

A top-down photograph of four children lying on their stomachs on a lush green lawn, laughing joyfully. The children are arranged in a circle, with their heads pointing towards the center. They are wearing colorful, striped clothing. The background is a dense carpet of green grass.

**Salford
Safeguarding
Children
Partnership**

**Multi-Agency
Safeguarding
Arrangements**



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Foreword

Salford has always been a city with a strong identity – one that our residents are rightly proud of.

The Salford Safeguarding Executive oversees the Multi-Agency Safeguarding Children arrangements as required by the government guidance Working Together 2018. It is formed of the statutory safeguarding partners, Chief Executive, Salford City Council, the Chief Nurse, NHS Greater Manchester Integrated Care Board (ICB) and the Greater Manchester Police Territorial Commander for Salford.

These partners have equal and joint responsibility for local safeguarding arrangements and we are committed to the principles that support these arrangements.

As leaders we recognise that safeguarding children cannot be achieved in isolation from other partnerships, or our communities. This has been an area of strength in Salford in recent years.

All our partners are committed to working together so that every child in Salford has a safe and happy childhood. As a partnership we will provide leadership and joint accountability to provide protection, support and representation for those in greatest need.

We believe in prevention and that it is better to act before harm occurs, while seeking the least intrusive response appropriate to the risk presented.

We aim to provide local solutions through services working with their communities, we will promote a child centred approach and continue to do our best to listen to the views and understand the needs of children and families in Salford. We will do our best to ensure people are supported and encouraged to make their own decisions with informed consent, but where children need to be protected, we will take decisive action to safeguard them.

Safeguarding is everyone's responsibility and for services to be effective each citizen, practitioner and organisation should play their part.

We are asking the community of Salford to support and to help us understand the needs of Salford's children and families, so that we can prevent harm.



Tom Stannard
Chief Executive Salford
City Council
Place Based Lead on
behalf of NHS ICS



Chief Nurse NHS
Greater Manchester
Integrated Care Board



Anthony Creely
Chief Superintendent
Greater Manchester Police

1. 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 do so, and to keep children safe, very seriously.

For many years, the Salford Safeguarding Children Partnership has driven this by providing expertise and leadership across the local area. This has been facilitated by strong partnership working; scrutiny of practice through a variety of methods including case reviews, sharing knowledge, developing our workforce, and providing a whole-Salford lens on key issues. An annual report is completed each year, which outlines the work undertaken by the partnership and its impact on safeguarding outcomes for children and young people in Salford.

Our partnership arrangements provide us with an opportunity to reflect and consider how we do this within the legislative framework to ensure we achieve our vision that:

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

This document sets out how organisations and people in Salford will work together as well as what matters most to the citizens and professionals in Salford. We believe that we have created a realistic and sustainable model, which will reduce time being spent on administrative process and systems and enable a continuing focus on critical safeguarding matters to improve outcomes.

2. National and Local Context

2.1 National Context

The Children and Social Work Act 2017, The Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018 and Working Together to Safeguard Children 2018 guidance legislate for all local areas to publish multi-agency safeguarding children arrangements led by three statutory agencies. These are the Local Authority, Integrated Care System and Police. It also establishes a national Child Safeguarding Practice Review Panel.

In addition to the strengthened role of these agencies, the role of every organisation and every individual in keeping children safe remains critical and legislated under Section 11 of The Children Act 2004. Each relevant agency is also subject to their own legislative frameworks and guidance about safeguarding children. Examples include Keeping Children Safe in Education (DfE, 2018); Safeguarding and Protecting People for Charities and Trustees (The Charity Commission, 2018); Safeguarding Children and Young People - Roles and Competences for Healthcare Staff (Royal College of Paediatrics and Child Health, 2019).

In addition to legislation, we have used a wide evidence base (from research, experiences of others, and outcomes of case reviews) to understand what works in safeguarding, and what matters to children and young people. We have used this information to help us identify our priority areas.

2.2 Local Context

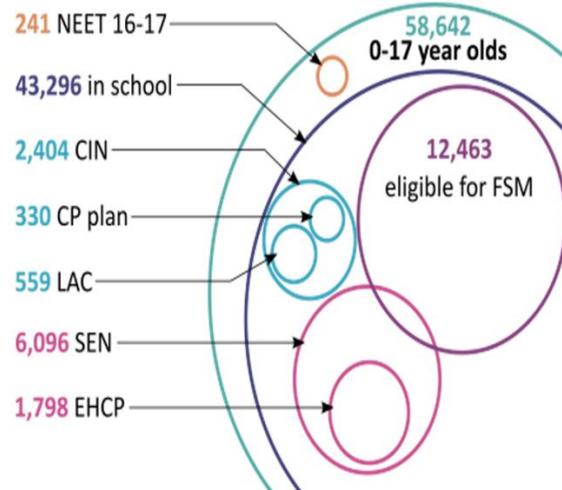
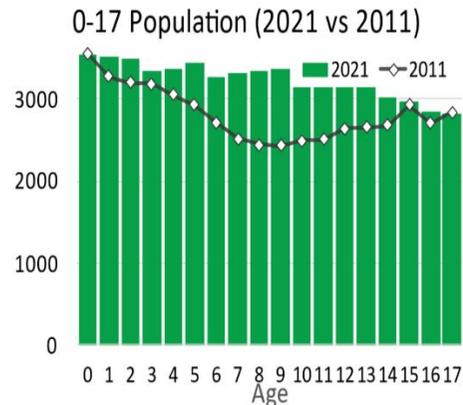
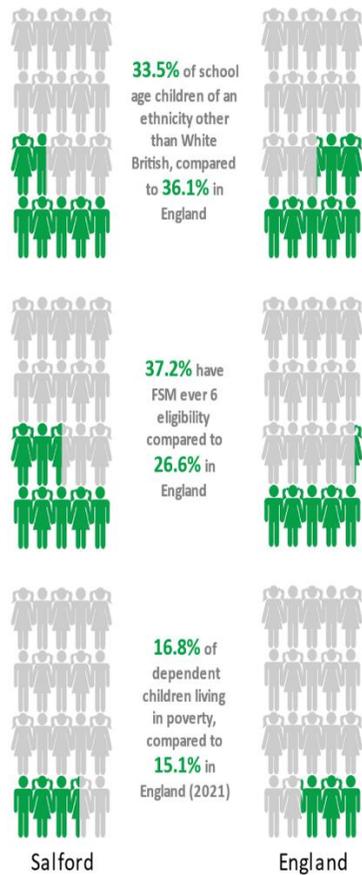
The geographical area covered by these arrangements is the city of Salford, one of the ten areas within Greater Manchester, in the North West of England. We will ensure through the arrangements that the current prevalence, needs, services and outcomes for children and their families in Salford is captured and forms the basis of the work we do.

Children and young people are at the centre of understanding safeguarding effectiveness and that we are doing the right things, at the right time. This includes listening to their experiences, views, aspirations, ideas and acting on them.

A Voice of the Child sub-group, which includes representatives from different young people's groups and the Youth Council, help us to do this.

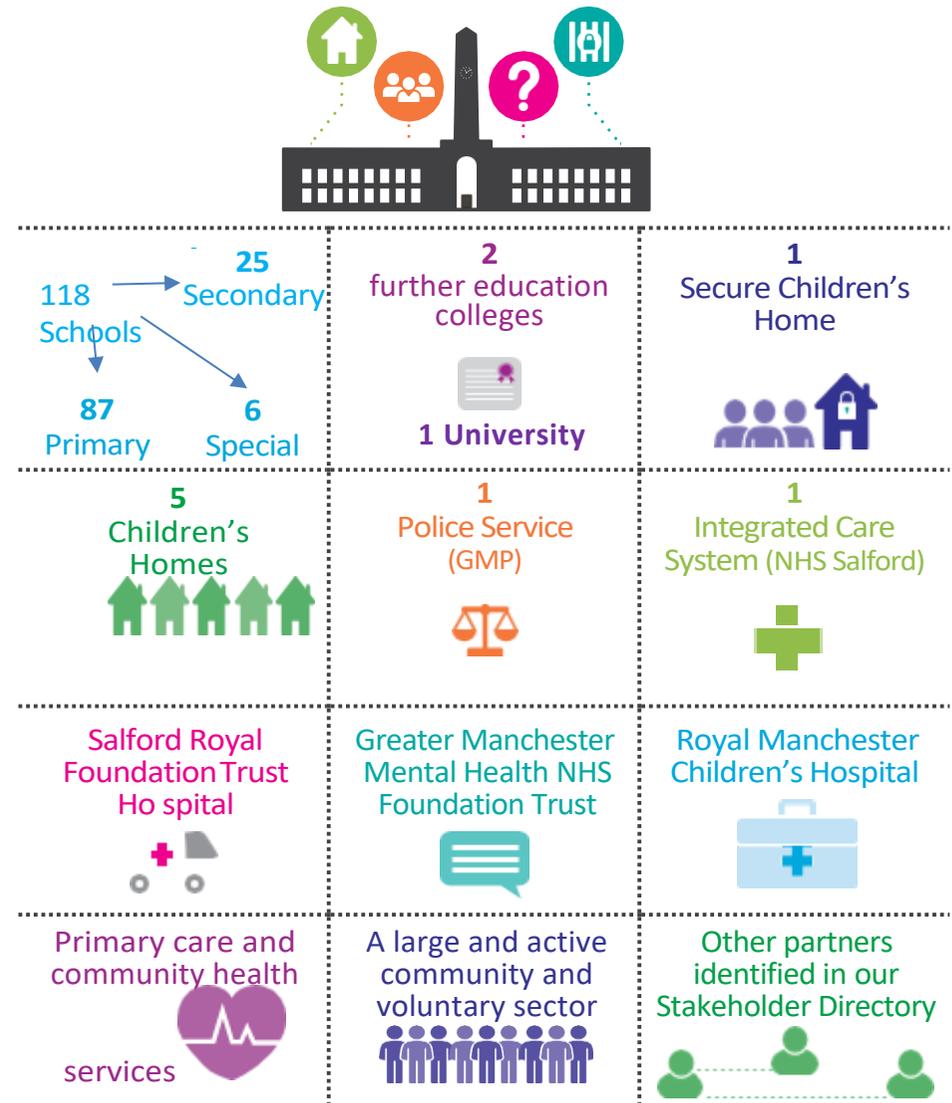
We are committed to promoting engagement and participation from a wide range of professionals and those that live in Salford. We believe that children, young people, families, carers and local communities in Salford need to be listened to, so that we can understand what matters and can make a positive difference to the people living in Salford. Our Listening Hub is the main conduit for listening and responding to views and voice. We use Listening Loops to demonstrate and showcase how professionals and organisations have listened and taken action, and to provide feedback.

2.3 Our children and young people



2.4 Our Services

Salford City Council is a metropolitan local authority delivering a range of services including housing, early help, social work and youth offending.



3. Partnerships in Salford

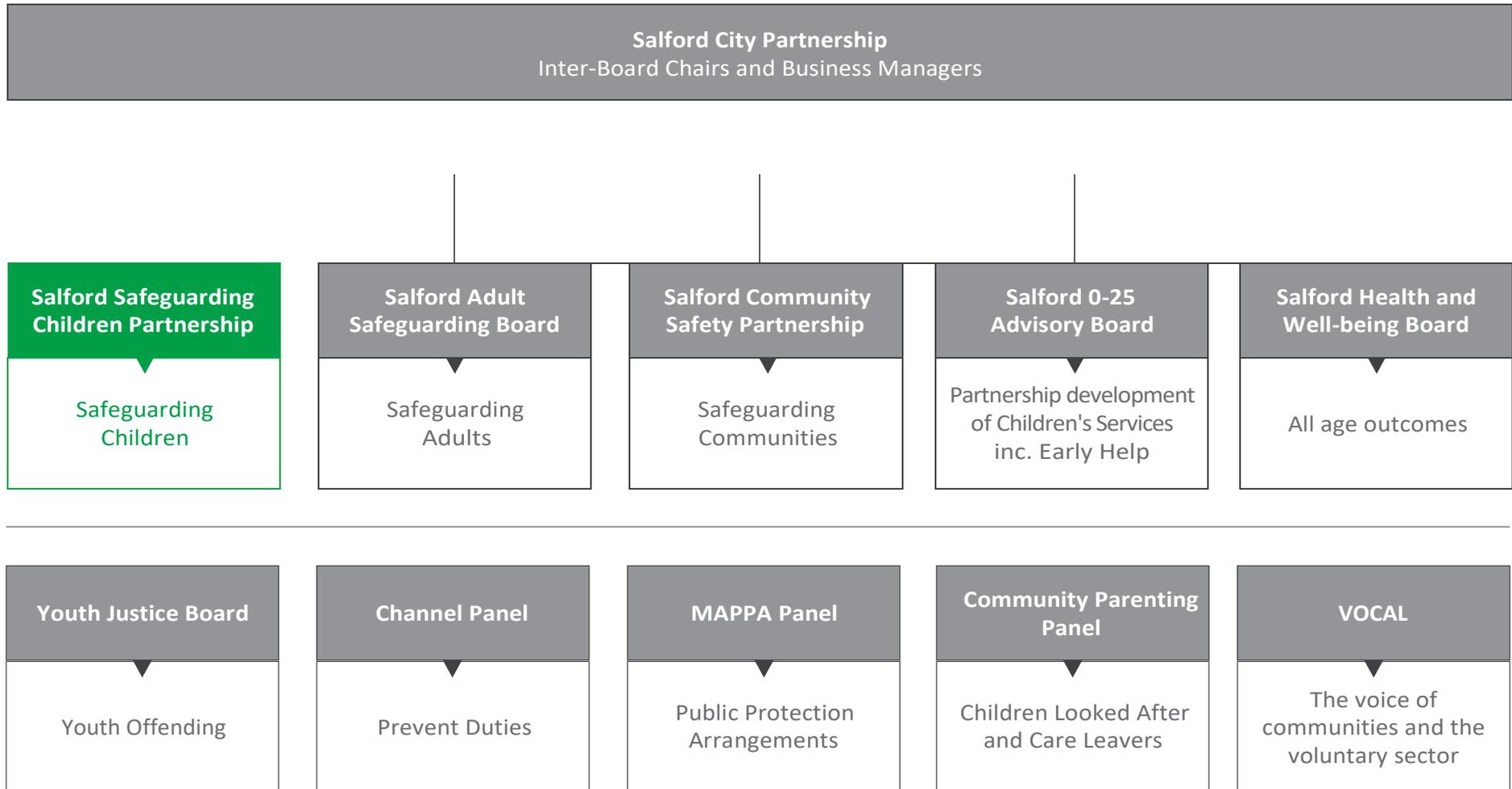
3.1 Working in partnership across the local area

We recognise that safeguarding children can only be achieved by inter-agency and community partnership working and not in isolation. This has been an area of strength in Salford for some time. In the inspection of local authority children’s services (October 2018) Ofsted reported that “Multi-agency arrangements for children are effective and these lead to a good range of interventions that keep children safe” and “Leaders ensure there are strong partnership arrangements in place across the city, based on a detailed understanding of the needs of local communities”.

Working with Greater Manchester and other partnerships in Salford, we will continue to foster strong links and undertake joint groups, work, events and training where we can, to enable the Safeguarding Children Partnership to be more efficient. This will support a whole-systems approach and ensure safeguarding children is everybody’s business at the highest level. This is supported by an [inter-board protocol](#) and a [Joint Working Protocol with the voluntary sector](#).



The diagram below illustrates current partnership arrangements across Salford and their responsibilities, under the umbrella of www.partnersinsalford.org/ One of our longer-term priorities is to identify opportunities for better integration and collaboration around shared priorities. Safeguarding priorities are aligned across the Safeguarding Children Partnership and Safeguarding Adult Board, to ensure a consistent approach to addressing these issues.



4. The Partnership Vision, Values and Principles

Working Together to Safeguard Children 2018 states that the purpose of these local arrangements is to support and enable local organisations and agencies to work together in a system where:

- children are safeguarded and their welfare promoted
- partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children
- organisations and agencies challenge appropriately and hold one another to account effectively
- there is early identification and analysis of new safeguarding issues and emerging threats
- learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice
- information is shared effectively to facilitate more accurate and timely decision making for children and families.

The Salford Safeguarding Children Partnership has at its core one vision, two key values and six principles² to guide our work:

One vision	Two key values	Six principles
<p>All partners are committed to working together so that every child in Salford is safe, well and able to reach their full potential.</p>	<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.

2. The six principles adopted from Adult Safeguarding Boards.

5. How We Will Achieve These

The Safeguarding Children Partnership aims to promote high standards of safeguarding work and to foster a culture of continuous improvement, whilst each partner retains its own existing line of accountability for safeguarding. We are committed to a strengths-based approach, learning from work that has been successful in safeguarding children and risks they face, as well as reviewing and reflecting on poor practice to facilitate improvements.

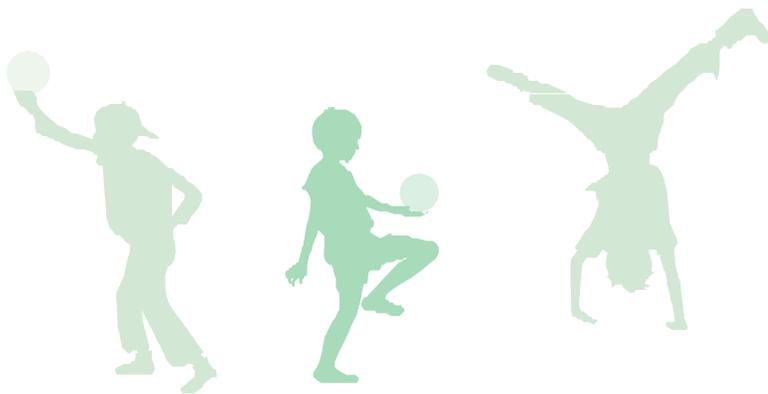
5.1 We evaluate practice and its impact to ensure professionals and organisations within Salford keep all children safe.

We evaluate practice and its impact through a range of quality assurance activities and we monitor performance of the system and impact on outcomes for children and young people, to provide an assurance that our systems and people are working as effectively and efficiently as they can. We work together to identify areas for improvement, and to celebrate success. We bring together processes and learning from a range of different types of reviews and audit across all partnerships in Salford.

Our [Safeguarding Effectiveness Framework](#) outlines how we will support this, providing a toolkit and standards which ensures the lived experiences of the child are a core feature. It provides guidance and tools to evidence impact, improve outcomes and achieve best practice and consistency. This tests out our vision, values and principles as well as the progress against the current priorities for the Partnership.

- **Quality Assurance:** Applying our principle of proportionality, Salford Safeguarding Children Partnership does not seek to replicate quality assurance standards or activity that has already been undertaken in single agencies. We take into account organisations' own methods for quality assurance, and our framework will gather and utilise existing evidence, supporting agencies to consider key messages from quality assurance activity and undertake a range of targeted activity such as multi-agency audits.
- **Reviews of Practice:** Policies and processes are in place for a range of practice reviews, which may be thematic and not individual cases alone. The Practice Review sub-group has the remit for considering all cases where a referral for any type of review of practice may be made, including cases of good practice for moderation and to share learning. The type of review and most appropriate person to undertake the review will be determined by the sub-group. Not all instances where scrutiny is required will need an external independent reviewer, and we expect that a range of senior professionals in Salford will be able to undertake impartial scrutiny.

- All rapid reviews adhere to our **Arrangements for Notification of Serious Incidents**. Where an external independent reviewer is required, for example for Safeguarding Practice Reviews, they will be commissioned using regional and national information on known reviewers and their expertise. These reviewers will be selected by representatives of SSCP and the Practice Review Group. Reviews will be published as outlined in Chapter 4 of Working Together 2018 and each review will result in an action plan which will be monitored to ensure that they are embedded in practice, and appropriate methods of learning applied.
- **Monitor performance:** We expect all sub-groups to take a role in monitoring performance of their specialist area and to determine impact of the work we, and our partners are undertaking and how we can do better. A high level multi-agency dataset; a planned series of multi-agency audits; listening to a range of people and qualitative information obtained through audits, case reviews and other methods will be brought together in the Strategic Effectiveness sub-group.



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

The Safeguarding Children Partnership has published its Support and Safeguarding Guidance document which sets out the local criteria for action aligned with the local arrangements.

There is, in addition, extensive information on the safeguarding children partnership website about safeguarding concerns, issues and themes, including making enquires and referrals regarding concerns about children.

The triangulation and scrutiny of how we are doing across the system enables us to test out assurance or identify where additional activity or assurance may be required. In addition to quality assurance, practice review information and quantitative data, the **Safeguarding Effectiveness Framework** sets out other assurance methods such as:

- assurance reports from the statutory partners and designated relevant agencies will be requested where deemed necessary. These reports should provide evidence of what is working well, what is not working well and actions in place to improve where appropriate.
- receive external audits and inspection reports of safeguarding or related issues from bodies such as HMIs, Ofsted and CQC and monitor progress against action plans to address any significant continuing safeguarding risks identified during the above processes.
- request single agencies to carry out quality audits or ‘deep dives’ on themes where performance is considered to be a significant risk.

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

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

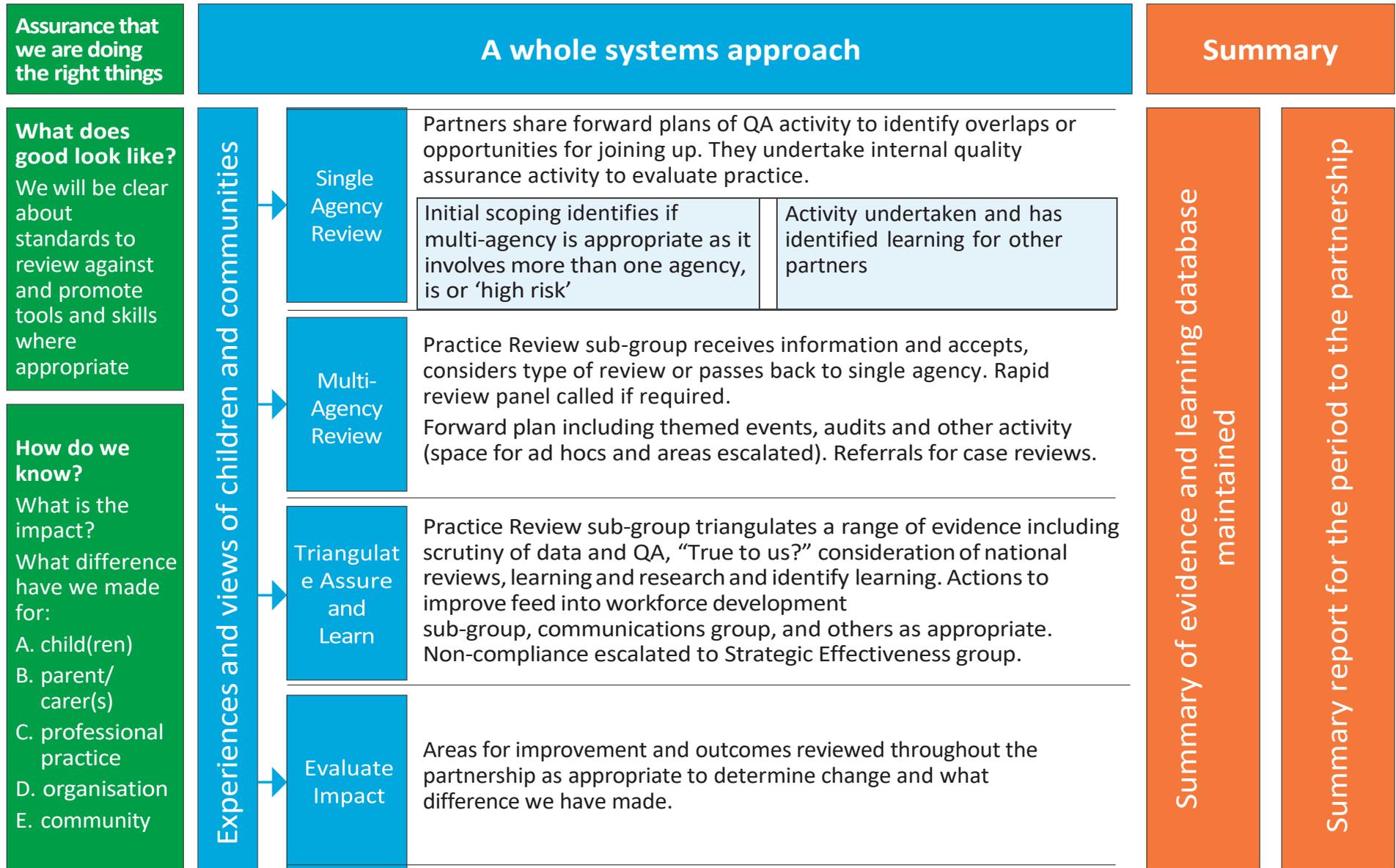
Learning needs are captured through the safeguarding assurance process of the partnership as well regular learning needs analysis. This information is used to inform the workforce development programme.

The well-established Training Pool of internal ‘trainers’ provide on-going and valued support to deliver and evaluate learning and improvement. Opportunities for professionals to develop knowledge and skills are varied, with a proven track record in Salford of delivering opportunities such as training courses, newsletters, briefings, learning events, bitesize briefing sessions, social media and the website which form part of our communications strategy to ensure there are varied opportunities for learning.

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



Safeguarding Effectiveness Framework



6. Independent Scrutiny

The role of independent scrutiny is to provide additional assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in a local area and should provide added value to what we already know and do. Working Together to Safeguard Children 2018 requires that safeguarding partners ensure that the scrutiny is objective, acts as a constructive critical friend and promotes reflection to drive continuous improvement. We believe that whilst some forms of scrutiny will need to be independently commissioned, for example local child safeguarding practice reviews, there is impartial or peer scrutiny within the local area and the region.

Our **Safeguarding Effectiveness Framework** includes independent scrutiny of:

Level	Scrutiny of What	Activity
Operational (individual cases, teams, organisations)	<ul style="list-style-type: none"> • Single agency: 'not marking your own homework' • Practice (audit and case reviews), • Decision making, for example, initiation of local Child Safeguarding Practice Reviews • Professional challenge, escalation and outcomes resolution • The effectiveness of the partnership and its plans and annual report • Impact and outcomes 	<ul style="list-style-type: none"> • Quality assurance • Peer to peer reviews • Diagnostics / critical friends • Salford local authority internal Audit team • Reciprocity with other partnerships in Salford and other areas • External inspections, such as Joint Targeted Area Inspections • Independent scrutiny and challenge of decision making for rapid reviews and notification to the National Panel of local practice reviews
Partnership		<ul style="list-style-type: none"> • Independent Adviser • Independent reviewers for case reviews • Annual 'assurance workshop' • Partnership Group Lay Members • Children and citizens
Greater Manchester and Regional		<ul style="list-style-type: none"> • Greater Manchester Standards Board • Greater Manchester Chairs and Business Manager meetings

Independent scrutiny will:

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

The local authority Lead Member for Children's Services (LMCS) also provides a wider perspective and link to local authority scrutiny. The LMCS holds key political accountability for ensuring that the needs of all children and young people, including the most disadvantaged and vulnerable and their families and carers, are addressed, in effect, acting as a Children's Advocate. In doing so, the LMCS will work closely with other local partners and will also be part of the new arrangements as part of the Safeguarding Executive, and in a challenge role to maintain their independence.

Professional Challenge and Escalation

Safeguarding partners will work together to resolve any professional challenges and disputes locally. Whilst every effort will be made to work across the partnership in a strengths-based way, there may be occasions where necessary agreement cannot be reached after escalation to the Partnership. Agencies should follow the [Greater Manchester 'Resolving Professional Disagreements/Escalation Policy'](#) and supporting local [Professional Challenge and Escalation Procedures and Standards](#).

This partnership policy does not negate any single agency policies and it is expected that organisations will adhere to their own whistle-blowing policies as appropriate. For more information see the [GM whistleblowing guidance](#). The Children's Safeguarding Executive Partnership and all relevant agencies will be expected to adhere to the policy.

In order to reach a resolution, the partnership may need to commission an independent adviser to review and make recommendations and the Safeguarding Executive will make any final decisions required.



7. How the Safeguarding Children Partnership is Organised

Salford Safeguarding Children Partnership is structured to provide strong collaboration, scrutiny and assurance, and to drive and enable co-ordination of safeguarding activity. Each sub-group has a clear terms of reference and an annual workplan which aligns with the strategic priorities for the partnership. Each work plan demonstrates golden threads to priority areas and impact on the lives of children and young people. Agendas and facilitative discussions at all meetings focus on safeguarding practice, impact and improvement. The Partnership Business Support Unit undertake the management and support function of the partnership. Task and Finish Group will be established as necessary. This model allows partnership group meetings to focus on practice and outcomes, rather than administration.



Safeguarding Executive

Safeguarding Children Executive

The Safeguarding Executive is the key decision-making body and consists of the executive leads of the statutory partners. The Lead Member Children's Services will be invited to provide independent challenge but not in a decision making role.

They will meet quarterly and will agree the local safeguarding arrangements; approve the annual report; agree the independent scrutiny arrangements and delegations; set the budget; agree priorities for the annual business plan; monitor progress mid-year and provide leadership to promote a culture of learning. This group will also ensure that other local area leaders promote these arrangements.

In situations that require a clear, single point of leadership, the safeguarding partners should decide who would take the lead on issues that arise and if functions or decisions are delegated, the Safeguarding Executive members remain accountable. The representatives, or those they delegate authority to, should be able to:

- speak with authority for the safeguarding partner they represent
- take decisions on behalf of their organisation or agency and commit them on policy, resourcing and practice matters
- hold their own organisation or agency to account on how effectively they participate and implement the local arrangements.

Safeguarding Children Partnership

Safeguarding Children Partnership

This group will meet at least four times a year, and have a more strategic focus, leading sub-groups who will be expected to report on a workplan for their area. A thematic approach throughout the year is undertaken. The group is chaired by the Independent Chair/ Scrutineer for the partnership.

Core membership will consist of:

- A senior officer of the three statutory partners with a responsibility for safeguarding
- National Probation Service representative
- Voluntary sector representative
- Schools representative
- SSCP Head of Business and Impact Lead
- Chairs of the sub-groups (some of whom will be the same as above).

Other partners may be involved, receive papers or attend for specific items only.

**Strategic
Effectiveness
sub-group**

Oversight of the SSCP arrangements and Performance

Representatives from the three safeguarding partners, the Partnership Head of Business, and relevant agency representatives will meet quarterly to ensure that the business of the Safeguarding Children Partnership is efficient and effective. This will include guiding the work of the business unit. The group will maintain oversight of a forward plan, the annual report, and the business plan, and manage communications. The group also monitors performance and provides challenge, identifying improvement activities and non-compliance by agencies, escalating any concerns to the Partnership.

Whilst every sub- group is expected to understand performance and assurance within its own remit, detailed multi- agency performance scrutiny across the system should take place within the SEG. The group will bring together a range of evidence outlined in the Safeguarding Effectiveness Framework, oversee S11 audits and report by exception to the partnership.

**Themed sub-
groups**

Focus on specific safeguarding areas

Themed sub-groups, provide a multi-agency focus to address a priority area. Each sub group has a strategic lead and a bespoke workplan. They have been selected as those which are priorities to Salford and where a multi-agency response is most needed. Where appropriate and feasible these sub-groups will be joint with other partnerships and Boards.

Education sub-group

Education sub-group

Early years settings, schools, college and educational settings are a central part of life for nearly every child and young person. Our [Stakeholder Directory](#) lists all settings in Salford, ensuring that staff receive the latest information and are able to access learning opportunities. The Education sub-group, chaired by a Head Teacher representative and supported by the local authority Designated Safeguarding in Education lead, supports this function, ensuring new Head Teachers receive induction into safeguarding in Salford; know where to access information; and provides a forum for discussing performance, new legislation and policy.

Practice Review Sub-group & Child Death Overview Panel

Practice Review sub-group

The Practice Review sub-group will lead on co-ordination of all reviews of practice (including case reviews and audits). Learning from case review and quality assurance activities is triangulated. This is fed into the Strategic Workforce Development Group where necessary to ensure that the workforce development offer is robust and effective.

The Sub group has the following functions:

- Consider cases referred to it, oversee the rapid review process through ad hoc Rapid Review panels, and ensure immediate safeguarding action is taken if required and share any immediate learning.
- Report findings to the National Child Safeguarding Practice Review Panel within 15 working days.
- Commission and oversee local case reviews. Leadership of practice reviews should be independent of the agencies involved.
- Identify learning themes from reviews, monitor implementation of review actions and report progress to the SSCP.
- Include cases of good practice for moderation and to share learning.

The Child Death Overview Panel remains linked to the safeguarding arrangements. Salford is part of a CDOP tripartite with Bolton and Wigan and functions in line with statutory guidance.

Joint Strategic Workforce Development sub-group

Strategic Workforce Development and Staff Engagement

The joint Strategic Workforce Development sub-group will provide strategic leadership to commission, design, deliver and monitor both attendance and impact of training and development. The group covers both children's and adults safeguarding partnerships but other partnerships such as the Community Safety Partnership or other arrangements are involved where feasible to ensure that professionals working in Salford have opportunities to learn and network together.

Voice of the child sub-group and Listening Hub

Involving children, young people and citizens

There are different groups and mechanisms for engaging, listening to and sharing information with children, young people and citizens in Salford.

The Voice of the Child sub-group across Children's partnerships meet regularly. Statutory partners will also ensure that key staff are available to attend by invitation of the Youth Council, Community Parenting Panel, Youth Commission and any other group that can provide the views of young people directly to inform the partnership.

The Listening Hub Squad meets regularly to ensure that all partners seek to engage and listen to key stakeholders at regular intervals.

We will continue to engage with the voluntary sector and communities, who will:

- Have representation on the Salford Safeguarding Children Partnership, contributing to the strategic work of the partnership and providing a critical challenge role
- Set safeguarding priorities for VCSE organisations on an annual basis to be addressed in Forum meetings and through other agreed representation and contributions to partnership task and sub groups
- Receive challenge and support from the Salford Safeguarding Children Partnership including through the provision of strategic safeguarding speakers at Forum meetings
- Promote good practice in safeguarding to the VCSE sector highlighting SSCP policy, procedures and training and Salford CVS safeguarding training and support to attain the Salford Safeguarding Standards

8. SSCP Priorities

In July 2022, the Salford Safeguarding Children Partnership came together to agree the strategic priorities for the next 3 years. The SSCP 3 year Strategy 2023-2026 details our key objectives and areas of focus for the partnership. Our Local priorities have been informed by intelligence from Local and National case review activity, and through consultation with Children and Young People about what matters most to them. Each priority area has a multi-agency sub-group that meets regularly, and a bespoke work plan with clear outcome statements; focussing specifically on what we want to improve for Children and Young People in Salford.



9. Our Commitment

The SSCP Head of Business and Impact Lead will maintain oversight of the SSCP Business plan which will evidence progress against our commitment statements:

1. Working to prevent abuse	2. Working to protect children from abuse	3. Communications and Engagement	4. Voice of the Child	5. Safeguarding Effectiveness
<p><u>We will:</u></p> <p>Ensure that all sectors including the public in Salford to know how to spot signs of abuse, neglect and exploitation and know what action to take.</p> <p>We will ensure that we have a robust multi-agency partnership where we share information so that we understand the local demographic. This will support us in targeting safeguarding activity so that partners can work together to prevent abuse and neglect and intervene as early as possible where necessary, to offer support.</p> <p>Services are constantly developing and legislative requirements are constantly changing. To ensure that we have the right information at the right time, we will undertake “horizon scanning” and apply “true to us” tests to identify what, outside of Salford may have an impact on what we do and the outcomes that we collectively achieve for children.</p>	<p><u>We will:</u></p> <p>Ensure that there is a partnership commitment to safeguarding and protecting children from harm.</p> <p>We will ensure that our policies and procedures are up to date and responsive to levels of need and risk.</p> <p>We will proactively work together to horizon scan for emerging risks and threats across the partnership to make sure that we are in a position to respond appropriately.</p> <p>We will learn from case review activity and share key messages to continue to improve practice and to keep children safe in Salford.</p>	<p><u>We will:</u></p> <p>Continue to improve engagement with all partners and sections of the community to increase awareness and strengthen child safeguarding practice in Salford.</p> <p>We will ensure that all communications are accessible and user friendly.</p> <p>We will work with other partnerships to identify cross-cutting themes and target communications activity to maximise reach and impact.</p>	<p><u>We will:</u></p> <p>Continue to ensure that the voice of the child is heard and is central to the safeguarding children agenda in Salford. We will ensure that we consult at regular intervals with children and young people about what matters to them and use this to inform our priority planning.</p> <p>We are committed to capturing the experience of children and young people to strengthen safeguarding data in Salford to ensure a more robust and child-centred evaluation.</p> <p>We will aim to feed back to children and young people using a Listening Loop in a “you said, we did” format to evidence progress.</p>	<p><u>We will:</u></p> <p>Continue to strengthen our systems to understand partnership safeguarding data to enable best practice, encourage professional challenge and evidence what is working well whilst highlighting our areas requiring further development and/or strengthening.</p> <p>We will continue to use a thematic spotlight approach to give assurance to the SSCP about the effectiveness of safeguarding practice in Salford on key safeguarding issues.</p> <p>We will seek to understand the quality of practice through robust quality assurance processes and multi-agency scrutiny. The triangulation of scrutiny of how we are doing across the system enables us to test out assurance or identify where additional activity or assurance may be required.</p> <p>We will seek to evidence the impact of the partnership work in all of our workplans.</p>

10. Resources and Infrastructure

The statutory partners have an equal and joint responsibility to ensure that there is sufficient and effective resourcing to support the arrangements.

10.1 Partnership Business Support Unit

The Partnership Business Support Unit, led by a Partnership Head of Business, help to provide the infrastructure for successful operation of the Safeguarding Children Partnership. Duties will be varied, but will include the following:

- Maintain and update policy and procedures, including links with Greater Manchester.
- Maintain communications and knowledge sharing including briefings and web presence, including communicating learning and key messages to all agencies.
- Maintain partnership plans such as a forward plan, business plan and support subgroup work plans.
- Preparing agendas, administer and minute meetings of all groups that sit within the arrangements.
- Support a range of multi-agency practice reviews including co-ordination management of action plans.
- Coordinate and administer multi-agency audits.
- Collate performance information reports and draft annual reports.
- Lead a Safeguarding Training Needs Analysis of the Salford safeguarding children workforce.
- Manage multi-agency learning and development, co-ordinate training pool and delivery of multi-agency training programme and learning events.
- Maintain links and joint working with other partnerships and Boards.

10.2 Funding

The Safeguarding Executive agreed the process to determine the budget for the Safeguarding Children Partnership. The budget will be shared and proportional, transparent to children and families in the area, and sufficient to cover all elements of the arrangements.

In addition to funding, donation of professionals time to the training pool, supporting sub-group activity and no-cost venues for training and meetings are provided by a range of partners.

10.3 Shared intelligence and information sharing

Safeguarding partners will adhere to relevant legislation in using data and intelligence. [Greater Manchester Information Sharing Procedures](#) provide the overarching framework for information sharing, and local inter-board developments ensure there is consistency for all professionals and organisations within Salford. As the partnership business support unit is hosted within the local authority, they are designated data controllers on behalf of the partnership. The SSCP Information Sharing Agreement details all requirements as part of sharing intelligence and information.

Each statutory partner will need to respond individually to any information requests and consider exemption under current legislation.

The Strategic Effectiveness group will lead on information sharing, but it is a critical element across the partnership and all sub-groups who will promote good practice and take an appropriate role according to their remit. For example:

- The Practice Review sub-group will consider effectiveness of information sharing in audits and case reviews
- The Strategic Effectiveness sub-group will ensure intelligence is shared appropriately to understand current performance
- The Strategic Workforce Development sub-group will be responsible for delivering training and methods of improving information sharing skills of professionals.

We will know that we have successfully implemented the new arrangements when:

- Children, families and communities tell us they feel safer and able to contribute to the work of the partnership.
- Professionals tell us they feel supported, know where to go for information, and they have opportunities to learn and network. Policies, procedures and tools for undertaking all types of reviews of practice are revised based on evaluation project, are implemented and users report an improvement in outcomes.
- Agencies report, and we can evidence, reduced duplication across the different partnerships and boards in Salford and Greater Manchester
- The Partnership and sub-group chairs have clear workplans in place. Actions are undertaken, monitored and achieve the desired impact.
- The Safeguarding Executive tells us they are assured.
- We can evidence that the budget allocated has been managed effectively to implement priorities agreed.



11. References and Further Links

Documents

DfE (2016) [Wood report: review of the role and functions of local safeguarding children boards](#)

DfE (2018) [Working Together to Safeguard Children](#)

DfE (2018a) [Keeping Children Safe in Education](#)

Ofsted (2018) [Joint Targeted Area Inspection Guidance](#)

The Charity Commission (2018) [Safeguarding and protecting people for charities and trustees](#)

Royal College of Paediatrics and Child Health (2014) [Safeguarding children and young people - roles and competences for healthcare staff](#)

Key website links

Annual report

www.partnersinsalford.org/sscb/annualreport.htm

Inter-board protocol

www.partnersinsalford.org/useful-information/

Joint Working Protocol with the voluntary sector

www.salfordcvs.co.uk/salford-children%E2%80%99s-services-joint-working-protocol-voluntary-and-community-organisations-and-social

Support and Safeguarding Practice Guidance

[Support and Safeguarding \(formerly Thresholds of Need\) | Salford Safeguarding Children Partnership](#)

Partnership Arrangements

www.partnersinsalford.org/

Safeguarding Effectiveness Framework

www.partnersinsalford.org/sscb/qalif.htm

Greater Manchester 'Resolving Professional Disagreements/ Escalation Policy'

http://greatermanchesterscb.proceduresonline.com/chapters/p_resolv_prof_dis.html

GM whistleblowing guidance

http://greatermanchesterscb.proceduresonline.com/chapters/p_whistleblowing.html

Greater Manchester Safeguarding Children Procedures

<http://greatermanchesterscb.proceduresonline.com/chapters/contents.html>

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 **@salfordscp**

#safeinsalford

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