

**Salford
Safeguarding
Children
Partnership**



**Three Year Strategy
2023 - 2026**

Introduction

Nothing is more important than children's welfare and children who need help and protection deserve high quality and effective support as soon as a need is identified. Professionals working with children and their families in Salford take their responsibility to keep children safe very seriously.

The Salford Safeguarding Children Partnership has at its core one vision, two key values and six principles to guide our work:

One vision	Two key values	Six principles
All partners are committed to working together so that every child in Salford is safe, well and able to reach their full potential.	<ol style="list-style-type: none">1. A child centred approach: for services to be effective they should be based on a clear understanding of the needs and views of children.2. Safeguarding is everyone's responsibility: for services to be effective each citizen, practitioner and organisation should play their part.	<ol style="list-style-type: none">1. Empowerment: People being supported and encouraged to make their own decisions and with informed consent.2. Prevention: It is better to take action before harm occurs.3. Proportionality: The least intrusive response appropriate to the risk presented.4. Protection: Support and representation for those in greatest need.5. Partnership: Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting safeguarding issues.6. Accountability: Accountability and transparency in safeguarding practice.

The latest **annual report for 2021-22** details the work undertaken by the partnership and its impact on safeguarding outcomes for children and young people in Salford.

Chapter 3 paragraph 6 of Working Together to Safeguard Children (2018) states that "all three partners have equal and joint responsibility for local safeguarding arrangements. In Salford, agencies came together to form the Salford Safeguarding Executive, formed of the Salford City Council CEO, GMP Territorial Commander and the Salford representative of NHS Greater Manchester Integrated Care (Salford Locality). Salford City Council is intending to work towards becoming a Child Friendly City and this strategy aligns with these principles.

Strategic Priorities for the Salford Safeguarding Children Partnership (2023 -2026)

In Salford we recognise that safeguarding children can only be achieved by inter-agency and community partnership working. All children, regardless of their age and background deserve high quality and effective support as soon as a need is identified. Professionals working with children and their families in Salford take their responsibility to keep children safe very seriously.

In July 2022, the Salford Safeguarding Children Partnership (SSCP) came together to agree the strategic priorities for the partnership for the next 3 years (for 2023-2026).

We are committed to working together to **prevent** abuse.

Where necessary partners will take action to **protect** children from harm.

We will work together with other partnerships in the city to ensure that there is **effective communication and engagement** activity, identifying cross cutting themes and targeting comms activity to share learning and key messages to improve safeguarding children practice.

Listening and responding to the **voice** of children and young people, their families and communities is a core thread throughout our partnership and all relevant sub groups and associated work streams. We will continue to evaluate practice and its impact to ensure that professionals and organisations within Salford are effective in keeping children safe.



1. Working to prevent abuse

Achievements from 2021-22

- A thematic approach focusing on priority areas has continued with each work plan considering Early Intervention and Prevention activity.
- Early Help representatives have been identified for all subgroups.
- The SSCP has worked alongside the other statutory partnerships in Salford to share key messages and to align priorities and objectives to deliver a robust safeguarding response for all Salford Citizens.
- 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).
- Targeted interventions delivered within educational settings to raise awareness among young people on the dangers of weapon enabled crime.
- Specialist training delivered to school-based staff on how to spot and refer early risk indicators.
- 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.
- 'The Support and Safeguarding in Salford: Helping children to thrive guidance' has been produced by the SSCP. This has replaced the 'Threshold of need and response' in Salford and emphasises prevention activity.
- New training and development opportunities around mental health, suicide prevention and trauma training.
- A number of 7 minute briefings have been published on the SSCP website in response to case review activity.
- The Neglect strategy sets out the strategic aims to improve the recognition of neglect in families; to improve agencies response and outcomes for children. The strategy has been revised to focus on helping families to thrive.
- Multi agency workshops held to promote the use of the Thriving Families neglect tool.
- Neglect champion introduced to provide support as part of the early help team in the Bridge.
- Work undertaken to raise awareness of the complex relationship between poverty and neglect.
- Educational neglect included in Education inclusion briefings to over 400 multi-agency professionals.
- 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).
- Regular practitioner briefings have taken place to raise awareness in relation to prevention activity in priority areas.
- The exploitation subgroup have upskilled staff with numerous 7-minute briefings and held a Cuckooing CPD event virtually attended by 312 people.
- Between April 2021 and March 2022, 1728 learners accessed the 25

	<p>themed courses.</p> <ul style="list-style-type: none"> Analytics suggest that there was a total of 28,805 new users to the website this year.
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<p>Objectives for 2023-2026</p>	<p>Prevention is the core priority running throughout the work of the SSCP and our aim is for all sectors including the public in Salford to know how to spot signs of abuse and neglect and know what action to take.</p> <p>We will do this by improving our communication and engagement activity, updating our policies and procedures and through maximising training and learning opportunities across the partnership.</p> <p>Salford Safeguarding Children Partnership will continue to meet at least four times a year and will maintain a strategic focus, leading subgroups who report on a work plan for their area. The group facilitates discussion to support robust horizon scanning for emerging risks to ensure a co-ordinated response. The themed priority areas will be discussed at the Strategic Effectiveness Group quarterly to ensure that these remain current, relevant and appropriate to Salford.</p> <p>Any risks or concerns will be escalated to the Safeguarding Executive.</p>
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<p>Areas of Focus</p>	<p>The SSCP will work to improve the multi-agency contributions to the data set considered at the strategic effectiveness group to ensure a robust oversight of data across the partnership to enable a quicker partnership response to emerging risks and themes in practice.</p> <p>Training pool recruitment and retention continues to be a priority and requires the support of multi-agency partners.</p> <p>A training needs analysis, co-ordinated by the SWDG will support in ensuring that the workforce development programme is varied and robust with a key focus on early intervention and prevention for all themed priority areas.</p> <p>Serious youth violence is a long-standing priority for the SSCP. The Youth Crime Prevention Steering Group oversees our partnership response to this priority via a delivery action plan. The group reports to the CSP and will continue to give assurance to the SSCP.</p> <p>We will continue to consult and engage with children, young people, carers and communities to understand the Salford demographic, any emerging risks and needs and to ensure that the work of the SSCP is informed by what matters to our service users. We will prioritise feeding back to these groups using a listening loop format. This activity will be co-ordinated by our Listening Hub.</p> <p>We will focus on reviewing our SSCP website to ensure that all documents are accessible, and the website is easy to navigate.</p> <p>The work plans of all subgroups will specifically consider prevention activity to ensure that there is a partnership, holistic whole family and systems approach.</p> <p>We will work to evidence the impact of our prevention activity against key outcome statements for each themed priority area.</p>
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2. Working to protect children from abuse

Achievements from 2021-22

- 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 has been developed to support partners to understand the strategy meeting process.
- A number of 7 minute briefings have been developed in response to case review activity.
- Findings from case reviews have been embedded within the training programme.
- 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.
- There has been an increase in the use of Domestic Abuse tools to support evidence- based assessments and multi-agency planning.
- Salford is now a SLIP provider specialising in the Domestic Abuse delivery development to other Local Authorities.
- Staff have been trained on how to communicate with children and young people in a trauma informed and trauma responsive way.
- Trauma informed training was widely delivered across 21-22. More than 1658 practitioners took part in the training from across the partnership.
- 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.
- The SSCP continues to annually scrutinise the use of restraint in secure provision for children placed at Barton Moss.
- 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.

Objectives for 2023-2026

The SSCP will continue with a thematic approach to ensuring that the partnership safeguarding response is robust and effective in Salford. The SSCP priorities will be considered quarterly at the Strategic Effectiveness Group to ensure that these remain current and relevant in response to local and national case review activity, and intelligence from the Listening Hub.

Information from the core subgroups will be triangulated quarterly through regular “close the loop” meetings where themes from case review activity will be shared with the workforce development lead to ensure that the workforce development plan is responsive. This is also an opportunity to feed back to the Voice of the Child group in a “you said, we did” format.

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

	<p>support the strategic effort to embed trauma informed and responsive principles across Salford. Recruitment has been challenging but work is ongoing.</p>
Areas of Focus	<p>The themed areas of focus are:</p> <ul style="list-style-type: none">- Neglect- Exploitation- Child Sexual Abuse- Children affected by Domestic Abuse- Safeguarding babies under 1- Safeguarding adolescents. <p>Subgroup activity will specifically focus on what needs to improve for children with clear impact statements and outcome measures. Evidence of impact will be clearly detailed in the work plan for each subgroup and assurance will be given to the SSCP and Safeguarding Executive.</p> <p>The SSCP will continue to work in partnership with the other statutory boards/ partnerships in Salford and across GM to ensure a consistent and joined- up approach to safeguarding activity.</p>

3. Communications and Engagement

Achievements from 2021-2022

- The SSCP continues to contribute to the joint communication and engagement subgroup, which has representatives from the SSAB and CSP and Salford City Council Communications team. The group has continued to work in partnership to identify cross cutting themes, and target communications activity to maximise impact.
- The communications subgroup has worked in partnership on campaigns to ensure greater coverage is attained.
- Work has been undertaken by the SSCP business unit to increase the availability, accessibility and dissemination of online information and learning.
- The monthly news pages have increased in content and are now populated at the beginning of every month, as opposed to retrospectively.
- The subgroup now has an allocated strategic lead to co-ordinate activity.
- In 2020 -2021 there was a total of 58,347 visits to the website. This has increased to 59,892 in 2021-2022
- Analytics suggest that there was a total of 28,805 new users to the website this year.
- An SSCP news bulletin is circulated regularly to multi-agency partners.
- We have developed social media messages which are being regularly shared on Twitter and Facebook.
- Jointly with the SSAB and Community Safety, we have produced some pop-up banners with safeguarding information which can be displayed at events or in community settings.

Objectives for 2023-2026

The SSCP will continue to improve engagement with all partners and sections of the community including those who are deemed as hard-to-reach communities to increase awareness and strengthen child safeguarding activity in Salford.

A vital aspect of achieving our objectives is ensuring effective communication, information provision and meaningful engagement.

We will work to maximise the use and impact of various communications platforms.


Our communication and engagement strategy will set out the different ways we will interact with different audiences to help achieve our aims in a structured and targeted way to ensure the voice of Salford's population is heard.

The work plan for each themed area will specifically consider any communication and engagement activity to ensure that information is triangulated.

We will actively work to ensure that there is an up-to-date repository of information and learning available on the SSCP website.

Areas of Focus

- We will seek to regularly consult with the workforce and undertake a practitioner survey to understand the needs of the workforce across the partnership.
- We will develop and publish an official communication and engagement strategy.

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| | <ul style="list-style-type: none">• We will work to strengthen links with voluntary and private sectors.• We will seek to strengthen joint communication plans across local boards/partnership and across Greater Manchester• We will use clear language which can be translated, easy to read and visual aids to assist communication.• We will update of information sharing agreements.• We will work to maximise the use and impact of various communications platforms including social media. |
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4. Voice of the Child

<p>Achievements from 2021-2022</p>	<ul style="list-style-type: none"> • The implementation of the Listening Hub has supported Salford in ensuring that the voices and wishes of the community are listened and responded to. • DfE funding secured for the Education Listening Hub Project. 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. • Two listening hub workshops have taken place focussing on online safety and emotional well-being. • 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. • 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. • UK Youth Parliaments consultation ‘Make your mark’ has taken place. • The group have also been consulted on the “Mind of My Own App” (MOMO), which is now being implemented. • The Voice of the Child group carried out the first Young Commissioners project, giving the opportunity for a group of young people to influence the commissioning of supported housing.
<p>Objectives for 2021-2024</p>	<p>Listening and responding to the views and voices of young people is a core thread throughout our partnership. The SSCP is committed to hearing and responding to the voice and experience of children and young people. The Listening Hub acts as the central structure to support participation in Salford.</p> <p>Following the online safety event, the SSCP will be working in collaboration with “Social Switch” which is a GMCA funded programme on online safety in schools.</p> <p>The SSCP plans to use the Listening Loop process to give feedback to children and young people who were consulted in relation to the themed priority areas in a “you said, we did” format.</p>
<p>Areas of Focus</p>	<ul style="list-style-type: none"> • Ensure that each work plan across the SSCP has evidence of consideration of the voice of the child, family and community. • Consider how to embed the use of the MOMO application as part of case reviews.

5. Safeguarding Effectiveness

Achievements from 2021-2022

- We continue to evaluate practice and its impact to ensure that professionals and organisations within Salford keep all children safe. We use a range of quality assurance activities to monitor performance of the system to provide assurance that our systems and people are working as effectively and efficiently as they can, to identify any areas for improvement and to celebrate success.
- We have undertaken targeted multi-agency audit activity to understand the impact of practice and to obtain assurance.
- The Practice Review subgroup has considered all cases where a referral for a review of practice has been made. Learning has been triangulated and themes considered to inform the wider partnership agenda and setting of priorities. Action plans arising from multi-agency reviews are scrutinised at the Practice Review Subgroup. Agencies or strategic leads are held to account for their actions.
- 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 safeguarding effectiveness framework ensures that there is a direct link between safeguarding effectiveness and workforce development.
- Learning needs are captured through training needs analysis and consultation with front line practitioners using the practitioner survey.
- The training pool has continued to support the functions of the SSCP to deliver the core training offer to partners.
- Jointly with Salford's other partnership boards, we have developed an Inter-board protocol to ensure stronger cross-board governance and improved joint working.
- 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.

Objectives for 2023-2026

We want to strengthen systems to understand partnership safeguarding data to enable best practice. We will encourage professional challenge and evidence what is working well whilst highlighting our areas requiring further development and/ or strengthening.

We are committed to capturing the experience of children to strengthen safeguarding data in Salford to ensure a more robust and child centred evaluation.

Areas of Focus

- Further develop the dashboard to reflect the partnership arrangements in Salford
- Strengthen the data available to enable the Strategic Effectiveness Group to analyse data relating to safeguarding in Salford. The findings will then inform the work to improve practice and outcomes for individuals.
- Establish a programme of multi-agency audits to inform and understand how safeguarding policy and procedures are applied in practice and use the findings to strengthen the city's approach to safeguarding.
- Establish the SSCP QA board to complement existing multi-agency audit activity to understand the impact of practice upon outcomes for children.

Working with other Partnerships

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



Joint areas of working with the Safeguarding Adults Board and Community Safety Partnership and the health and wellbeing board include:

- Domestic abuse
- Complex safeguarding/ Exploitation
- Communication and engagement
- Serious Youth Violence
- Trauma Informed Practice

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