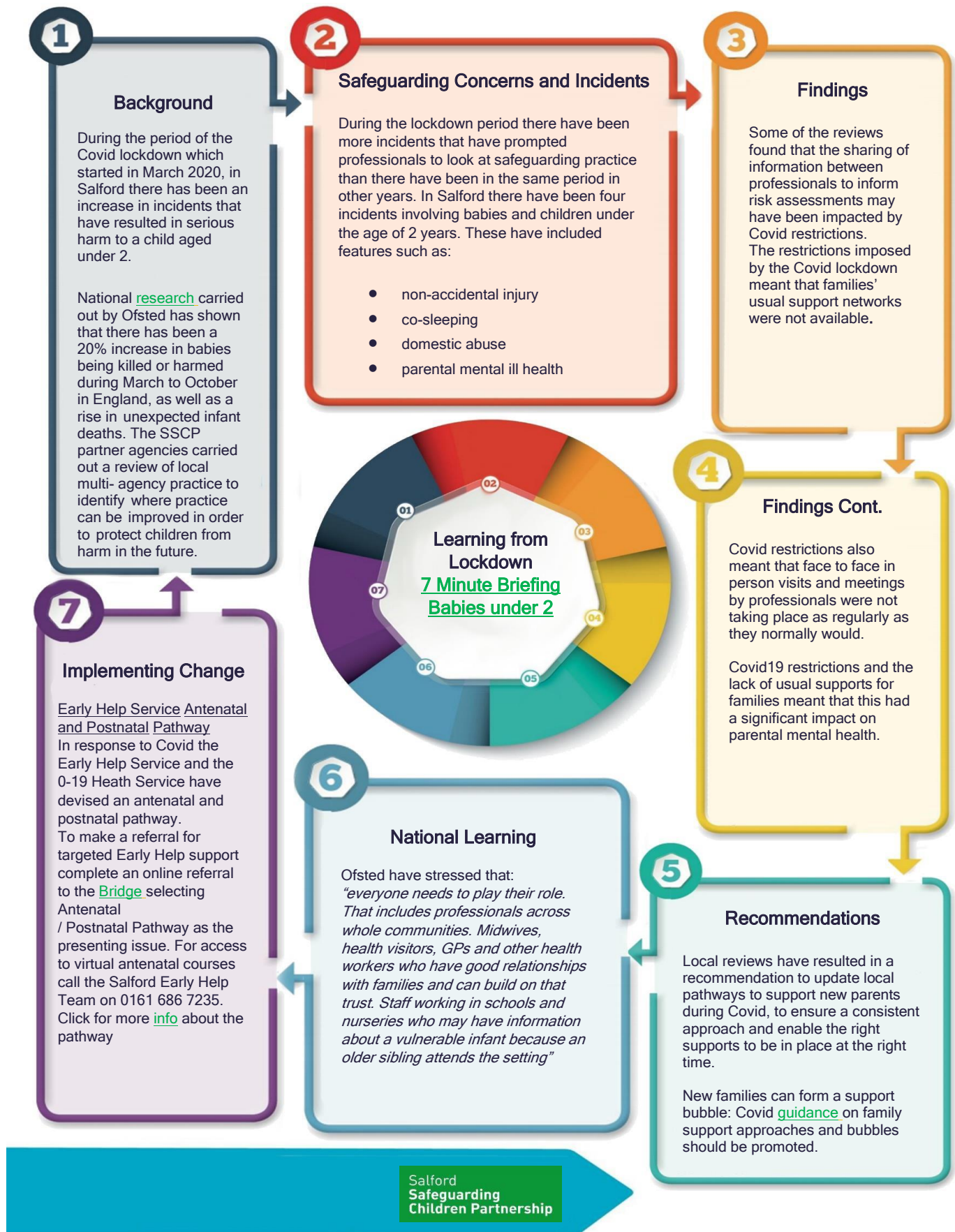


Learning from Lockdown 7 Minute Briefing

A new [7 Minute Briefing](#) has been developed to highlight the increase in injuries to babies and children under the age of 2 years during the lockdown period.

The briefing promotes the recently developed Early Help Antenatal and Postnatal pathways for new parents, incorporating Safe Sleep guidance and ICON (<https://iconcope.org>) resources regarding babies crying.

There is assurance from the 0-19 Service that every new-born baby is being seen. Support bubbles for new parents have been promoted.



EVIDENCE OF IMPACT ON 2020-21 PRIORITIES

The Partnership has a Safeguarding Effectiveness strategy and a learning and development framework and there are subgroups of the partnership that oversee this. All parts of the Safeguarding Partnership are required to ensure that equality, diversity and inclusion are a thread through all our priorities/activity, as are the views and voices of young people.

Safeguarding Effectiveness Strategy



The safeguarding effectiveness framework can be found here:

<https://safeguardingchildren.salford.gov.uk/professionals/safeguarding-effectiveness/>

There is a multi-agency scorecard of key performance measures, charts and a short narrative for each measure is produced on a quarterly basis. An outcomes summary is produced for the Safeguarding Children Partnership and Executive as a result of a range of evidence captured and discussed at the Safeguarding Effectiveness Group.

Neglect

Multi-agency Neglect audit

As a result of the multi-agency Neglect case file audit which took place in Quarter 1 the following learning events have taken place:

Thriving Families and Neglect Practitioner Forum

Three practitioner forums have taken place on 08 September, 22 September, and 02 October. The forums were well attended by one hundred multi-agency practitioners at each session and good discussions took place about the barriers to working with families living with neglect. The new Thriving Families assessment tool was introduced with an invitation for practitioners to sign up for the more in-depth workshop sessions.

Neglect Impact Support Sessions

A series of multi-agency reflective sessions were set up to look at a small number of live cases to reflect on what support and/or further actions can be offered.

Complex Safeguarding Hub (CSH)



This team has developed and provides the following services:

- Offer consultations and advice to professionals
- Take referrals from the Bridge and social care teams
- Partners in the hub work jointly on cases to provide support, and where required disruption work, civil orders or criminal investigations.
- The Trusted Relationship Psychotherapist facilitates formulation meetings to support all professionals involved with a child/young people, to develop a shared, trauma informed understanding of their behaviours, to assist the development of plans and interventions
- Barnardo's provide trauma informed and therapeutic interventions
- Specialist Nurse assessment of health and delivery of interventions to meet need
- Parenting support and advice

- Pathways to education and post 16yrs Education Training and Employment support
- Transition Worker and developing transition arrangements
- Joint working arrangement with Route 29 and the Youth Justice Service
- Pathway to emotional and mental health support

In addition further funding was secured to maintain the CSH transition worker to December 2021. Specialist nurses form part of the CCG delivery of level 3 GP training. Four sessions were delivered in November 2020 to GP's & Registrars. All GP's, 0 to 19 teams and Salford Royal Foundation Trust safeguarding team are now notified of all young people open to the complex safeguarding hub. This is facilitated by the Safeguarding Nurses in the Complex Safeguarding Hub to ensure oversight of these vulnerable young people from a health perspective.

Children In Need (CiN)

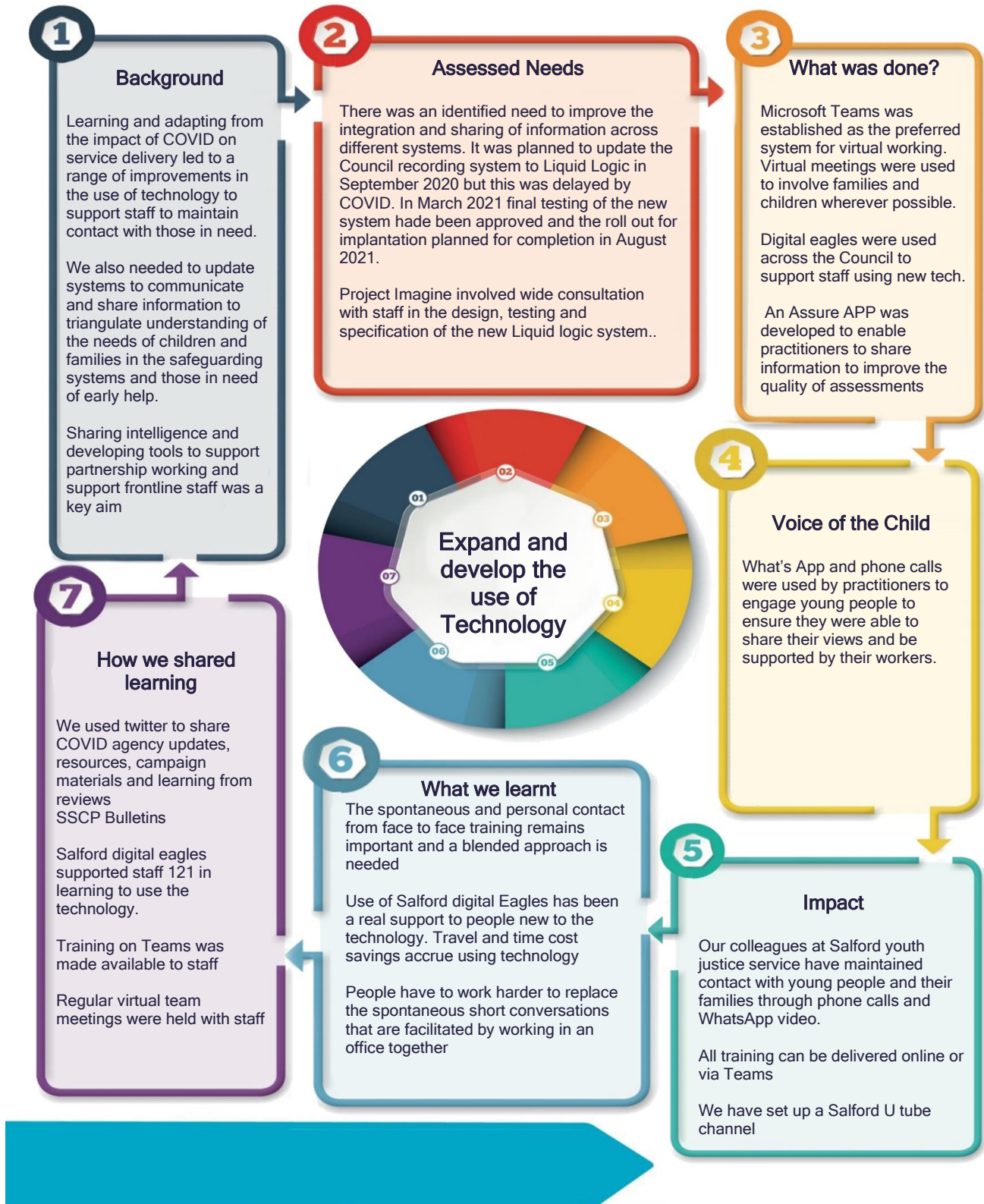
A review of Child in Need cases found the following key messages relevant for practitioners from all agencies:

- The most effective plans which could evidence improved outcomes for the child were those which were informed by a thorough multi-agency assessment completed in full partnership with the parent.
- Well-coordinated plans resulted in families receiving the right support at the right time, this led to improved outcomes for the child.
- Some Child in Need plans did not address the main presenting issues, and there was a lack of multi-agency challenge to ensure that plans were reviewed regularly to maintain focus on improving outcomes for the child.
- All partner agencies have a role in providing evidence to show that the plan has had a positive impact on improving outcomes for the child.



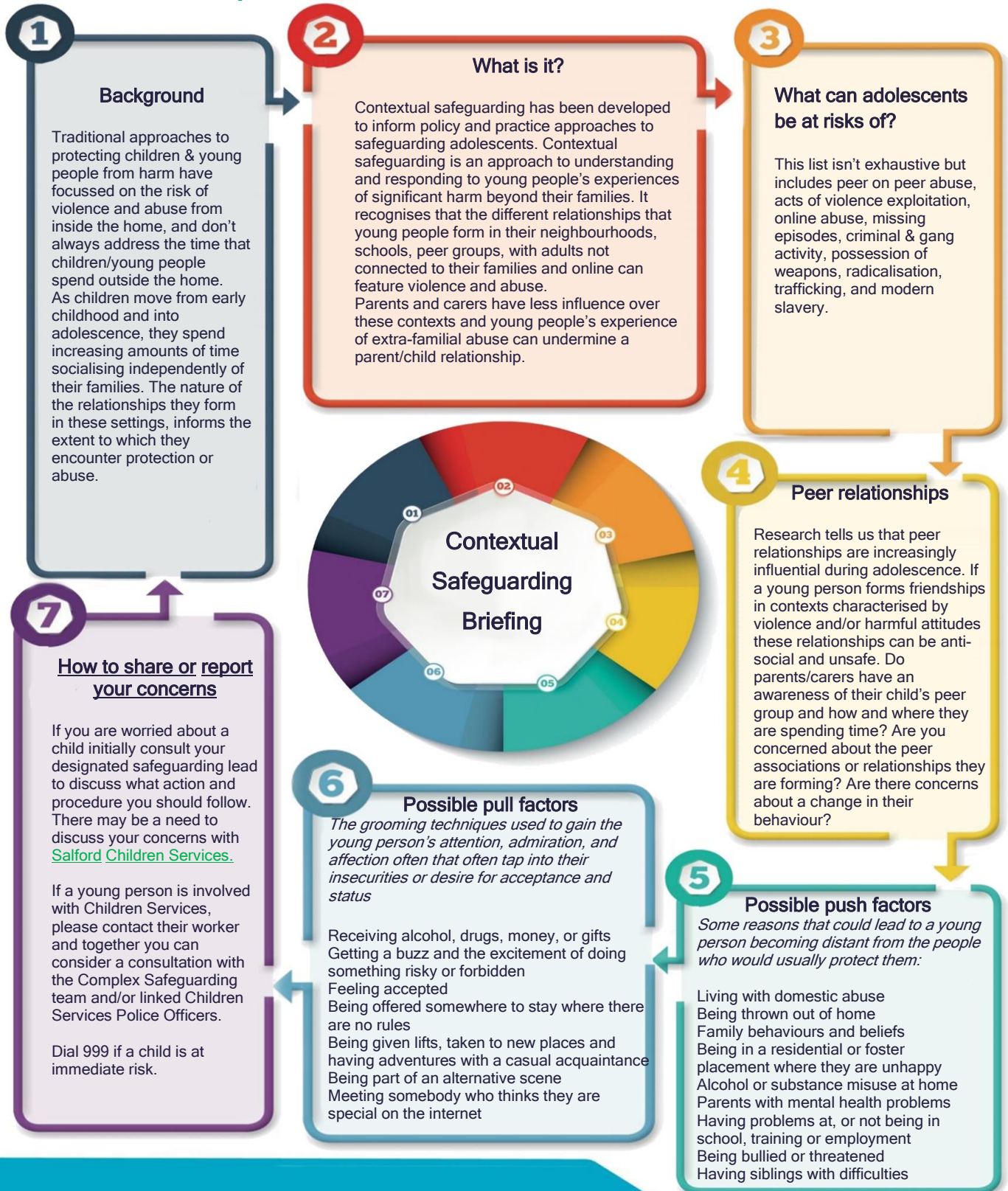
EVIDENCE OF IMPACT ON 2020-2021 PRIORITIES

Expand and develop use of technology for service delivery



EVIDENCE OF IMPACT ON 2020-2021 PRIORITIES

Child Criminal Exploitation and Abuse



EVIDENCE OF IMPACT ON 2020-2021 ASSURANCE PRIORITIES

Early Help/Adverse Childhood Experiences (ACES)

Across Salford the recognition of Adverse Childhood Experiences and the development of a Trauma Informed response to adversity are key to reducing poor outcomes for children and families. The Salford Way strategy and aligned work programme has included a focused workforce development programme to support the workforce in the early identification and prevention of additional traumas in a child's life and provide a universal language to aid practitioners to recognise their own and other's needs. As part of this training was secured by a specialist in the field of trauma informed practice. Over a thousand Salford partnership staff have had access to this high-quality training, this included:

- Vicarious and secondary trauma: ensuring care for the carer
- Vulnerable Teenagers - Trauma Bonding
- Working with / regulating Trauma
- Psychology of Sex Offenders
- Psychology of Domestic Abuse

Children Affected by Domestic Abuse

Specialised DA provision for children was implemented in April 2020. The impact of the provision upon outcomes for children and families is formally reviewed on a quarterly basis with key partners to offer scrutiny.

'Harbour' (Salford's DA provision for children) offers support to any young person aged 5-18 who has witnessed or been a direct victim/survivor of domestic abuse and also supports young people who use harm in intimate relationships, peer on peer or displays adolescent domestic abuse.

This service offers support through 121, group delivery and counselling provision. The service employs a team leader, two trauma informed workers, family worker, young person's violence advisor (YPVA), group facilitator/school liaison worker and engagement worker and is overseen by the children's DA lead. The service delivers DA groups in schools and across the charity sector in partnership with substance misuse, sexual health and mental health services. Harbour can be accessed by any agency and is promoted and embedded through the Operation Encompass pathways and children's services social care. Harbour offer advice and support and have developed resources for practitioners to utilise in practice, including the schools resource pack.

Service improvements

- an increased use of DA tools to support evidence-based assessments and multi-agency planning.
- clear learning from case reviews being pro-actively addressed through good partnership working.
- a clearer integrated approach to commissioning DA services through a whole system approach.
- Salford have been successful in accessing new funding to improve the interventions perpetrators, which will wrap around the existing children services provision.
- there is a forum to engage CVS meet need specific to DA within the city.
- early help and CVS work on parental conflict is being received well.

Harbour Provision - Impact for young people

Young people accessing the service were asked their views on what had helped

- *66.65% said they felt more loved by friends*
- *66.67% felt prouder of themselves*
- *50% felt (better) about the future.*
- *50% felt they were more able to make their minds about things and said they were more able to communicate this to others.*
- *50% of children felt more loved by their families*
- *50% felt less tearful or sad*
- *50% felt less anxious or stressed*

The Safeguarding Elements of Mental, Emotional Health and Wellbeing

Since September 2020, Salford has engaged and supported over 40 schools, of which 39 have been offered 1-2-1 interventions for children and young people. Between October 2020 - March 2021, the TiE team has supported 354 children and young people in schools through a range of interventions delivered by a blended staff team from our three commissioned providers: MFT CAMHS, 42nd Street and Place 2 Be. The team is enhanced with support from our Educational Psychology Service and Early Help Schools Coordinators who support the multi-agency offer and help to deliver a coordinated and whole school approach. It is also providing 'advice and information' through consultation and training for schools.

INDEPENDENT SCRUTINY



Simon Westwood - Independent Scrutineer

Scrutiny Activity - I have attended Partnership and Safeguarding Executive Meetings to provide independent scrutiny and challenge. This activity included scrutinising reports and notes from the Safeguarding Effectiveness Group and commenting on the evidence provided on performance.

I assisted and supported the completion of the external Peer Review of the Safeguarding arrangements.

To support the operation of the Business Unit I have provided advice and guidance where required, including independent advice on rapid and case reviews.

I have held regular meetings with the Chief Executive of the City Council to ensure safeguarding matters continue to be prioritised and I have been accessible to senior officers between meetings.

In addition I chaired the regional GM Children's Independent Scrutineers/Chairs' and Business Managers meetings which promotes sharing learning across partnerships to ensure Salford learns from others and also shares learning from our practice. This group also meets jointly with the Independent Chairs and Business Managers for Safeguarding adults across GM to facilitate shared understanding of cross cutting themes.

Through this activity I have identified the following :

Evidence of Effectiveness

- I have observed at first hand a proactive, prompt and comprehensive response to the significant challenge and risks to children posed by the disruption of family life and services from Covid. This has demonstrated a positive partnership culture which puts children and families at the centre.
- The Peer review shows that partnership is creative and mutually supportive, but still open to challenge and learning.
- Strong leadership continues to be demonstrated from the Executive Group chaired by the statutory partners and the Salford City Council Director of People and the Director of Quality & Innovation of the CCG who jointly Chaired the Partnership.

- This report includes robust evidence of providing learning and guidance for practitioners.
- The partnership has adapted and made effective use of technology and different communication formats during the period where face to face learning was not possible.
- The development of the multi-agency Complex Safeguarding Hub has strengthened identification of need and coordinated responses to risk.
- Significant assurance was provided in relation to the development and tools for implementation of the Neglect Strategy and the “Thrive” model of practice

Areas for further monitoring and influencing

- monitoring and planning for pressures arising from Covid recovery.
- continue to seek relevant data from health and police on priority areas to inform the safeguarding effectiveness scorecard.
- monitor progress to address the areas for development from the Peer Review.
- seek assurance from GMP on progress to implement the relevant actions for Salford arising from the HMICFRS inspection of the service provided to victims of crime.
- more work is required to ensure that engagement and voice is embedded in plans and report back to children and young people with ambition statements to show “you said, we did” and get their feedback to check if we still have the right ambitions.
- implement and share the development of the project for an Education Listening Hub as part of the Listening Hub development.
- there is still a need to agree a more equitable longer term funding base. To seek updates on work being led at GM level to agree funding arrangements across Greater Manchester with GMP and CCG as it transforms to ICS.
- continue to share learning across GM via the Safeguarding Children Alliance.

STRATEGIC PRIORITIES FOR 2021-2022

Equality, diversity and the voice of the child is a thread through all our priorities

Action Priorities	These are the key areas that the Partnership will address in its business plan and why they are priorities
Priority 1: Neglect	Improve understanding and consistent application in practice through implementation of the new “Support and Safeguarding in Salford: Helping children to thrive Guidance” which in 2021/22 will replace the current threshold guidance. Gather evidence of impact through audit and evaluation of the use of the Thriving Families Neglect Tool and align with the early help strategy.
Priority 2: Contextual Safeguarding and children missing	This is critical for the partnership and will remain so on an ongoing basis. We will refresh ‘Problem Profiles’ to ensure the identification of individuals or groups at risk, locations and patterns to enable partners to target professional responses to reduce youth violence, online grooming and abuse. We will ensure responses to children missing from home, care and education are robust. This will link to our ‘adolescent offer’
Priority 3: Sexual Abuse (including intra familiar) and child protection processes	This will focus on reviewing the impact of the sexual abuse strategy and services to support survivors. Also collate evidence on the effectiveness of statutory meetings e.g. S47 enquiries, core groups and strategy meetings. Ensuring they are multi-agency and information sharing is effective. We will highlight areas of effective practice and share learning.
Assurance Priorities	These are areas led by other partnerships but have key safeguarding elements
Assurance Area 1: Trauma Informed Practice	Continue to seek assurance from the 0-25 Board and HWBB of the effectiveness of the implementation of the Early Help Strategy. Provide safeguarding children knowledge and intelligence to assist the 0-25 board
Assurance Area 2: Children Affected by Domestic Abuse	All children in families where DA occurs are affected. We will continue to seek assurance from The Tackling Domestic Abuse Board (TDAB) on a ‘think family approach’ in the DA strategy to reduce prevalence, but also to know whether children affected get the right support, at the right time.
Assurance Area 3: Ensure an effective transition from CCGs to ICS retaining local capacity for health safeguarding	In March 2021, the SSCP received a report on the national changes transferring current accountability from CCGs to a new Integrated Care System (ICS) from 2022. The statutory safeguarding responsibility is likely to sit at GM level. However Salford locality will continue to have primary responsibility of the safeguarding arrangements.

APPENDIX 1- BUDGET

Income 2020-2021 £		Expenditure 2020-2021 £	
Salford City Council	177,314	Staffing <i>SSCP Business Manager</i> <i>Training Co-Ordinator</i> <i>Performance & Quality Assurance Officer</i> <i>Training Officer</i> <i>Senior Support Officer</i> <i>Administration Officer (0.5)</i> <i>Making a difference project (0.6)</i>	247,877
Health	110,732	Training	1050
GMP	13,500	Office Expenses	11,252
Probation	4258	Professional Fees (includes child death reviews, case reviews and independent scrutiny)	25,513
CAFCASS	0	Other staff related costs	
Other (Non-Attendance at training)	350		
Total	306,424	Total	285,692
Balance B/fwd from 2019/20	26,851	Balance C/fwd into 2021/22	47,583

The Peer Review found that - “It is generally acknowledged that ‘equity’ of the three statutory partners does not equate to current funding with the CCG and Local Authority funding the largest proportions. However, the GMP contributions are disproportionately lower than elsewhere.”

It should also be noted that over the last 3 years the SSCP has been in an underlying deficit position of £20k. However we were able to maintain a surplus position, mainly due to being unable to recruit to the P/T QA & Performance post. This is no longer the case. The funding shortfall for 2020/21 was met by an additional in year contributions from the LA and CCG. The carry forward is due to reduction in other professional fees for reduced use of external reviewers and generally COVID related savings from reduced office costs, travel, and training due to working from home.

APPENDIX 2 WORKFORCE DEVELOPMENT

Key Achievements 2020-2021

Peer Review found that:

There was convincing evidence that the SSCP are a learning organisation and are self-aware. Members know their strengths and areas for further development. The SSCP has a well utilised and respected learning and development offer.

In August 2020, as a result of the restrictions imposed due to the Covid pandemic, all SSCP training and development activity moved to an on-line model. Key training courses, including the essential Working Together training package, were redesigned to be delivered virtually, whilst ensuring essential learning and key messages were retained.

The move to a virtual programme was not without its challenges and there was a significant reduction in trainers available to contribute to the delivery of redeveloped on-line courses. However, the SSCP training team, training pool members and partners involved in the creation of the virtual programme achieved the substantial task of ensuring continued service delivery, of the SSCP learning offer for the workforce. The on-line learning opportunities provided by SSCP proved to be exceptionally popular.

Between August 2020 and March 2021 over 2300 learners accessed the twenty-four themed courses, a 35% increase from those accessing face to face courses in 2019 - 2020. The training continues to appeal to the multi-agency workforce with a range of services, including those from the voluntary sector, accessing the courses. The highest percentage of learners were staff from Children's services (41%), followed by Education (15%) and Health services (10%).

The long term impact of moving to a virtual model is yet to be evaluated, however current evaluation methods indicate that on-line courses continue to equip learners with the knowledge and skills to be effective practitioners and to better meet the needs of children and families in Salford.

Participant feedback:

How will the training impact your practice?

"This tool is to give families a better life experience. it also gives me a better insight into how I can source information from the family showing mutual trust and respect." (Thriving Families & Neglect Tool).

“Significantly, we are going to review and document the safeguarding and well-being core offer to our parents and children based on the early help model.” (Safeguarding updates & developments).

“So helpful to have access to and comprehensive knowledge of these support services.” (Working Together).

What will the direct impact on children and families you work with be following this training?

“I have more contacts for support, training and help. I will re-focus my thinking towards the voice/thoughts/experiences of the child” (Safeguarding updates & developments).

Other comments:

“It [the training] will help me to have appropriate conversations with young people/professionals in making decisions and plans” (Child Exploitation).

“I will continue to consider all areas of our child’s life, not just education and work closely with all professionals involved with my families” (Safeguarding Updates).

Feedback specific to online delivery:

“Prefer on-line. Easier to access and less impact on day.”

“Very well delivered, ability to share your thoughts through the chat as well as in the group.”

Areas for further development

- The Peer review found that The SSCP learning and development functions have engaged more across the local area on a multi-agency basis, including the CSP, but there does not yet appear to be clarity in framing the multi-agency elements including resource and funding.
- Evaluating the long term impact of training on practice and outcomes effectively, in relation to trauma responsive/ informed practice.
- Update training on sexual abuse

APPENDIX 3 SAFEGUARDING CHILDREN ARRANGEMENTS DURING COVID

The SSCP issued a position statement to all professionals during the Coronavirus outbreak to ensure that safeguarding arrangements were as clear and effective as they could be and maintain business continuity. Day to day work was adapted to include 'virtual' meetings, senior and operational managers across agencies are met weekly to review children's circumstances to determine which children were our collective priority, agreeing rag ratings and appropriate multi-agency responses.

Our safeguarding effectiveness and practice review subgroup continued to meet, with a focus on the impact of Covid upon safeguarding and how the partnership could respond to this. This included ensuring relevant Covid auditing was taking place where needed and responded to effectively.

We produced a brief to outline how our key multi-agency safeguarding processes would be delivered during this period. This was a supplement to current safeguarding multi-agency practice guidance and Salford's threshold of need.

Rapid Review Meetings were held virtually via Microsoft Teams to facilitate discussion and decision-making for the period when 'lockdown' was in operation. Learning from the reviews were shared virtually and updated on the SSCP website.

Work continued to develop a quarterly practice review subgroup report to better understand themes and impact to inform the work of the subgroup and safeguarding effectiveness.

Meetings in general business and decision-making were done by Teams, e-mail correspondence and phone calls with the Business Unit. The Business Unit supported all meeting chairs to ensure virtual meetings were effective via the Microsoft Teams platform where possible. The three statutory partners met regularly regarding Covid and assurance reports were provided to the Partnership and Executive.

A virtual training plan was drafted considering alternative training methods which included webinars, spotlight briefings, practitioner forums and video casts.

We continued to produce monthly bulletins and maintain our latest news page.

We developed a dedicated webpage throughout this period for information in relation to Covid and safeguarding children.

APPENDIX 4

Glossary

AHT	Abusive Head Trauma
ACES	Adverse Childhood Experiences
BMP	Behaviour Management Plan
CAFCASS	Children and Family Court Advisory and Support Service
CAMHS	Child and Adolescent Mental Health Service
CCG	Clinical Commissioning Group
CCE	Child Criminal Exploitation
CIN	Children in Need
CPP	Child Protection Plan
CSPR	Child Safeguarding Practice Review
CSE	Child Sexual Exploitation
CSH	Complex Safeguarding Hub
CSP	Community Safety Partnership
CVS	Community Voluntary Service
DA	Domestic Abuse
DfE	Department for Education
ECHP	Education, Health and Care Plan
GM	Greater Manchester
GMCA	Greater Manchester Combined Authorities
GMMH	Greater Manchester Mental Health Trust
GMP	Greater Manchester Police
HMICFRS	Her Majesty's Inspectorate of Police, Fire and Rescue Services
HWB	Health and Wellbeing Board
ICON	I – Infant crying is normal C – Comforting methods can help O – It's OK to walk away N – Never, ever shake a baby
ICS	Integrated Care Services
IYSS	Integrated Youth Support Service
JSNA	Joint Strategic Needs Assessment
LA	Local Authority
LAC	Looked After Child(ren)
LADO	Local Authority Designated Officer
MACR	Multi-Agency Concise Review
PRSG	Practice Review Sub Group
RPI	Restrictive Physical Intervention
SASSH	Suicide and Serious Self Harm Plan
SEG	Safeguarding Effectiveness Group
SRFT	Salford Royal Foundation Trust
SSAB	Salford Safeguarding Adult Board
SUDI	Sudden Unexpected Death in Infancy
TDAB	Tackling Domestic Abuse Board
TiE	Thrive in Education
The Bridge	Salford Integrated front door service
YPVA	Young Person Violence Advisor

Salford Safeguarding Children Partnership

