

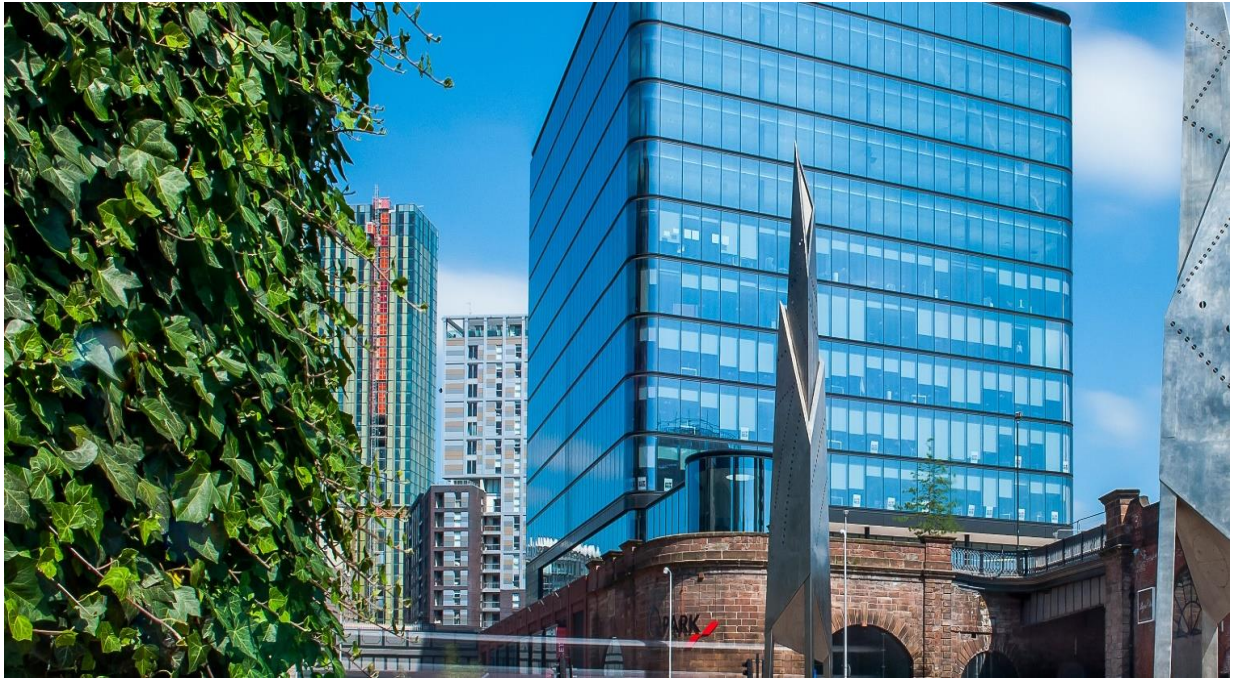
A group of six diverse young children, three boys and three girls, are huddled together in a circle, looking down at the camera. They are all smiling and appear to be of elementary school age. The children are wearing various colored shirts: a pink shirt, a light blue shirt, a green shirt, a red shirt, and two other pink shirts. The background is a plain, light-colored surface.

Salford Safeguarding Children Partnership

Annual Report 2021-22

The Beacon Centre
8A London Street
Salford
M6 6QT
0161 603 4322
Email: sscp@salford.gov.uk
Website: safeguardingchildren.salford.gov.uk





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**.

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Foreword

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 annual report of the Salford Safeguarding Children Partnership. The report covers the period from 1st April 2021 to 31st March 2022.

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 continues to go above and beyond to make Salford a safer place for children.

This report recognises the progress that the Salford Safeguarding Children Partnership (SSCP) has made throughout the year and sets out our commitment to continue to address the challenges that remain in 2022/23.



Tom Stannard, Chief Executive, Salford City Council



Shaun Donnellan, GMP Divisional Commander, Salford



Steve Dixon, Accountable Officer, Salford CCG

SSCP Arrangements

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 work plan for their area. A thematic approach is taken throughout the year with a focus on the priority areas.

Strategic Effectiveness Group

The purpose of the Safeguarding Children Arrangements is to promote continuous improvement and this year the structure was evaluated to improve efficiencies and reduce duplication.

A decision was made to merge the Safeguarding Effectiveness and Safeguarding Operational groups to form the new Strategic Effectiveness Group.

Representatives from the three safeguarding partners, the Partnership Head of Business and Strategic Leads from the core subgroups, meet four times a year to oversee the business and monitor the effectiveness of the partnership arrangements. The group ensures that the business of the Safeguarding Children Partnership is efficient and effective and guides the work of the business unit.

The arrangements enable and require partners and agencies to account for and evidence what they do to safeguard children in Salford.

There are five core Subgroups that remain static. The strategic and assurance priority areas are organised through thematic work streams; each overseen by a strategic lead. These groups report into the Strategic Effectiveness Group and provide assurance to the SSCP through a spotlight report.

The structure is subject to regular review in order to capture all task and finish activity across the partnership. This is coordinated and overseen by the Strategic Effectiveness Group.

The Safeguarding Children's Partnership maintains links with other partnerships and boards that report directly into the SSCP meeting on an annual basis to provide assurance on any issues that directly concern the safeguarding of children and young people.

The Terms of Reference and membership of each group has recently been updated to reflect the mission statement and aims of the partnership and to ensure that we have the right people at each group to influence decision making and safeguarding activity.

The assurance and strategic priority areas have recently been agreed for 2022/ 2023. These were informed by findings from case review activity locally and nationally and through intelligence gathered from the Voice of the Child Subgroup and Listening Hub about what matters to Children and Young people in Salford.

A forward plan is prepared by the Business Unit to schedule when each group will report into the Strategic Effectiveness Group and into the Safeguarding Children Partnership meeting to ensure that senior leaders have direct line of sight on all safeguarding activity taking place in Salford. Any concerns or issues are highlighted without delay through an exception report into the Partnership for swift review, consideration, and action planning.



The diagram illustrates the organizational structure of the Strategic Effectiveness Group (SEG) in Southwark, organized into three main horizontal sections separated by dashed green lines.

Top Section: Strategic Effectiveness Group (SEG) and its Direct Reporting Lines

- Safeguarding Executive** (Green box) is at the top, with a downward arrow to the **Safeguarding Children Partnership** (Green box).
- The **Safeguarding Children Partnership** has a downward arrow to the **Strategic Effectiveness Group** (Green box).
- The **Strategic Effectiveness Group** is the central hub, with a downward arrow to the **Core Subgroups** (Green box) on the left and a downward arrow to the **Communication & Engagement (joint partnership group)** (Blue box) on the right.

Middle Section: Core Subgroups and Strategic Priorities

- Core Subgroups** (Green box) includes:
 - Practice Review** (Green box): Has a downward arrow to the **Rapid Review Panel/ Virtual panel/ CDOP** (Green box).
 - Strategic Workforce Development Sub-group (Joint with Adults Board)** (Blue box): Has a downward arrow to the **SSCP Training Pool** (Green box).
 - Voice of the Child (Joint with 0-25 board)** (Green box): Has a downward arrow to the **Listening Hub** (Green box).
 - Education** (Green box): Has a downward arrow to the **Communication & Engagement (joint partnership group)** (Blue box).
- Strategic Priorities 2022/2023** (Green box) includes:
 - Neglect** (Green box)
 - Child Sexual Abuse** (Green box)
 - Exploitation (Joint with Adults and CSP)** (Blue box)

Bottom Section: Assurance Priorities and Task & Finish

- Assurance Priorities 2022/2023** (Green box) includes:
 - Safeguarding Babies Under 1** (Green box)
 - Children affected by Domestic Abuse** (Blue box)
 - Adolescents** (Green box)
- Task & Finish** (Green box) includes:
 - Bridge Operational** (Green box)
 - Homelessness - Southwark guidance** (Green box)
 - Policies and Procedures sign off group** (Green box)
 - Missing from Home** (Green box)

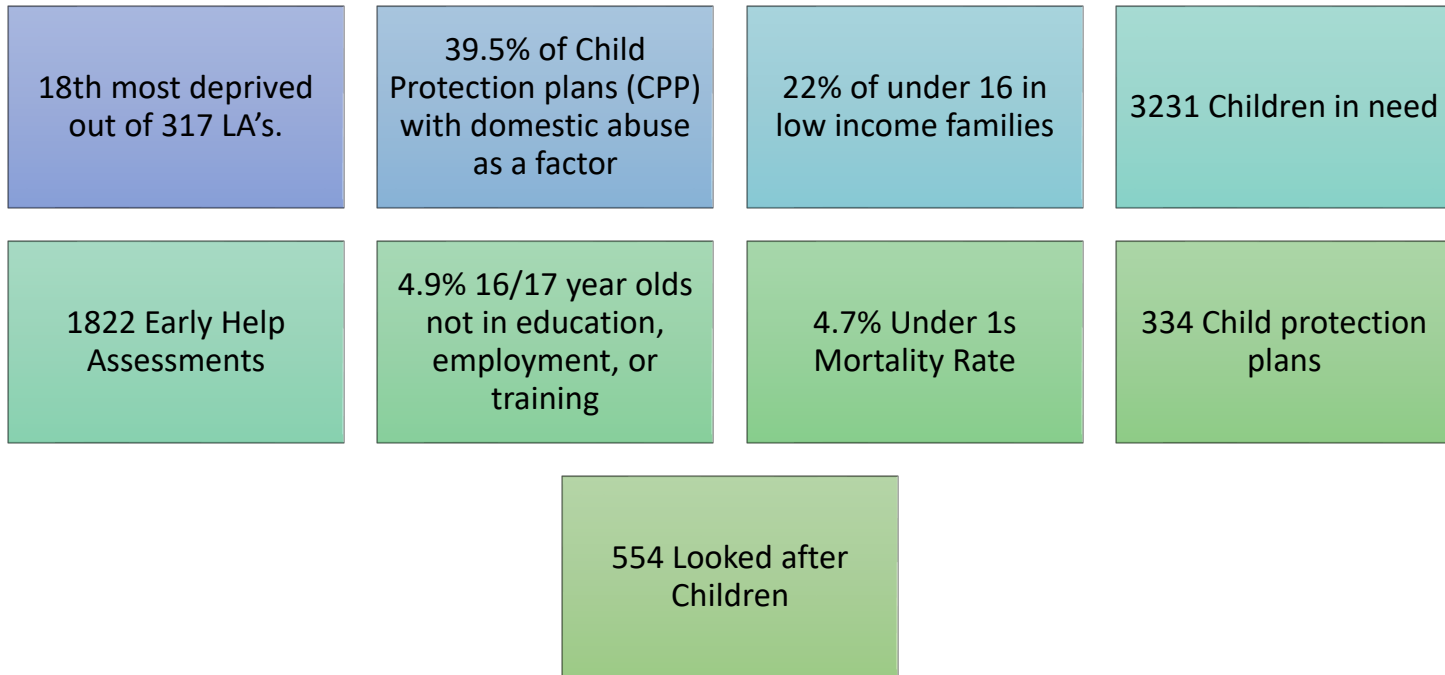
Additional Information:

- The **SSCP maintains links and seeks assurance from:** (Blue box)
 - Safeguarding Adults Board
 - Skills and Work Board
 - Strategic Housing Partnership
 - 0-25 board
 - Health and Wellbeing Board
 - Youth Justice Board
 - Community Safety Partnership/ TDAB

What we know about children in Salford

The latest ranking from 2019 highlights that Salford is the 18th most deprived Local Authority in England. The separate measure Income Deprivation Affecting Children Index (IDACI) ranks Salford as 28th most deprived local authority nationally and 2nd in Greater Manchester behind Manchester. About 22% of children live in low income families.

Key Needs Data (31st March 22)



[The Intelligence Briefing: Indices of Deprivation 2019](#)

What children & Young People said

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

The Salford Safeguarding Children Partnership is committed to hearing and responding to the voice and experiences of children and young people.

The Listening Hub

Salford has implemented a Listening Hub: a truly innovative, asset based model developed by the SSCP which ensures that Salford is listening and responding to the voices and wishes of the community. The Listening Hub builds on the work of the “Making a Difference” Project (2020), “Salford Standards for Listening” and the use of Listening Loops to ensure a strong culture of participation is central to service delivery.

The Listening Hub acts as a central structure to support participation in Salford.

A Participation and Listening Hub lead role was created by the Salford Safeguarding Children’s Partnership to support the development of the Listening Hub. The role aimed to have a dedicated focus and commitment to promoting the engagement and participation with views, voice, and influence.

In addition, DfE funding was secured to develop an Education Listening Hub. The focus of this work was to increase engagement with schools and to capitalise on the knowledge and experience of those responsible for safeguarding within educational establishments, complimenting, and consolidating the listening approach adopting for other stakeholders via the model.

During the early development phase, the SQUAD focused on developing effective communications for the Listening Hub and sought to spread the word about the ambition and vision for Salford.

Children and Young people have been involved throughout this process, and a competition was launched for a Salford young person to design the Listening Hub Logo and a Listening Hub animation video.

Since the launch, two workshops have taken place this year. The focus of the workshops was to engage children, young people, parents, and communities to understand what matters to them, to listen to their experiences and to hear their views and ideas about how we can make improvements to services in Salford.

The theme for the first event focused on Online Safety for children and young people. This was highlighted as an issue of importance through the Voice of the Child Subgroup. This was held as a hybrid event, attended both virtually and face to face at the Beacon Centre.

There were approximately 20 participants who all actively engaged with four questions posed regarding online safety.

Key themes from the event highlighted that:

- Online safety should be taken seriously across all platforms
- Gaming has chat functions and therefore children and young people may be vulnerable to online abuse on these platforms
- Risks are also relevant for vulnerable adults

- Concerns about the misuse of personal data
- Concerns around online trends
- The impact of cyber bullying on emotional health and wellbeing
- Lack of parental knowledge and awareness around online safety and risks
- The strengths of having a trusted person to go to when they are concerned

Some of the next steps identified were in relation to developing some guidance for parents and carers about online safety and an urban dictionary of slang terms to support this knowledge. It was proposed that there may be some merit in young people educating and facilitating training for adults, parents, and carers.

Following this event, the SSCP will be working in collaboration with “Social Switch” which is a GMCA funded programme on online safety in schools.

The second event focused upon Emotional Health and Wellbeing. The Listening Loop below details the key findings from the day.



The information gathered through the Listening Hub about what matters to children and young people has fed into the annual priority setting for the Safeguarding Children's Partnership. An adolescent work stream has been established to explore the issues highlighted by children and young people and to develop and co-ordinate an adolescent strategy in Salford. There is a plan to use the listening loop going forward to feed back to children and young people about what action has been taken to address the issues that they identified.

Education Listening Hub

The SSCP recognises the importance of listening to schools and secured funding from the DfE for a one year project- The Education Listening Hub. The project was to specifically work with schools.

The consultation, part of the [Education Listening Hub](#), provided the SSCP with an opportunity to:

"... increase engagement with schools and capitalise upon the knowledge and experience of those responsible for safeguarding within educational establishment "

Extract from funding bid to DfE

The consultation has provided a wealth of information which can inform practice and the ongoing development of services within the SSCP. The analysis and full report is available via the [SSCP Education Listening Hub](#).

Voice of the Child Subgroup

The Listening Hub feeds into the Voice of the Child Subgroup; a core Subgroup for the Safeguarding Children Partnership. The group has representatives from the Youth Council, Fight for Change Council, SEND forum, LGBT groups and young people who are Home educated. Young Carers have been approached and will hopefully attend in the future.

During the last year we have moved to 2 monthly 'Youth Voice Family' meetings, allowing youth voice groups to come together to work on specific issues and engage with the Children's Partnership.

The groups have responded to the 'deep-dive' on childhood obesity and have started developing ways to work on this issue as a group.

During the past year, UK Youth Parliaments consultation 'Make your mark' has taken place. The "Make Your Mark" gives all young people aged 1-18 in the UK the chance to have a say on the biggest issues facing young people.

The top 2 issues identified by young people were:

- Jobs and opportunities
- Mental health & wellbeing

Successful Youth election candidates are campaigning on:

- Knife crime
- Accessibility and awareness for non-visible disabilities.
- Child poverty

The group have also been consulted on the “Mind of My Own App” (MOMO), which is now being implemented.

As part of our work, we carried out the first Young Commissioners project, giving the opportunity for a group of young people to influence the commissioning of supported housing. The group of young people chose the question to ask applying organisations, along with the subject for their presentation, and supported with scoring the bids alongside professionals on the commissioning panel.

#BeeWell

#BeeWell is a programme, co-created with young people, in which Greater Manchester Combined Authority are surveying the domains and drivers of wellbeing of pupils in secondary schools across Greater Manchester on an annual basis from autumn 2021, using the data generated to deliver positive change in our schools and communities as a result.

#BeeWell is a collaboration between the [University of Manchester](#), the [Greater Manchester Combined Authority](#), and the [Anna Freud National Centre for Children and Families](#).

This year (2021-22), pupils in Years 8 and 10 in secondary schools across Greater Manchester completed the #BeeWell survey. As part of the survey, they provided their residential postcode, which enables us to map their aggregated data across the neighbourhoods of the city-region. The survey was completed by pupils in Years 8 and 10 in secondary schools across Greater Manchester. In collaboration with a team of experts, more than 150 young people from 15 pathfinder schools across Greater Manchester co-designed the survey to ensure it captures what matters to them.

The result is the #BeeWell Neighbourhood Data Hive: an interactive and dynamic data dashboard that enables users to explore the domains and drivers of young people's wellbeing.

The data hive draws on the responses of 37,713 young people in 142 secondary schools across Greater Manchester to provide a context in which you can understand your neighbourhood's aggregated scores.

Members of the #beewell team attended the Emotional Health and Well Being Event in March to start to explore some of the results further for Salford and what changes could be made to services based on this data analysis. From April 2022 onwards a piece of work is taking place to understand the data for Salford as a neighbourhood and for individual schools and how services can be shaped because of this.

Working with other Partnerships

Inter-Board Working

The inter-board protocol sets out how partnerships work together in Salford.



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. The Youth Crime Prevention Steering Group oversees our partnership response to this priority via a delivery action plan. This group reports to the Community Safety Partnership. We also operate a coordinated 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 a Youth Service in the city.

In December 2021 a review was undertaken to consider how we provide an effective response to youth violence, and it's causes through partnership working, information sharing and understanding young people's experiences. The project was commissioned by Salford's Community Safety Partnership (CSP) with funding from the Greater Manchester Combined Authority (GMCA). It also contributed to the [GM Serious Violence Action Plan](#).

The report comments

"There is a strong history of partnership working in Salford, and of solution- focused approaches and incentives. Salford is a place where professionals work together well, there are effective partnerships, a "can do" attitude, an ability to source funding, to innovate, and a dedication to "get it right for our citizens"...This was evident many times during the fact finding and should be commended".

(Salford Youth Violence Intelligence Project, December 2021).

A Youth Violence Intelligence summit took place in January 2022. The summit brought together professionals working with children and young people aged up to 25, who may be at risk of, or involved in the youth justice system and who are able to consider together the findings of the review and its recommendations; and determine options for improvement. An action plan is being developed to take forward this work.

Throughout 2021/22 there have been several youth crime prevention activities; coordinated by the Community Safety Partnership.

In 2021/22, we were able to enhance delivery of youth crime prevention activities courtesy of £170K external funding awarded to us by the Greater Manchester Combined Authority (GMCA) Violence Reduction Unit (VRU).

Our delivery plan focusses on the areas of 1) Prevention and Early Intervention 2) Intelligence and Engagement, Enforcement, Investigation and Prosecution, Safeguarding and Offender Management.

We believe that prevention is better than cure and we have therefore focussed most of our activities under the thematic heading of prevention and early intervention, with a total of 19 initiatives delivered over the past 12 months.

These initiatives have included:

- Targeted interventions delivered within educational settings to raise awareness among young people on the dangers of weapon enabled crime and equip young people with the skills to resist inappropriate peer pressure.
- Specialist training delivered to school-based staff on how to spot and refer early risk indicators.
- Under our 'No more knives tour', commissioned from an external delivery partner we have engaged with 5,280 young people from 8 secondary schools.
- We have worked with a third sector provider to deliver a targeted youth mentoring intervention programme under the Ordsall and Langworthy Youth Partnership. Under this programme, 15 young people have received weekly one to one sessions with 80% of attendees showing a reduction in offending behaviour.
- Over the 21/22 summer holidays, we delivered a summer navigator pilot, engaging with a cohort of 30 young people and providing them with 1:1 interventions aimed at reducing their offending behaviour.
- We have provided enhanced support to the Youth Justice Service through our provision of specialist speech and language therapists and Choose 2 Change mentors who have been working with young

people over an 8-month period to address issues of Anti-Social Behaviour, peer influence and anger management.

- We have facilitated better co-ordination between services with a specific focus on equipping neighbourhood services with the ability and means to detect and refer early offending behaviour through peer group mapping meetings.

Project Gulf Delivery Plan:

The aims of Project Gulf are to disrupt serious and organised crime, a crime which often involves the exploitation of young people.

Under Project Gulf, we have adopted a multi-agency delivery plan, which is based around the four thematic areas of Prepare, Protect, Prevent and Pursue.

Our activities include targeting the 6 areas of criminality, which facilitate or support a criminals ability to commit crime. These areas include Lifestyle, Behaviour, Vehicles, Travel, Business and Crime.

In the period of October 2021 to March 2022, Project Gulf has secured the following positive outcomes:

- Recovery of 297 vehicles.
- 276 arrests made.
- 118 houses searched.
- 66.36 years of custody secured.
- The seizure of 45 KG of cannabis.
- The seizure of £226,930 cash.
- 36 years of disqualified driving secured at court.

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. We continue to participate with the relevant GM work streams and the implementation of the GM Safeguarding Children Alliance.

Guidance

'The Support and Safeguarding in Salford: Helping children to thrive guidance' has been produced by the SSCP this year. This has replaced the 'Threshold of need and response' in Salford. The Guidance is for anyone who works with or cares for children including families, professionals, and members of the community. It has been produced to ensure that the right support, from the right people is available at the right time for children and their families when needed and explains how to get different types of support.

This guidance places emphasis on support available for families and safeguarding processes. It reflects the SSCP vision of children being supported to grow up safe, well and thriving in Salford, by providing a framework for professionals who are working with children, young people, and families; it aims to help you identify when a child may need additional support to achieve their full potential.

It introduces a model of help and support, providing information on the levels of need and gives examples of some of the indicators that a child or young person may need additional support.

By undertaking assessments and offering services and support at the earliest opportunity, professionals can be flexible and respond to needs of different children and families. Along this continuum, services become increasingly targeted and specialised according to the level of need. Children's needs are not static, and they may experience different needs – at different points – throughout their childhood years.

A Multiagency working group was developed by the SSCP to refresh the Threshold of Need Guidance to align with our vision of working with families in partnership.

We recognise the importance of having easy to access clear guidance to support our practitioners when delivering services. In June 2021 a Focus Group was held inviting Professionals, parents, and local communities to give views of the Draft Threshold Practice Guidance. The session was well attended by agencies from across the city with invaluable feedback from Parents for Positive Change in Salford provided.

One parent commented:

“If I would have had this earlier I would have understood how child protection works and it might not have got to the point it did”

(Parent with lived experience of CP/PPO).

Work has been undertaken to produce a document that provides meaningful information and access to tools to help with conversations, providing interventions and examples of when additional support may be required.

The full [Support and Safeguarding Guidance](#) is now available to access and download.

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.

Barton Moss Secure Care Centre has embraced the “Secure Stairs” model in which trauma- informed care is formulation driven, evidence- based and takes a whole- systems approach to supporting young people. Staff are at the centre of the Secure Stairs interventions and have a critical role in maintaining an environment in which positive relationships can develop. Subsequently, the management of risk, promoting positive behaviour through role modelling and ensuring the safety of the young person and staff are essential. Young people’s behaviour will not change until a relationship of trust has been established with staff.

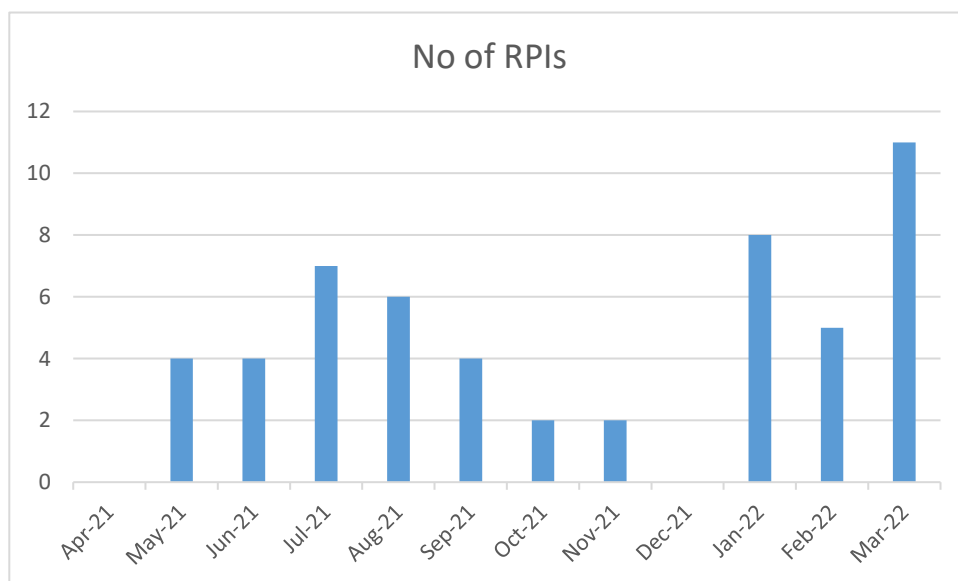
The Centre’s approach to behaviour management mirrors that of “Building Bridges: A Positive Behaviour Framework for the Children and Young People within the Secure Estate” (Youth Custody Service, 2017).

The minimisation of physical restraint intervention (RPI) is central to Barton Moss’s ethos and culture. From referral to release the Centre aims to explore all aspects of the young person’s needs, to ensure a thorough understanding is developed which provides the basis for a positive relationship to be established. All the Centre’s policies and processes promote the use of restorative justice principles, de-escalation techniques and problem solving with physical restraints being the last option.

The Centre's assessment strategy is focused on understanding of a young person's behaviour. Assessments are based on a wide range of information and are analysed, to understand the reasons behind a young person's responses.

The Centre believes in the importance of gaining the views of the young person and their parent/ carer as this enables individual and tailor made behaviour management plans to be designed. Staff also consider the diversity of the young people which includes ability, race and culture, mental, physical and emotional health, and communication needs.

Restraint Data April 2021 – March 2022



Barton Moss along with Salford's community children homes commission's RPI training from the independent provider *Good Sense*. All new staff will undertake the Edexcel – BTEC Specialist Qualification in the Level 2 Award in Disengagement and Non-restrictive Intervention Skills (QCF). All staff are required to complete an annual refresher course.

Each week a member of Barton Moss's, senior leadership team, will meet with the Local Authority Designated Officer (LADO), to review all new instances where RPI has been used. This will be done by reading the written records and viewing the CCTV footage. The purpose of the review will be to ascertain the following:

Necessity – Was the RPI required? What were the grounds or antecedents surrounding the incident? Could the incident have been managed differently?

Proportionality – Once it has been established that an RPI was necessary, was the RPI proportionate? Did the observed events match the narrative in the written records? Did the staff use the appropriate amount of force - which was related to the amount of threat being presented?

Following this review staff may be interviewed or involved in a group debrief of the incident. This will result in one of the following outcomes:

- No further action
- Specific concerns in relation to the involvement of a member of staff – addressed in formal supervision.

- Specific concerns in relation to the involvement of a member of staff – Referral to LADO/Safeguarding.

All young people who have been involved in an RPI will have a consultation with the Centre's nurse. Barton Moss is supported by Barnardo's Advocacy Services, as part of their consultation process with the young people and they will advocate on behalf of the young people in any circumstances that may have arisen because of an RPI. All young people have access to the complaints process at Barton Moss; they can complete a complaints form which can be posted to the First Customer Officer without the knowledge of the staff.

Parents / carers are contacted and informed a restraint has taken place along with the young person's Social Worker and Youth Justice Worker.

Data on restraints is submitted to the Youth Custody Service, who commission the 24 beds at Barton Moss SCC. Each month this information is shared with Ofsted, along with data from other secure children's homes and Young Offenders Institutions.

Barton Moss's 2022, Ofsted report noted:

"The use of physical restraint is safe and proportionate. All incidents are reviewed internally by managers and include an extra layer of external scrutiny provided by the local authority designated officer. Children's physical well-being is checked by medical staff and independent debriefs are completed by the interventions team. This gives children the opportunity to express their views and opinions about how they have been treated"

(Ofsted, 2022)

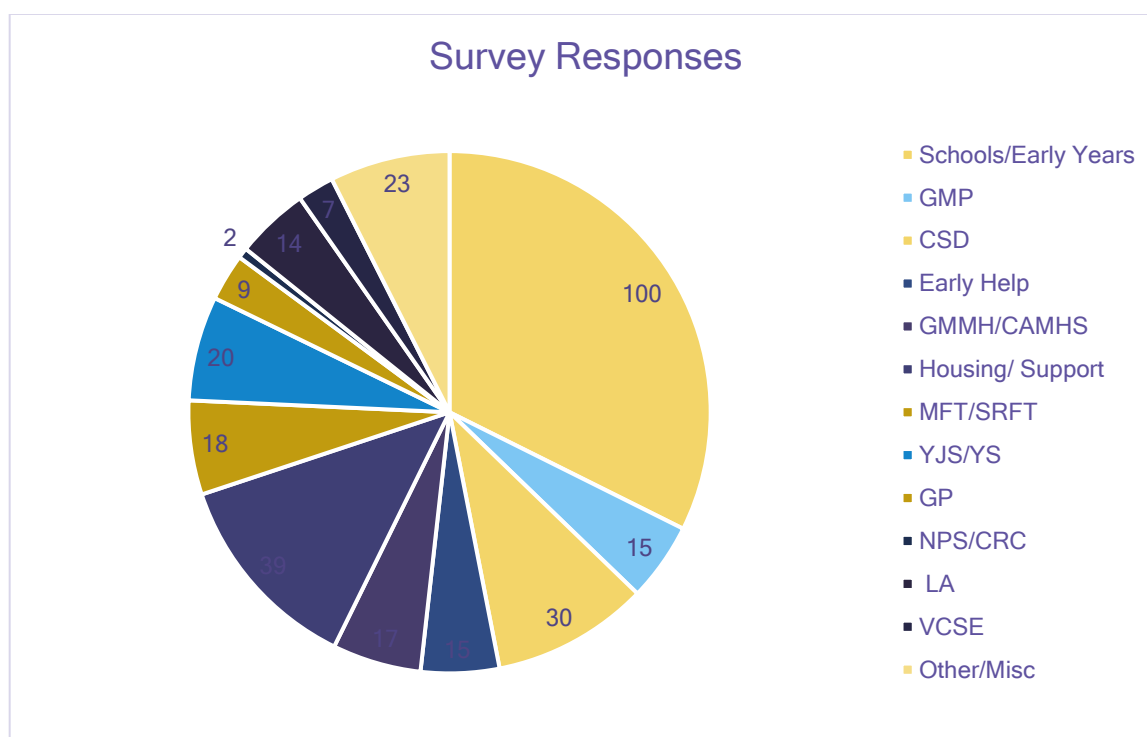
What Professionals Said

Listening to the front line – SSCP Safeguarding Children Practitioner Survey 2021

The SSCP needs to ensure that all its partner organisations are fulfilling their statutory safeguarding children duties as outlined in the Government publication Working Together 2018 and Section 11 of the Children Act 2004. We do this by asking a senior manager of each organisation to fill in a Section 11 Safeguarding Self-assessment, and also by asking practitioners from those organisations to complete a safeguarding survey.

Number of responses

309 responses were received from across a good range of agencies including the Local Authority, GMP, Health, Schools, Voluntary Community and Social Enterprise Sector and Housing.



What's working well

99% of practitioners are confident to share information with other professionals if they have a safeguarding concern about a child.

97% know where to find their organisations' safeguarding policies.

95% feel confident to raise safeguarding concerns and are supported in their safeguarding role.

95% of practitioners agree that in their organisation there is a culture of listening to children and families and taking account of their views, wishes and feelings.

94% are encouraged to attend safeguarding training regularly.

90% of practitioners are confident in recognising signs of Neglect and taking appropriate action.

Areas for Partnership action

41% of Practitioners are not familiar with the Professional Challenge and Escalation Policy or confident to use it.

22% of practitioners are not confident in recognising signs of sexual abuse and taking appropriate action.

22% of practitioners feel they are not helped to understand learning that comes from local case reviews by their manager or organisation.

19% are not confident in recognising signs of criminal exploitation.

These responses have been fed into the thematic work streams for attention and action to consider how we can make improvements. Actions are considered on the individual work plans for each group.

We asked for examples of how managers help practitioners to understand learning from local reviews:

Responses highlighted a number of ways in which learning is shared across the partnership organisations. Some responses included internal safeguarding training and case study sessions which were facilitated to enable reflection; 7 minute briefings; team meetings; Continuing Professional Development (CPD) events to share learning and formal training sessions.

We asked practitioners to tell us about anything they have done differently because of understanding learning from local case reviews:

The responses from practitioners helps to evidence the impact of the learning upon practice approaches. Practitioners reflected on being more “think family focused” and ensuring that fathers are included in assessments. Professionals highlighted that they would escalate if they were not happy about a decision and reinforced the importance of understanding the voice and lived experience of children and young people.

One professional commented:

“I always ensure I am more persistent when attempting to gain access to hard to reach families or families that are difficult to engage with for a variety of reasons; I follow the no access policy and contact other partners/agencies such as the GP...”

Another said:

“We always look beyond behaviour and try to consider circumstances contextually”

We asked practitioners to tell us about examples of safeguarding good practice:

There were various examples of good practice highlighted and professionals spoke positively about the safeguarding response within their organisations. There was reference to regular supervision, an investment in staff training and peer support and positive feedback from inspections.

Some comments include:

“Safeguarding has a multi layered approach within our organisation. Any such cases have management oversight as well as a safeguarding review by safeguarding lead. They are able to suggest any further action to be taken”

“My organisation has been extremely proactive about following up on safeguarding concerns that I have entered into the organisation system. I have had the safeguarding team ring me to clarify things I have entered into the system the same day and offer advice and follow up regularly to ensure schools are taking the actions that they plan to in regard to safeguarding”

“7 minute briefings have certainly helped staff become more aware and alert about safeguarding issues. Our pastoral lead is constantly on hand to support children and their families. We have regular meetings with our Early Help practitioner”

We asked practitioners how they ensure the voice of the child is heard and acted upon:

Professionals discussed how they use a variety of tools and discussion aids to support their interactions with children and young people. Some responses included:

“Within my role I have developed training to support staff how to capture the voice of the child and the child's lived experience. I have also developed templates and examples as a guide how staff can capture this approach and also evidence the changes made from this process... I also undertake the QA process to ensure Children's wishes and feelings have been captured during assessments”

“... I tend to deal with unborns so we always bring our thought process back to the baby, its part of our supervision to think about how the unborn is feeling in their family and if they could change something, what would that be”

Learning from Reviews

Summary

During 2021-22 there were 15 referrals for the virtual panel to consider involving 17 children and young people.

From the 15 referrals, 6 Rapid Reviews were completed and submitted to the National Panel within statutory timeframes.

One CSPR is to be commissioned. This is the first CSPR Salford have undertaken since 2019.

Referrals have been received from a range of Practice Review members including Police, Local Authority, Health and Youth Justice Teams which demonstrates a commitment to learning and safeguarding effectiveness by partners.

The categories of physical abuse and murder / attempted murder were the joint highest reason for referral in 2021-22, both having a total of four. The next highest category this year was jointly Neglect and Escalation issues, both with two referrals. The number of referrals for Abusive Head Trauma, Emotional Abuse and SUDC / Overlay have reduced to zero this year after spiking during the pandemic last year. Over the five year period referrals for Neglect and Physical Abuse are joint highest with 11 referrals each.

The highest number of referrals this year was for young people aged 16-17 with six referrals, followed by young people aged 10-15 years (four referrals including one Good Outcome referral), then babies under 12 months with three referrals. Referrals for all age groups have dropped since last financial year with babies under 12 months showing the largest drop in numbers from eight referrals last year to three this year.

The highest number (seven or 47%) of referrals received this year related to children who were not known to Children's Services. Four were Looked After, three were at Child in Need and one child was on a CP plan. The highest number (29 or 43%) of referrals made over the five year period relate to children who were not known to Children's Services.

Of the 15 referrals received this financial year, none resulted in No Further Action (NFA). All categories of abuse including Escalation warranted further action in some form.

Learning

The National Child Safeguarding Practice Review Panel published its first [annual report](#) on 4 March 2020. Areas of concern that the Panel identified are SUDI, non-accidental injury of babies under 12 months old, suicides, the secure estate, serious violence and looked after children.

The [second annual report](#) was published in May 2021. The Panel has identified the following six key practice themes to make a difference:

- Understanding what the child's daily life is like
- Working with families where their engagement is reluctant and sporadic
- Critical thinking and challenge
- Responding to changing risk and need
- Sharing information in a timely and appropriate way
- Organisational leadership and culture for good outcomes

In February 2022 Ofsted published the Joint Targeted Area Inspection ([JTAI](#)) of Solihull which highlighted the need for the Safeguarding Children Partnership to be fully sighted on performance information relating to practice and impact for children in the MASH; and sharing learning from significant incidents with the wider workforce across the partnership. In Salford, the Bridge Operational Group report directly into the Strategic Effectiveness Group through a Spotlight report to provide assurance about this activity.

In September 2021 the National Panel published its third national review: [The Myth of invisible Men. Safeguarding children under 1 from non-accidental injury caused by male carers.](#)

In Salford, a new training course is being developed entitled “Working with Dads/ Male Care Givers”. This has been developed in response to local and national learning from case review activity. The course will explore positive fatherhood and how to better engage father’s and male care givers as well as aiming to improve understand of risks associated with the “hidden male”.

Summary of changes / learning events that have taken place during 2021-22 as a result of case review or audit activity

As a result of repeated findings in case reviews which indicated strategy meetings were not always effective or attended by relevant partners, a multi-agency audit of strategy meetings was undertaken and findings reported to the Strategic Effectiveness Group. A 7 minute briefing is in the process of being completed which will be shared with partners to strengthen practice approaches.

Recommendations made in case review 2020-05 and DHR Steven resulted in the following changes to multi-agency domestic abuse practice:

- Early Help are now represented at MARAC
- Information from MARAC is shared with school coordinators.
- Domestic Abuse perpetrator provision is open to all partners with referral pathways.
- A training session was held for housing officers to share learning from DHRs.
- Training regarding adolescent Domestic Abuse has been delivered.

Recommendations made in case reviews 2020-04&07 and 2021-03 resulted in the following changes:

- SRFT Children Unseen/Transferred In policy has been updated to identify when to escalate, when to undertake unannounced visits and when to involve other professionals following no access visits.
- A mapping exercise is underway with maternity providers to outline the process and communication pathways between midwifery services for cross border cases.
- Care planning guidance has been updated.
- An audit of Sexually Harmful Behaviour procedures has taken place and further work is ongoing.
- Findings from the review have informed the SEND strategy.
- The Transitions policy has been updated.

Recommendations made in case reviews 2018-08, 2021-02, 2021-09 “Chloe” and a combined knife crime action plan resulted in the following changes:

- Two new 7 Minute Briefings which outlined Early Help and the Team around the Family process were published.
- An Adolescent Offer has been developed which comprises a directory of services and training seminars for practitioners working with young people.

- Maternity pathways have been standardised across three maternity inpatient sites to include professional curiosity regarding hidden males and care of other children.
- A single point of contact role for CAMHS is now in post.
- Training packages and shadowing opportunities are being developed with CAMHS and Children's Services to improve understanding of roles and multi-agency working.
- Self-harm, risk resolution and escalation policies are all in development.
- Joint review of the discharge from A&E and follow up pathways is taking place to look at closer working between Mental Health Liaison, core CAMHS team and the duty function team.
- New training and development opportunities are in development around mental health, suicide prevention and trauma training.
- A joint SSAB / SSCP learning event on the exploitation of adults and young people

7-minute Briefings arising from case review activity that have been published during the annual reporting period are as follows:

7MBs in relation to knife crime and contextual safeguarding:

- [contextual-safeguarding-7-minute-briefing-salford-april-21-v2.pdf](#)
- [knife-crime-7mb-final-v3.pdf \(salford.gov.uk\)](#)
- [young-person-plan-7-minute-briefing.pdf \(salford.gov.uk\)](#)

7MB's in relation to Neglect:

- [2021-02-7mb-final.pdf \(salford.gov.uk\)](#)
- [early-help-assessment-7-minute-briefing.pdf \(salford.gov.uk\)](#)
- [7-mb-taf.pdf \(salford.gov.uk\)](#)

7MB in relation to learning from Non-Accidental Injury:

- [2021-03-7mb-final.pdf \(salford.gov.uk\)](#)
- [baby-i-7-minute-briefing.pdf \(salford.gov.uk\)](#)

Action plans arising from multi-agency reviews are scrutinised at the Practice Review Subgroup or an Action Plan Impact Meeting after an appropriate period of time which is scheduled in advance. Agencies or strategic leads are held to account for their actions and asked to attend the subgroup meeting or impact meeting to explain how their actions have been achieved, provide evidence, and demonstrate how practice has changed. In addition to routine monitoring of action plans the Practice Review Sub Group will link with the Strategic Effectiveness Group and utilise some of the mechanisms outlined in the [SSCP Safeguarding Effectiveness Framework](#) to monitor the longer term impact of carrying out reviews.

Evidence of Impact

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 [Salford Safeguarding Effectiveness Framework](#) document explains in detail how the framework operates.

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 because of a range of evidence captured and discussed at the Strategic Effectiveness Group.

Evidence Of Impact - Strategic Priorities (2021/22)

Neglect

Neglect has been a priority for the Safeguarding Partnership for the past seven years and we know we need to do more so that children have their needs met by their parents or carers, and support is provided where this is not the case. We want to ensure that we identify and prevent unmet needs from escalating so that all children in Salford have the childhood they have a right to. We want all families and children within them to thrive.

The last Neglect Strategy for the local area (2016 to 2019) set out the strategic aims to improve the recognition of neglect in families; to improve agencies' responses to these families; and to ultimately improve positive outcomes for children, young people and families.

In 2019 we revised the strategy which focusses as much on helping families to thrive as responding to neglect, as part of our whole City vision with other strategies such as the anti-poverty Strategy.

Detailed national and local evidence is provided in the Salford Needs Assessment undertaken in October 2019 to inform this strategy. The needs assessment identified key factors which are root causes of, presenting factors or impacts of children's needs not being met.

Categorising the causes helps to focus our strategy on those factors we require partners to affect or have little direct control over; those which we need to work across the partnership, and finally our culture and how we work with families.

SOCIAL FACTORS:

- changes to the underlying needs faced by the local community and parents in Salford that results in changes to the numbers of children and families requiring help
- Population and Demographics
- Poverty
- Housing
- Adverse Childhood Experiences

SYSTEM FACTORS:

- the way that the system of services in Salford responds to families requiring help
- Perceptions of Thresholds Partnership working
- Information sharing
- Leadership
- Service commissioning and provision across the system

PRACTICE FACTORS:

- The way that professionals work with families.
- Models of practice

- Doing 'to' or 'with'
- Skills and knowledge of professionals

Key Achievements

A multi-agency workshop took place in March to provide further updates to practitioners about the use of the tool. This was well attended by a range of professionals. Based upon feedback, work has been undertaken to shorten the tool to make it more user friendly. Multi-agency working continues to be a strength and several initiatives are underway to make connections and demonstrate effectiveness of working around neglect.

Children's Social Care have observed an increase in the Thriving Families Tool being completed.

Training has continued for all new starters to raise awareness of the tool and how it should be used in practice. A neglect champion system has been introduced to provide support as part of the early help team located within the Bridge.

Social Workers have attended a briefing with Isabelle Trowler on Educational Neglect and work is planned with the Virtual School Head/Team to increase awareness across the Social Care workforce about the impact of non-school attendance which goes beyond just an impact on attainment.

A range of activities have been undertaken to raise awareness about the complex relationship between poverty and neglect and describe how structural causes of poverty can impact on the ability of parents and carers to meet essential material needs including food, warmth and a secure home. Poverty is fundamentally about a lack of money/resources although growing up in poverty including the experience of becoming homeless as a child, is associated with a wide range of negative outcomes both in childhood and in later adult life eg an effect on educational attainment, children's physical and mental health with consequences for employment, income and wellbeing.

The Welfare Rights Debt Advisory Service delivered a useful presentation to Social Workers about the benefits system and poverty to increase understanding about the current climate families are living in and make practitioners more "poverty aware" to differentiate this from neglect. There was universal positive feedback following this presentation.

Educational neglect included in Education inclusion briefings to over 400 multi-agency professionals.

The NHS Salford CCG Child Not Brought policy has recently been revised to include non-attendance at medical appointments during the antenatal period and is embedded into practice. The aim of this is to optimise health outcomes for children by ensuring medical care is accessed in a timely manner and identifying where support is required. Use of this policy is audited via the NHS Salford Primary Care annual safeguarding assurance audit tool.

Following themes from local case reviews around safeguarding babies under one year of age all Primary Care Practitioners have been offered training on ICON (I can cope - Supporting families with a crying baby). A template for 6-8 week checks has been formulated to ensure public health messages including safe sleep, ICON and safety for under ones are provided. This allows practitioners to work in partnership with parents/ carers to identify and prevent unmet needs from escalating thus empowering them to seek appropriate support in providing safe and effective care to allow their child to thrive.

What difference has it made?

A multi agency neglect audit took place earlier in the year. In response a three practitioner forums have taken place. 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. Briefings have improved understanding across all agencies of the potential impact on children and young people who may suffer from, or be at risk of, educational neglect.

As a result of the neglect audit Children's Social Care are reviewing the recording templates for Core Groups/CIN meetings to ensure the Thriving Families tool is reviewed in these key progress meetings in line with the CIN/CP plan.

Social work assessments focus more on the impact of neglect rather than parents/carers actions which may be seen as neglectful. This is a natural focus of the tool, but we know that highlighting with parents the impact on their children can be a powerful instigator of change. Social Workers right from entering Salford cover the assessment of neglect and the Thriving Families tool as part of their induction and are expected to utilise this in practice with the support of the Champion with whom they can arrange case discussions on specific cases.

Working more closely with WRDAS and them offering training has really improved practitioners' confidence in understanding the root causes of poverty, the impact on parenting capacity and how this can be linked to neglect. It has helped social workers understand more about the local context in Salford and the barriers and challenges for families which can inhibit progress with plans.

Key Challenges

There is on-going work to support staff to become familiar and confident in using the tool.

Initial feedback from staff has been that the tool is lengthy. As such work is being undertaken to review and simplify.

Priorities for 2022/ 2023

- To refocus the use of the tool by providing a shorted summary document with hyperlinks to the sections of the assessment tool.
- To link to the work in the Early help Steering Group.
- To refocus comms around the thriving families work and work with the voice of the child group to ensure earlier help language and use the tool to show how families can support each other and ask for help earlier.

Contextual Safeguarding and Children Missing

The Exploitation Subgroup provides strategic oversight of the work of the Connect team which is a co-located multi-agency team that looks at exploitation of children and adults by organised criminals.

This team has been operational since January 2019 and focused on the areas of Child Sexual exploitation (CSE) Child Criminal Exploitation. The criminal exploitation of adults, Cuckooing and Modern slavery.

Key Achievements

The name of the operational group is now called Connect.

A young person chose the name and designed the logo.



The subgroup changed its name from Complex Safeguarding subgroup to the Exploitation subgroup to reflect operational activity which is based on criminal exploitation of Children and Adults by Organised Crime. As set out in our spotlight report we now know what our key areas of core business are.

- Child and Adult Criminal Exploitation - **core business**
- Child and Adult Sexual Exploitation - **core business**
- Modern Slavery/Human Trafficking - **core business**
- Route 29 (No Wrong Door) - **core business**
- Missing Children/Adults - only a tiny percentage of MFH are exploited by OCG's

Contextual Safeguarding

We recognise that missing children is a huge topic and only a few from this cohort are actually exploited.

Focusing on all missing children would dilute activity on exploitation. It was therefore agreed that this element would be removed from the groups priorities and agreed it would sit elsewhere.

The group has engaged in pioneering work in relation to cuckooing and modern slavery. This features an understanding of how to rehouse people who may make themselves homeless to escape modern slavery.

We have upskilled staff with numerous 7-minute briefings and held a Cuckooing CPD event virtually attended by 312 people.

What difference has it made?

Voice of the child was heard in the naming of the operational group. Young people didn't like the term "complex safeguarding" and they thought Connect sounded more appropriate. A young person designed the logo.

We have focused on upskilling the wider workforce with understanding of what the exploitation subgroup does.

There are examples where we can evidence that the work of the group have saved children from organised crime and have assisted them to have meaningful productive lives.

Key Challenges

A key challenge was integrating a mainly children's strategic group with adult strategic managers to form an inter- board group. Our work with Cuckooing has really galvanised this partnership approach.

Priorities for 2022/ 2023

- Exploitation – Sexual and Criminal – Relevant to both Children and Adults
- Cuckooing – Impacts on Adults and Children
- Contextual Safeguarding and Transitions

This reflects our responsibilities to both Children's Partnership and Adults Board.

Evidence of Impact on 2021-2022 Priorities Child Criminal Exploitation and Abuse

- [Contextual Safeguarding 7 Minute Briefing](#)
- [Contextual Safeguarding 7 Minute Briefing \(Accessible format\)](#)

Child Sexual Abuse

The Child Sexual Abuse (CSA) sub-group was established in February 2022 to support the Safeguarding Children Partnership in meeting the key priority around Child Sexual Abuse. The first priority of the group is to develop a child sexual abuse strategy for Salford that is inclusive of intra familiar sexual abuse and child protection process.

The group will focus on the impact of the child sexual abuse strategy which includes the protection and safeguarding of children and young people whilst ensuring victims and survivors of child sexual abuse receive the right support at the right time.

The next steps of the sub-group will:

- Implement the agreed CSA strategy
- Understand the local context through Audit and Data to identify gaps in service and practice
- Ensure an adequate training offer is established via the workforce development sub-group
- Launch the Sexually Harmful Behaviour Pathway

Impact of the group will be aligned with the CSA strategy and Safeguarding Effectiveness Framework.



Evidence Of Impact- Assurance Priorities (2021/22)

Trauma Informed Practice

The Trauma “The Salford Way” strategy was developed in 2020 with the objectives below:

- Providing inter-generational support for parents, families, adults, and children to prevent ACEs.
- Reducing the negative impact of ACEs and trauma experienced as an adult.
- Developing adversity and trauma-informed workforce and services and systems.
- Increasing societal awareness and supporting action across communities.

A business case was later approved, and funding agreed as part of the BOND programme around the following objectives:

- development of a Trauma informed response across Salford. This would involve applying a trauma and resilience lens across the City, health, CVS, schools.
- Workforce development and training.
- Work with Voluntary Community and Social Enterprise Sector organisations to develop resilience, communities of practice and create a social movement for change.
- Comms and engagement – develop shared principles around trauma and resilience and build awareness.

This is a key priority for the SSCP as it intersects with numerous other programmes and services across the system. Adverse Childhood experiences when recognised can be prevented. Vulnerable children are often those who require the professionals working with them to be trauma informed and responsive as to not re-traumatise them through contact with services. Intergenerational Trauma is also a factor when supporting families and creating trauma responsive approaches to supporting families. Staff working in Safeguarding fields often experience vicarious trauma and our ambitious plans to transform our workforce approaches aim to support that need.

The impact of ACEs and Trauma is realised in factors across services – higher demand for mental health services, frequent visits to GPs and health services, increased likelihood of developing conditions such as cardiovascular disease, diabetes, respiratory disease, increased likelihood of drug and alcohol abuse, of committing or becoming a victim of violence and of contact with the justice system.

Key Achievements:

Workforce development and training: Trauma informed training was widely delivered across 2021 and early 2022. Training was delivered by specialists in the field of trauma informed and responsive practice. More than 1658 practitioners have participated in training to date from across the Salford education, health, children’s services, housing, justice, welfare rights and Salford VSCE sector workforce in 2021-22. Demand for the training has been high and feedback consistently positive.

Greater Manchester training: Salford successfully co-ordinated the local rollout of the Level 2 and Level 3 training for the Home Office funded Greater Manchester Trauma Responsive programme. A significant amount of VCSE partners, health colleagues and Local Authority professionals were able to attend the training.

Future training: A Trauma Responsive training specification is being developed. This will allow a comprehensive training schedule to be developed. This will include plans for foster carers, adults social care colleagues, various social work teams, health colleagues, schools governors.

Developing a Trauma informed system: An agreement has been made with the Greater Manchester Resilience Hub to host 2 Trauma Responsive Practitioner roles which will be based in Salford. The Trauma Responsive Practitioners will provide consultation and support to practitioners working with children and parents in other services. They will also support the strategic effort to embed trauma informed and responsive principles across Salford. Recruitment has been challenging but work is ongoing.

Work is ongoing with the EP team and the Inclusion strategy to consider how to support schools to become trauma informed.

Trauma informed resources have been added to the SCC induction training package and work is being done to include elements of the approach in the roll out of the Family Partnership Model.

Trauma Responsive workshops: A Trauma responsive workshop was held to bring together colleagues from across health, LA and VCSE organisations to discuss how to take forward the approach. More workshops and communities of practice events are being planned.

What difference has it made?

The programme will improve care and outcomes for adults and children who face inequities in a variety of factors which impacts their ability to achieve and progress. This is through training the professionals who work with these vulnerable adults and children so they can be supported more effectively and not re-traumatised. The feedback from practitioners going through the training has emphasised how the training has changed ways of thinking and helped reflection on practice. This will overall improve the experience for children and young people and staff.

- Staff have been trained on how to communicate with children and young people in a trauma informed and trauma responsive way.
- Awareness is being raised around trauma responsive practice and what this means. This is being targeted at staff across the system – including frontline and non-frontline staff, administrative staff, receptionists, HR etc.
- Teams who are aware of trauma responsive practice can support each other more effectively, allowing staff to be cared for so they can better support children and young people.
- Increasing trauma awareness and embedding a trauma responsive approach across the system on a basis of shared principles and shared outcomes will inevitably create improvements across services and contribute to prevention and support for young people and families.

Key Challenges

- Evaluating the long-term impact of training on practice and outcomes effectively, in relation to trauma responsive/ informed practice.
- Attributing outcomes to this programme is a challenge because this programme improves the impact of other programmes.
- Recruitment to the Trauma Responsive Practitioners roles is a challenge due to national recruitment issues.

Priorities for 2022/2023

- Develop an ongoing trauma training schedule for Salford with more tailored approaches, including practical tips for implementation.
- Recruitment of Trauma Responsive Practitioners.
- Further workshops/events and developing a community of practice.
- Work with different elements of the system to embed trauma responsive approaches, including LA, health, education and VCSE sector.
- Undertake a workforce development transformation programme with HR.

Children Affected by Domestic Abuse

Specialised children and young people DA provision was implemented in April 2020 on a two year pilot. The provision was successful in securing a further 5 years funding via a joint commissioning strategy between CCG, LA and police which started March 2022. The children's provision went out to tender, was awarded, and is now part of a lead provider model which is a partnership delivery model supporting victims, children and people who cause harm called 'safe in Salford'. Impact of the provision upon outcomes for children and families is still formally reviewed on a quarterly basis with key partners to offer scrutiny. Accountability for delivery is held at the TDAB.

'Harbour' (Salford's DA provision for children) still 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. Over view of the harbour service delivery offer is based on the Salford safeguarding children's website within the domestic abuse toolkit accessible to all <https://safeguardingchildren.salford.gov.uk/datoolkit> also a link to Harbour's DA **social impact report** is also available on the site, displaying outcomes, achievements and service user testimony and feedback. Further information on the new lead provider model, referral pathways and whole family DA offer is also based on Salford Foundations webpage www.salfordfoundation.org.uk under 'safe in Salford'.

Service improvements

- An increased use of DA tools to support evidence-based assessments and multi-agency planning.
- Established DA practitioner guidance to support with management of DA cases from a risk assessment perspective
- Clear learning from case reviews being pro-actively addressed through good partnership working.
- Domestic abuse champions training funding established and specialised training arranged for over 20 practitioners with representation from all LA services and partnership agencies to start March 2022
- Increase support for young people who harm addressing peer on peer violence, intimate partner violence and parental violence. (match fund from home office)
- Increase in specialist roles within harbour through 30k match grant fund from provider
- a clearer integrated approach to commissioning DA services through a whole system approach and an established lead provider model
- Salford have been successful in accessing additional long term commission funding close to 400k increasing our initial offer of 160k in 2019 to now over 800K.
- Salford has developed its perpetrator intervention offer to support marginalised individuals and gained match grant funding from the home office to the sum of 200K supporting standard, medium and high-risk intervention
- there is a forum to engage Voluntary Community and Social Enterprise Sector and meet need specific to domestic abuse within the city.

- early help and Salford CVS work on parental conflict is being received well.
- Salford is now a SLIP provider specialising in DA delivery development to other local authorities
- Salford have supported research in practice and created specialist podcasts on perpetrator engagement pathways.

Ensure an effective transition from CCGs to ICS retaining local capacity for health safeguarding

In response to the NHS Long Term Plan (2019) and the proposed NHS Reforms and changes in the legislation, Greater Manchester Health and Social Care Partnership recognised the need to provide clear direction for establishing safeguarding functions and arrangements across the Integrated Care Boards (ICB) systems.

Accountability for safeguarding will sit with the ICB Chief Executive with robust governance arrangements in place to provide assurance from and to the localities in Greater Manchester.

The Greater Manchester Designated Nurses and professionals Safeguarding Networks were commissioned to articulate how the safeguarding arrangements and functions could work more effectively at ICB and within the localities. After an extensive data gathering exercise, system and risk mapping and identification of the challenges and opportunities within the new system, the Networks have established and agreed in principle:

- A draft safeguarding governance structure and;
- A Greater Manchester Safeguarding Strategy

At this moment in time, it is anticipated that statutory partnerships, responsibilities, and strategic safeguarding functions are likely to remain within the ICB. However the future model and way of working is designed, the independent whole system leadership of the safeguarding Designates function is expected to remain in localities and continue in any future safeguarding arrangements.

Independent Scrutiny

Scrutiny Activity

I have attended Partnership, Safeguarding Executive Meetings, Salford Strategic Interboard Chairs meetings and GM Safeguarding 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 reports from the Safeguarding Effectiveness Group.

I have also provided independent advice and scrutiny as part of reviewing the local arrangements. In 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.

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. 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 Detective Chief Inspector of GMP who jointly Chaired the Partnership.

This in preparing my scrutiny report I used an adapted version of the six steps to scrutiny.¹

This report identifies areas of strength and areas for further development with suggested actions for the Partnership to consider. My report was agreed at the SSCP on the 21st March 2022. Full report can be found here- [march-2022-independent-scrutineer-report.pdf \(salford.gov.uk\)](https://www.salford.gov.uk/march-2022-independent-scrutineer-report.pdf)

After almost 8 years I am stepping down as the Independent Scrutineer for Salford and I want to thank all of the hard working professionals in Salford who strive every day to keep children Safe in Salford.



Simon Westwood - Independent Scrutineer

¹ 'Adapted from Pearce, J (2019) *Six Steps for Independent Scrutiny: Safeguarding children arrangements*. Institute of Applied Social Research, Luton, University of Bedfordshire'.

Strategic Priorities for 2022-2023

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	The SSCP will seek assurance about the partnership approach to supporting children who experience neglect. We will 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: Child Exploitation	This is critical for the partnership and will remain so on an ongoing basis. The SSCP will seek assurance about the partnership response to those children who are at risk of and victims of exploitation. The work will support in enabling partners to target professional responses to reduce CSE, CCE, modern slavery and online grooming and abuse.
Priority 3: Sexual Abuse	This will focus on the development and implementation of a sexual abuse strategy in Salford. The work will consider services available to support survivors of sexual abuse and seek to understand the impact of the partnership response to supporting victims. The work will consider the sexually harmful behaviour pathway and analyse the effectiveness of statutory meetings. 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: Children Affected by Domestic Abuse	The SSCP 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 2: Safeguarding Babies under 1	The SSCP will seek assurance about how agencies work together to safeguard babies under 1. This work will seek to co-ordinate the multi-agency response to learning identified locally and nationally from case review activity including how we share and analyse the impact of public health messages. The work of the group will be triangulated with that of the domestic abuse subgroup and neglect sub group to ensure that our partnership response to safeguarding babies under 1 is robust and effective.
Assurance Area 3: Adolescents	The SSCP will seek assurance about how we work together to effectively safeguard and promote the wellbeing of older children. The subgroup will aim to co-ordinate all of the activity already in place to provide assurance to children and young people about what matters to them. These issues include knife crime and serious youth violence, feeling safe in the community, homelessness, education opportunities and how we work as partners to prepare young people for adulthood.

Appendix 1- Budget

Income 2021-2022	£	Expenditure 2021-2022	£
Salford City Council	198,825	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>	289,171
Health	120,243	Training	602
GMP	13,500	Office Expenses	6774
Salford Schools contribution	22,400	Professional Fees (includes child death reviews, case reviews and independent scrutiny)	13,000
CAFCASS	0	Other staff related costs	0
Other (Non-Attendance at training)	0		
Total	354,968	Total	309,547
Balance B/fwd from 2021/22	47,583	Balance C/fwd into 2022/23	93,004

The SSCP currently has a healthy surplus balance. We started the year with a surplus of £47k and we have ended with £93k.

It should also be noted that prior to 2020 the SSCP was in an underlying deficit position of £20k. However we were able to maintain a surplus position from 2020 onwards with additional contributions from the Local Authority. The carry forward is due to a 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. In addition, there was a £21,400 contribution made from schools which was previously not budgeted for.

Appendix 2 Workforce Development

SSCP workforce development activity feeds into and is informed by the work of the Strategic Workforce Development Group; a joint subgroup comprising of a range of multi-agency partners, serving the SSCP, the Salford Safeguarding Adults Board (SSAB) and the Community Safety Partnership (CSP).

The strategic priorities for the group have been reviewed. Six thematic priorities are identified which cut across both children and adults safeguarding. These are:

- The safeguarding elements of emotional/mental health and well-being (ACEs / Trauma Informed Approaches)
- Safeguarding Awareness (Making Safeguarding Personal)
- Mental Capacity Act
- Neglect of Children and Self-Neglect of Adults
- Domestic Abuse including children affected
- Exploitation (Formerly Complex Safeguarding – includes Criminal Exploitation of Adult and Children and Trafficking and Modern Slavery, and Gangs / organised Crime)

The SWDG workplan priorities were also reviewed. Five priority areas of activity were agreed. These include:

- **Assurance:** that single agency and multi-agency training meets includes the priority areas for the city and meets the needs of the workforce.
- **Multi- agency training:** that this current and reflective of new learning, that it represents the voice of the adult and child, and that it is delivered by experts in their field.
- **Evaluation and impact:** to develop a range of evaluation methods to ensure multiagency training has the desired impact and improves practice.
- **Embed learning from reviews:** To cascade learning from reviews and ensure this is reflected in training activity.
- **Governance:** To updated appropriate boards and partnerships. To identify and escalated concerns regarding gaps in workforce development.

In line with the themes, it was agreed by SWDG members, that each meeting would focus on gaining assurance of workforce development activity on a chosen priority and identifying any gaps. The first of these meetings took place in December 2021 with a focus on *Domestic Abuse*. The feedback from the meeting was that the new structure worked well and allowed better contributions from all partners. As a result of a focus on domestic abuse, assurance was gained that Local Authority commissioned services would offer training to the multiagency workforce, on *children affected by domestic abuse*. This training is now on the SSCP programme from March 2022.

The second themed meeting in March 2022 focused on *exploitation* and saw a further increase in contributions from partner agencies, also highlighting a particularly successful SSAB and SSCP joint event about *Exploitation and Cuckooing*.

The SSCP and SSAB representatives meet regularly to discuss the workplan and with the Chair. In March 2022 a named representative for the CSP joined the SWDG, allowing for greater joint working between the 3 partnerships and boards: SSCP, SSAB and CSP.

The aim of the new approach to gaining assurance, through the restructuring of meetings, is to have more of an impact and to demonstrate this impact, across all partners. It is still early in terms of working in this way and the new process is under constant review by the Chair and the representatives of the 3 partnerships/boards. However, early indicators suggest that the new structure has increased the focus of the work of the SWDG and provided greater opportunity to link specifically to the priority areas. There is a dual focus on single and multi-agency training with an emphasis on seeking to address any unmet workforce development needs.

Key Achievements 2021-2022

As of April 2021, all training and workforce development activity remained on-line, due to the restrictions imposed throughout the Covid-19 pandemic. Much work was undertaken by the SSCP training team to maintain the training pool and secure trainers for virtual courses. As a result of these efforts the training programme continued to grow throughout the year, with the addition of new courses and the reintroduction of some lost when restrictions were first imposed.

The delivery of the core offer provided a particular challenge throughout the year with demand outweighing courses for both the *Working Together* and the *Safeguarding Updates* training. This was predominantly due to lack of trainer availability. As a result, recruitment activity increased with this being highlighted at several multiagency meetings. Despite this the number of new recruits to the training pool remains low. However, a number of core offer courses have been scheduled with trainers secured for the 2022-2023 programme.

In March 2022 the first face to face training course since August 2020 took place. The '*Safeguarding Updates (Refresher)*' training remained as a half day course, with 2 courses delivered back-to-back for multi-agency delegates. The second face to face event, a new redeveloped course on the subject of *Child Sexual Abuse*, took place the following week and further in person courses are scheduled going forward, including a redeveloped 1 day *Working Together* course.

Alongside the training programme, the training team with the support of the SSCP business unit have continued to approach workforce learning and development in a holistic way to maximise impact. The integration and dissemination of learning from safeguarding reviews into training activity has remained paramount with course content updated as appropriate. The SSCP website and e-bulletin has been significantly utilised to disseminate learning across a range of safeguarding topics, particularly responding to 7 Minute briefings and the local and national reviews in relation to safeguarding babies under 1. The training team have also planned, delivered, and supported a range of lunch bowls and seminars throughout the year, including the well-received '*Exploitation of Adults and Young People, including cuckooing*' event co-hosted with the SSAB, and the SSCP *Neglect seminar*.

The hybrid model of training is the proposed model for future training delivery in 2022 -2023. It allows for both the training pool and delegates to choose a method of learning and delivery which suits them best, to ensure workforce needs are met. It is likely that dissemination of key information and learning will be facilitated further through communications activity, including the streamlining of the SSCP website and the proposed introduction of additional specialist information pages and repositories of information/resources. Considering and evaluating other forms of communication currently minimally used should also be considered, including for example, pre-recorded information sessions and narrated presentations.

Training pool recruitment and retention continues to be a priority and requires the support of multi-agency partners, to support the staff to contribute to the training programme and to recognise the value of this for their own agencies and on the wider workforce.

Training data summary:

Between April 2020 and March 2022, **1728** learners accessed the **25 themed courses**. This was a decrease in learners from the previous reporting year which had seen a spike in the workforce accessing virtual courses, during the pandemic. *Working Together* proved to be the most accessed course accounting for 9% of all training undertaken, with the *Safeguarding Updates (refresher)* course remaining popular.

The training continues to appeal to the multi-agency workforce with a range of services, including those from the Voluntary Community and Social Enterprise Sector, accessing the courses. The highest percentage of learners were staff from **Education** (27%), followed by **Children's services** (22%). This is a shift from the previous reporting year where Children Services accounted for the highest percentage, followed by Education. **Housing** staff have increased their access to training (14%); **Health services** remain similar to the previous reporting year (9%), as does the **Voluntary Community and Social Enterprise Sector** (8%). In total there were **24 different services/ agencies** accessing the training, reflecting the multi-agency nature of SSCP learning and development.

There is generally high compliance with regard to attendance on training courses. Non-attendance of courses this reporting year is at 5%.

The SSCP hosted **14 lunch bowl sessions** across the year. These are information giving sessions delivered by partner agencies and departments. Attendance is not recorded for these sessions, and they are not formally evaluated by the SSCP.

The SSCP hosted **2 seminars**. These are more formal events with a range of guest speakers. In November 2021 this was a joint event with the SSCB on the subject of '*Exploitation and Cuckooing*', and in March 2022 the SSCP *Neglect seminar* was delivered on-line, to an audience of 66 attendees.

Appendix 3- Communications Activity

The joint communications group has representatives from SSCP, CSP, SSAB and Salford City Council communications team (allocated leads for Safeguarding and Community Safety).

The group has a communications plan which details specific campaigns to focus on throughout the year. However, ad hoc communications activity is regularly brought to the group.

The aim of the group is to coordinate campaigns for maximum effect and to seek support from each other when needed e.g., as SCC has a dedicated comms team and resources, the boards and partnerships have sought support with the production of materials and social media presence.

Key Achievements

The comms group have worked together on some campaigns to ensure that greater coverage is attained. An example of this would be that SSC supported the SSCP in raising awareness of the new 'Support and Safeguarding Guidance' which featured in Tom Stannard's bulletin and on the SSC news page. SSCP, SSAB and CSP also share campaigns for each of the boards/ partnerships in their newsletters and web pages where appropriate.

In terms of SSCP communications activity, much work has started in the business unit to increase the availability, accessibility and dissemination of online information and learning. Work has begun on the SSCP website to streamline access to information and improvements have been made to the multi-agency training pages, the education page, and the 'Support and Safeguarding' page. The monthly news pages have increased in content and are now populated at the beginning of every month, as opposed to retrospectively.

What difference has it made?

Earlier in the year (2021), the SCC representatives would present web analytics at the comms meetings. However, this ceased when new representatives began to attend. At present the analytics for the SSCP website are done in house and on an ad hoc basis. The highlights for 2021 – 2022 include:

- There is an increase in website use from the previous reporting year. In 2020 -2021 there was a total of 58,347 visits to the website. This has increased to 59,892 in 2021-2022.
- There is an increase in unique page visits. This relates to users looking for specific information pages. The amount for 2020 -2021 was 39,660. In 2021 – 2022 this has increased to 42,072.
- Analytics suggest that there was a total of 28,805 new users to the website this year.
- Visits to the individual monthly news pages peaked in June and July 2021 then dropped. However there has been a steady increase in visits to the monthly news pages, each month over the last 2 quarters.

Appendix 4 Glossary

Acronym	Description
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 Subgroup
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
VCSE	Voluntary Community and Social Enterprise
YPVA	Young Person Violence Advisor

Appendix 5- SSCP Membership- 2021-2022

Chairs		
Chris Packer	Detective Superintendent (Cluster Vulnerability)	GMP
Charlotte Ramsden	Strategic Director, People	Salford City Council: People
Statutory Members		
Karen Armfield	Head Teacher	Boothstown Methodist Primary
Deborah Blackburn	Assistant Director: Public Health Nursing	Public Health
Danielle Buckley	Head of Cluster	HM Prison & Probation Service
Kalpesh Dixit	Designated Doctor (Safeguarding Children)	NHS Salford Clinical Commissioning Group
Zoe Fearon	Assistant Director, Children's Social Care	Salford City Council: People
Clare Kelly	Assistant Director of Nursing – Safeguarding	Salford Royal Foundation Trust (SRFT)
Diane Kinsella	Designated Nurse: Safeguarding Children & Looked After Children	NHS Salford Clinical Commissioning Group
Elizabeth Walton	Assistant Director: Safeguarding & Quality	NHS Salford Clinical Commissioning Group
Simon Westwood	Independent Scrutineer	Independent
Non Statutory Members		
Jane Bowmer	Business Manager	Salford Safeguarding Adult Board
Subgroup Chairs		
Nicola Dugdale	Deputy Designated Nurse: Safeguarding Children & Looked After Children	NHS Salford CCG
Tim Rumley	Children's Services Senior Manager	Salford City Council: People
Dan Stribling	Senior Communications Officer	Salford City Council: Service Reform
Michelle Warburton	Voice and Influence Manager	Salford Community & Voluntary Services
SSCP Business Unit		
Lindsay Barrett	Training Officer	Salford Safeguarding Children Partnership
Shahanara Begum	Workforce Development Manager	Salford Safeguarding Children Partnership
Vivienne Bentley	Senior Business Support Officer	Salford Safeguarding Children Partnership
Joanne Horton	Interim Workforce Development Manager	Salford Safeguarding Children Partnership
Debbie Hulme	SSCP Training Administrator	Salford Safeguarding Children Partnership
Jane Maguire	Performance & QA Coordinator	Salford Safeguarding Children Partnership
Maria Ogunyemi	Participation & Listening Hub Lead	Salford Safeguarding Children Partnership
Kate Pollard	Head of Business & Impact	Salford Safeguarding Children Partnership
Lay Member		
Simon Grant	Director of Community Services	Binoh of Manchester

Salford Safeguarding Children Partnership

