

A high-angle, close-up photograph of six diverse children of various ethnicities and ages, all smiling and looking upwards towards the camera. They are arranged in a circular pattern, with their heads touching. The children are wearing colorful clothing: a pink shirt, a light blue button-down shirt, a green shirt, and a red shirt. The background is bright and out of focus.

**Salford  
Safeguarding  
Children  
Partnership**

**Annual Report  
2022/2023**

# 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

This is the annual report from the Salford Safeguarding Children Partnership. The report covers the period from 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023. The report provides information about the work and effectiveness of our local safeguarding children arrangements during this period.

Safeguarding is everyone's responsibility and for services to be effective each citizen, practitioner and organisation should play their part. In Salford, all our partners are committed to working together so that every child in Salford is safe, well and able to reach their full potential.

We hope that this annual report highlights the innovative and creative practice that takes place across our partnership, to keep our most vulnerable children safe, and to make sure that they can be as healthy as possible.

As a partnership, we have so much to be proud of in Salford. This report recognises the progress that the Salford Safeguarding Children Partnership has made throughout the year, and sets out our commitment to continue to address the challenges that will remain in 2023/24.



**Tom Stannard**

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



**Mandy Philbin**

Chief Nurse NHS  
Greater Manchester  
Integrated Care Board



**Anthony Creely**

Chief Superintendent  
Greater Manchester Police

# Message from the Independent Chair/ Scrutineer



I was delighted to have been appointed as the Independent Chair and Scrutineer for the Salford Safeguarding Partnership in September 2022.

As the Independent Chair I chair the Salford Safeguarding Children's Partnership and attend Safeguarding Executive Meetings, Salford Strategic Interboard Chairs Meetings and GM Safeguarding Meetings, to provide independent scrutiny and respectful challenge.

This activity has involved scrutinising reports and information submitted and considered by the above meetings, including the Safeguarding Effectiveness Group, commenting on the contributions made by partners and the SSCP subgroups, including both multi agency quantitative performance information and qualitative learning.

In scrutinising the effectiveness of the partnership and local safeguarding arrangements, I have scrutinised strategic documents, including the SSCP 3-year Strategic Plan, Business Plan and the strategic priorities for the partnership.

My role has also involved providing scrutiny and advice in respect of serious incident notifications, rapid review decision making and case reviews. This includes notifications where the decision is not to progress a child safeguarding practice review.

I have regular meetings with the Chief Executive of Salford City Council and the Director of Children's Services (DCS) to ensure safeguarding matters continue to be prioritised and am available to senior officers across the partnership.

I have observed multi agency, thematic audit events and chaired the S11 Challenge Panel, which provided respectful challenge to agencies self-assessments, ensuring that partner agencies were meeting their responsibilities to safeguard the children and young people of Salford.

Additionally, I have scrutinised single agency audits, evaluating the effectiveness and rigour of case file audit reports and findings.

Together with the SSCP Head of Business and Impact Lead, I have held two SSCP Bitesize Briefing - Introduction to Salford Safeguarding Partnership/Meet the Chair events, providing an opportunity to introduce myself and connect with practitioners across the partnership and also, to provide an overview of the SSCP strategic priorities and to revisit the SSCP escalation pathway, to support practitioners in understanding what to do if they are concerned about decision making in relation to safeguarding children.

In April 2023 I introduced the SSCP Annual Learning Events, which provided an opportunity for practitioners to reflect on the learning from Child Safeguarding

Practice Reviews and the work of the Practice Review Subgroup. These events presented system wide learning across the partnership, building upon strong multi agency practice in Salford.

My evaluation and reflection are that there are strong and effective children's safeguarding arrangements in Salford, with a high level of commitment from strategic leaders, the wider children's safeguarding workforce and the diverse subgroups, that drive the work of the partnership.

There is a well embedded culture of openness and reflection, with an aspiration to learn and continuously improve. Equally, there is evidence of innovative practice, not least as evidenced by the SSCP Training and Learning events; the Listening Hub which captures and listens to the views and voices of children and families and the Adolescent Strategy, co-produced with young people.

It is a privilege to be the Independent Chair and Scrutineer for the Salford Safeguarding Children's Partnership and I express my thanks to all the dedicated professionals across the partnership, who have much to be proud of in striving to keep children and young people safe in Salford.

As we move forward, there is the opportunity to identify the outcomes and difference made for children and young people, by the breadth and depth of the partnerships work.

A handwritten signature in black ink that reads "Mel John-Ross". The signature is written in a cursive style and is positioned to the left of a vertical line.

Mel John-Ross  
Independent Chair and Scrutineer for the Salford Safeguarding Children's Partnership

# 1. Introduction

The Salford Safeguarding Children Partnership aims to promote high standards of safeguarding practice and fosters a culture of continuous improvement. We are committed to adopting a strengths-based approach, learning from what has been successful in safeguarding children, and understanding the risks that they face.

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

We seek assurance 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.

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 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"><li>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.</li><li>2. Safeguarding is everyone's responsibility: for services to be effective each citizen, practitioner and organisation should play their part.</li></ol>	<ol style="list-style-type: none"><li>1. Empowerment: People being supported and encouraged to make their own decisions and with informed consent.</li><li>2. Prevention: It is better to take action before harm occurs.</li><li>3. Proportionality: The least intrusive response appropriate to the risk presented.</li><li>4. Protection: Support and representation for those in greatest need.</li><li>5. Partnership: Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting safeguarding issue</li><li>6. Accountability: Accountability and transparency in safeguarding practice.</li></ol>

## 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, 2014).

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.

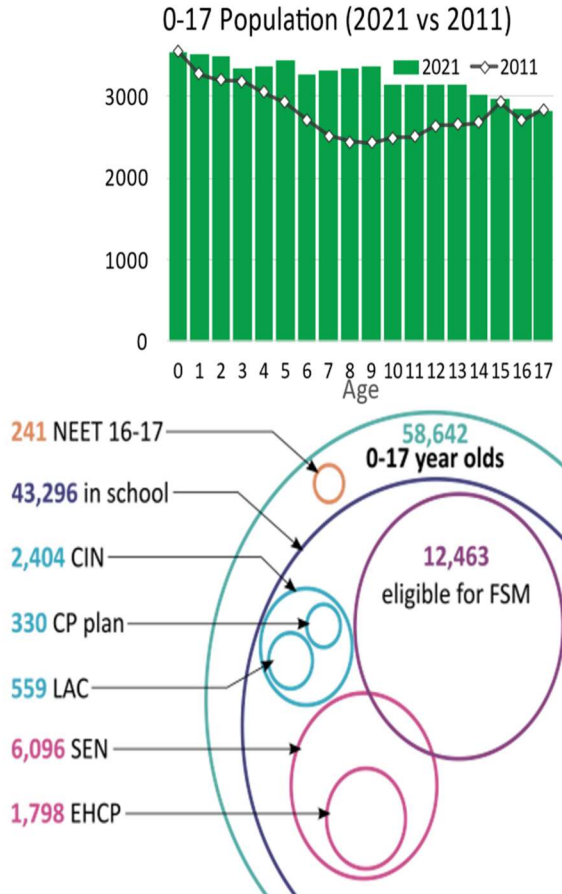
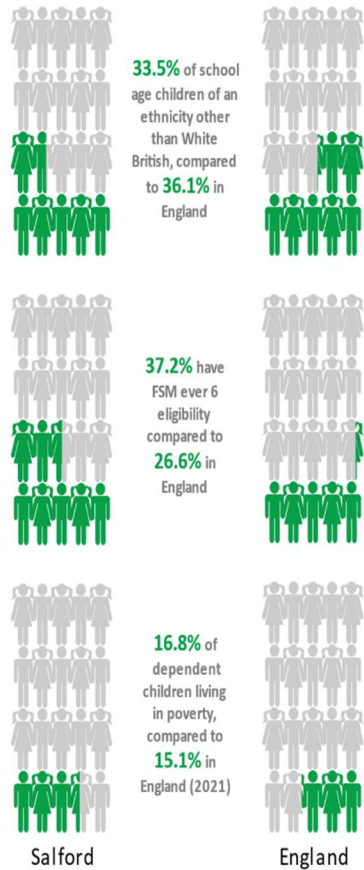
Children and young people are at the centre of understanding safeguarding effectiveness and that we are doing the right things, at the right time. This includes listening to their experiences, views, aspirations, ideas and acting on them.

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.

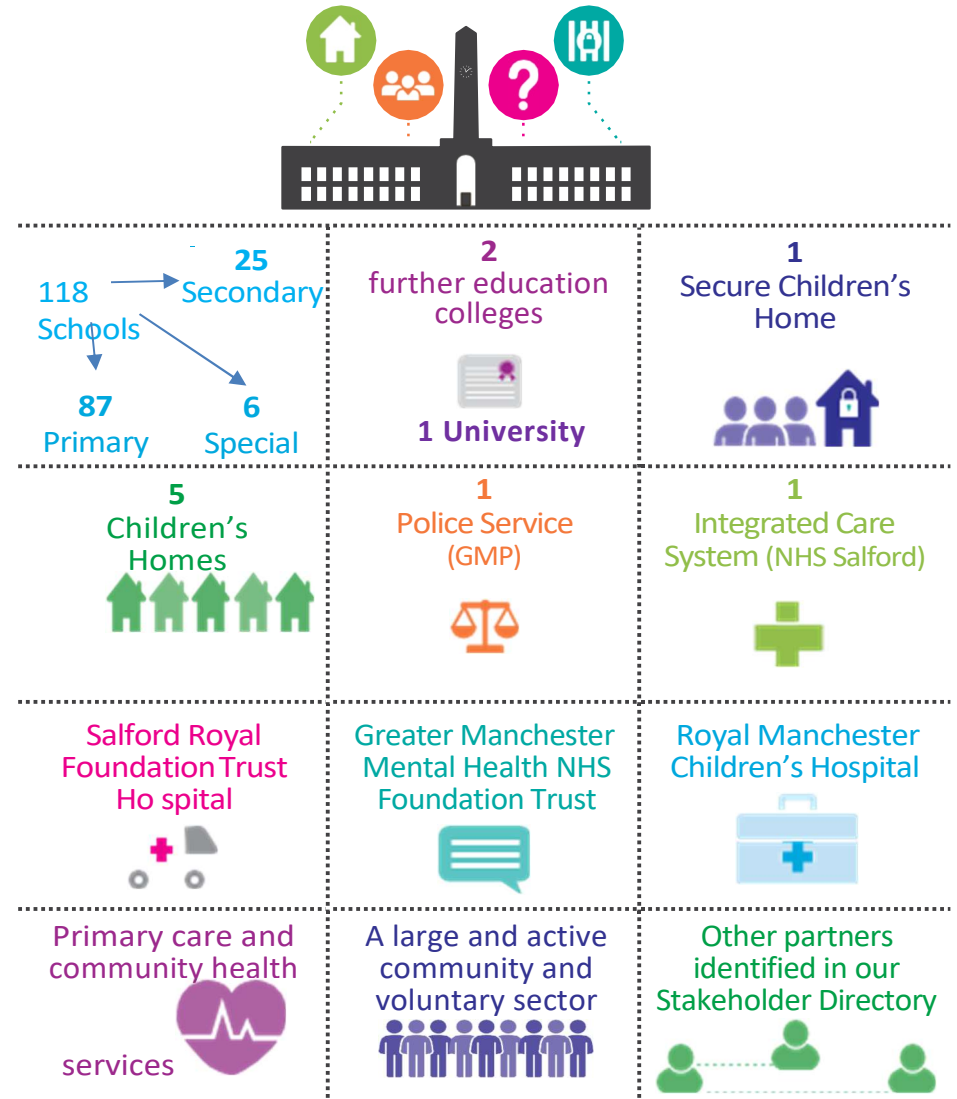


## 2.3 Our children and young people



## 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.

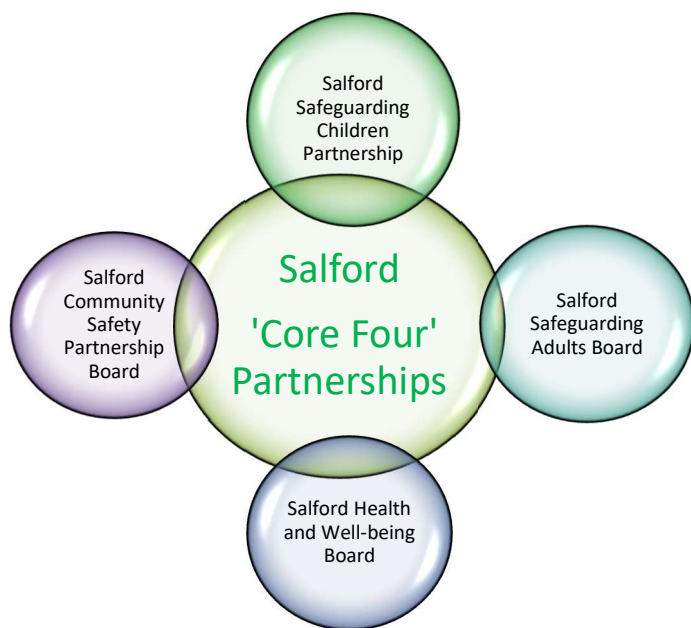


# 3. Partnerships in Salford

## 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 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 supports a whole-systems approach and greater strategic alignment to ensure that safeguarding is everybody’s business at the highest level.



Salford is one of the ten local areas that form the Greater Manchester (GM) Safeguarding Alliance. This year, we have worked together on collaborative projects to help partners share best practice and work better together to provide a more consistent approach to safeguarding children.

The SSCP works collaboratively with other boards in Salford, including the Tackling Domestic Abuse Board, the 0-25 Advisory Board, the Strategic Housing Partnership and the Youth Justice Board to ensure that there is a seamless approach to safeguarding and the sharing of best practice.

Our work is supported by the Inter-Board Protocol, which sets out lead responsibilities for each partnership and how they will work together.

## 4. How the Safeguarding Children Partnership is Organised

The 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 Groups 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 is invited to provide independent challenge but not in a decision making role.

They meet quarterly and 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 also ensures that other local area leaders promote our multi agency safeguarding arrangements.

In situations that require a clear, single point of leadership, the safeguarding partners 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 meets 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 meet quarterly to ensure that the business of the Safeguarding Children Partnership is efficient and effective. This includes guiding the work of the business unit. The group maintains oversight of a forward plan, the annual report, and the business plan, and manages communications. The group also monitors performance and provides challenge, identifying improvement activities and non-compliance by agencies, escalating any concerns to the Partnership.

**Themed sub-  
groups**

**Focus on specific safeguarding areas**

Themed sub-groups provide a multi-agency focus to address priority areas. 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.



## 5. 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. 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. Our Local Priorities were identified in the reporting year 2022- 23.



## 6. Our Commitment

The Head of Business and Impact Lead maintains oversight of the SSCP Business plan which evidences progress against our commitment statements:

Working to prevent abuse	Working to protect children from abuse	Communications and Engagement	Voice of the Child	Safeguarding Effectiveness
<p><b><u>We will:</u></b></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><b><u>We will:</u></b></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><b><u>We will:</u></b></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><b><u>We will:</u></b></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, and to promote trust and confidence in our partnership work.</p>	<p><b><u>We will:</u></b></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 improvement.</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, linked to our local priorities.</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>

# 7. Working Together to Prevent Abuse

Prevention is a core priority running throughout the Safeguarding Children Partnership. The SSCP continues to adopt a whole systems, thematic approach to ensure that the partnership safeguarding response in Salford is robust and effective.

The Local Priorities for the SSCP during the reporting period of 2022/23 were:

- Neglect
- Exploitation
- Child Sexual Abuse
- Children affected by Domestic Abuse
- Safeguarding Babies
- Safeguarding Adolescents.

These themed areas continue to be our priority areas of focus for the next three years (2023- 26). Each priority area has a dedicated sub group, with membership from across the partnership. The sub group activity focuses specifically upon what we want to improve for children and young people within each specific themed priority area. Each sub group has a bespoke work plan, which has clear impact statements and outcome measures, so that we can track progress and evidence the impact of our multi agency activity. Strategic leads are required to submit an annual spotlight report to the partnership, to evidence how their work has contributed to improving outcomes for children and young people.

The multi-agency sub groups proactively horizon scan for emerging risks and themes in safeguarding practice, so that we can respond to the needs of children, young people and their families in a timely manner.

This annual report will summarise the key achievements, challenges and areas of focus for each of our sub groups, linked to our local priorities for 2022/23.



# 7.1 Neglect

Neglect has been a priority for the Safeguarding Partnership for the past 10 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 'Thriving Families Assessment Tool' has continued to be developed over the last 12 months to help professionals and practitioners identify cases of neglect. The tool aids discussions with families, guides you on what to ask and what to look for and gives you more confidence to identify neglect. It's simple and easy to use and feedback from a range of professionals has been positive. A summary document of the tool has also been produced to allow for a quicker assessment of need.

This new assessment tool for identifying neglect is the result of meetings with professionals, evidence gathered during the Neglect Needs Assessment and the evidence base from research about "what works" in working with, and assessing how the needs of children are being met.

The last Neglect Strategy for the local area 2021/2022 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.

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. This includes social factors (poverty, housing, population), system factors, (Adverse Childhood Experiences, partnership working, information sharing, Leadership, commissioning and provision across the services) and Practice Factors (the way professionals work with families and models of practice, embracing our 'doing with and not to' approach.



### 7.1.1 Key Achievements 2022/23

- Over the last 3 years the training around neglect and the Thriving Families tool has developed. including multiagency lunch bowls on the Thriving Families Tool which can be viewed [Thriving Families Lunch Bowl Session - YouTube](#) . Staff from Education, Health, Social Care, Early Help, Housing, VCSE sector and GMP have been trained to use the tool and raise awareness of Neglect and Z cards have been produced as a prompt for frontline workers to support decision making. This has resulted in an increase in staff initiating a Thriving families tool in their case work and has seen a reduction in Child in Need cases as we believe interventions are supporting families at a lower Early help level.
- Multi-agency working continues to be a strength and several initiatives are underway to make connections and demonstrate the effectiveness of working around neglect.
- Children's Social Care have observed an increase in the Thriving Families Tool being completed and there is a group of dedicated System Leaders who lead on training for all new starters to raise awareness of the tool and how it should be used in practice along with existing practitioners. The Neglect System Leaders have continued to support their service areas. An example of this is where Early Help have developed Thriving Family Champions in each of the Locality to raise awareness, support delivery and evaluate effectiveness.
- Within the Bridge the multiagency team have developed a strong focus on tackling neglect through a joined-up approach consisting of practitioners from Housing, Early Help, Welfare Rights and Public Health. This has been extended through to our locality working through the Safe in Salford initiative.
- Salford School Partnership is a new model of Early Help. It is

an early intervention approach to supporting children and families when problems start to emerge such as neglect. Its primary aims are to enable timely provision of early intervention and preventative services for children, young people and their families to reduce the number of children and young people referred to children's social care and other specialist services. This 'team around the school' approach involves a multi-agency partnership discussion of the emerging needs identified. The agencies within the meeting, share and discuss information and ways of providing early help and support to the child(ren), young person and family and agree a smart action plan to share with the family to help enable them to overcome their difficulties at the earliest opportunity.

- All partner agencies work within a framework of early help, with the aim of preventing issues escalating into Children's Social Care. Salford School Partnership aims to build trust and improve communications across agencies so that information sharing is effective and appropriate. Partnership meetings will take place weekly within a locality and the invitation is open to all schools across the academic term. With parental consent, school representatives will bring families for discussion, where emerging need(s) have been identified.
- A range of activities have been undertaken to raise awareness about the complex relationship between poverty and neglect and 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: the Welfare Rights and Debt advice service have built strong relationships with services and provided training to a wide range of staff in the 0-19 service, Social Care and Early Help so that they are able to

identify family income and seek support from welfare rights and debt advice about household income.

- In January 2023 following staff consultation, the Bridge form was amended as practitioners were reporting that one of the barriers to submission to the Bridge was that the form stated Thriving families too completed, the language was changed to initiated so that staff could submit the form as incomplete recognising this is an iterative process with children and families.
- The youth council were consulted about the development of the neglect strategy and developed the hands of need, further consultation with the group in February 2023 agreed that they would start to support communications in schools.
- 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 e.g. an effect on educational attainment, children's physical and mental health with consequences for employment, income and wellbeing.

- The Salford Primary Care 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). Staff are using the tool to risk assess families and give appropriate advice to reduce the risk of shaking injuries.
- 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.

### 7.1.2 What difference has it made?

- 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. The Service Manager for Social Work Improvement will be reviewing the child in need guidance and refreshing this to ensure that the framework aligns with our response to neglect and the parentship approach is clear with our Early Help colleagues and the targeted response approach.
- During 2021/22 the 0-19 Operational Delivery Model was revised to align 4 Universal Teams with the Local Authority Locality footprint where Children and families are supported up to TAF level to provide a greater focus on early help and intervention. A fifth team the 'Universal Partnership

Plus (UPP)' team focus on those more vulnerable children. Neglect can occur in families within all teams and as such all 0-19 staff have been made aware of the Thriving Families Assessment tool, with key staff attending awareness sessions and workshops who have cascaded information regarding the tool to colleagues. The tool has been used to support discussions in supervision and in the writing of court reports.

- 0-19 Staff are now able to refer looked after children in Salford for routine dental care using the GMHSCP co-developed new digital platform for non-dental professionals. The teams also provide toothbrushes and toothpaste at all 9-12 month and 2-2 ½ year mandated contacts which encourage oral hygiene and access to a dentist to prevent dental neglect.
- ICON discussions take place as part of the New Birth mandated contact by Health Visitors and is recorded on the EPR.
- The Salford Safer Sleep guidelines have been updated and are in use by all 0-19 services with training arranged with the Lullaby Trust in May 2022.
- Whilst 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 and helped social workers understand more about the local context in Salford and the barriers and challenges for families which can inhibit progress with plans the dedicated system Lead for Social Care will continue to work with colleagues to ensure the assessment and approach captures the root causes. The visibility of this on children's files will be transparent, evidencing the preventative work that has taken place.

### 7.1.3 Key Challenges

The neglect audit report was completed in January 2023 . The findings told us that there was more evidence of the Thriving Families Tool being utilised in this audit than in previous years' audits, although they are not always reviewed and updated. There was evidence of good multi-agency working and agencies going above and beyond to support families including good communication and information sharing between agencies. Good quality direct work with young people was evidenced on files and there was some good practice of working with fathers to improve outcomes for the family.

However, from this we know we need to understand parental mental health more and the impact on families, we need to ensure our assessments are multiagency capturing partner expertise and sharing all information and we need to ensure practitioners understand the impact of poverty and have the confidence to explore this with families by asking questions through professional curiosity in the right way and at the right time.

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 has been completed to simplify.

### 7.1.4 Priorities for 2023/24

- Develop the tool with GMP and support colleagues in recognizing and responding to neglect to reduce Police Powers of Protection where appropriate
- Multiagency training to be developed by the autumn of 2023 in recognizing and responding to neglect and the impact of poverty and mental health.
- Further co-delivery of lunch bowl sessions to be led by System Leaders around the use of the Thriving Families Tool
- Midwives need to be trained and use the tools to ensure neglect is recognised and responded to at the earliest possible stage. Salford now have a Transformation midwife who will support the sharing of the tool and understanding in Midwifery.
- Implement the ACE aware and Trauma responsive approaches in Salford to support the understanding of the impact of neglect, Salford now has a trauma responsive practitioner who can support with this work.
- Recording of the use of the tool to be clearly visible in our children"; system and for partners to confidently share how well the tool is being used and recorded.

## 7.2 Exploitation

The Salford Exploitation Subgroup provides strategic oversight for both the SSCP and SSAB (Adults Board). The subgroup priorities are around the City's response to Child Sexual and Criminal Exploitation, Modern Slavery and Human Trafficking.

The subgroup has strategic oversight of the activities of the Connect Team, formally known as the Complex Safeguarding Hub. This is a co-located multi-agency team that investigates and safeguards children and adults where evidence indicates that they are being exploited. This team has been operational since January 2019 and focus on Sexual Exploitation, Criminal Exploitation, Modern Slavery and Human Trafficking.

### 7.2.1 Key Achievements 2022/23

- Quarterly multi-agency auditing processes have been developed. These focus on child sexual and criminal exploitation. The results are presented at the subgroup to provide assurance to key stakeholders.
- Regular days/weeks of action across the city over the year have taken place. Each with a differing themes or focus. The highlights being, several drug lines have been closed down and richer understanding of how drug lines are exploiting children to operate. Awareness/prevention initiatives have taken place across the hotel network of Salford. OP Avro (Police lead initiative) saw joint visits take place for those deemed at the greatest risk of exploitation, both children and adults.
- Multi agency training has been delivered throughout the year, this includes workshops utilising actors in schools focussing on criminal exploitation. Lunch Bowl events around threats to



life, joint children and adults on line event for Cuckooing and training for the voluntary sector.

- The sub group have reviewed its members list and widened this to ensure greater interconnectivity with the Listening Hub. The SSCP Participation Lead has presented to the group regarding future opportunities to improve how we hear the voice of children, families and practitioners.
- Building on the learning from evidence based policing. The Connect Team have forged stronger links with Challenger Teams at Salford and GM wide. This has allowed for a more robust response to tackling the issues of drugs telephone lines.
- The subgroup, in partnership with GMP Force Intelligence Bureau have developed and embedded a partner agency intelligence sharing pathway.

### 7.2.2 What difference has it made?

- Since the new pathway was developed and profile raised. There has been an increase in intelligence submitted from partner agencies via the new referral route. This improves our understanding of what exploitation looks like at Salford and the opportunities this presents to disrupt and safeguard those at risk.
- As a result of a more robust approach to drug lines. Salford has seen several drug lines be closed down and other drug lines have its Morile score reduced ( Harm/Risk score).
- Awareness/training to professionals has been well attended

with positive feedback.

- All of the above work has contributed to there being a reduction in the number of repeat victims of sexual exploitation. (This is based off data from the weekly GMP accountability report).
- There has been an increase in the identification of all types of exploitation against children and adults. This is a positive in that professionals are spotting the signs, reporting pathways are effective and children are getting the support of professionals.

### 7.2.3 Key Challenges

The strategic lead for this group has changed six times within the year 22/23. This instability has impacted on what the group have achieved over the reporting period.

Modern slavery identification and reporting has significantly increased. This is likely to be related to the excellent work the group did in training professionals to identify cuckooing and the creation of reporting pathways. This continues to place a strain on professionals, services are not equipped fully to effectively manage this demand. In addition there has been an increase in recorded CSE and CCE. More work is required to understand why this has occurred, this is the first full reporting year outside of Covid.

Developing an effective performance framework is very challenging, this is an issue across GM. IT systems across the different agencies do not easily record data around exploitation.

### 7.2.4 Priorities for 2023/ 24

Our vision is for all citizens in Salford to feel safe and protected from the risk of exploitation. We aim to ensure that those who are vulnerable to abuse have clear pathways of support, rooted in the local community. We aim to have a whole system that works together to improve the outcomes for those at risk of exploitation.

## 7.3 Child Sexual Abuse

The Child Sexual Abuse subgroup has been established for 12 months and meets on a quarterly basis. The Child Sexual Abuse subgroup key priorities are to:

- Develop and implement a Child Sexual Abuse Strategy
- Understand the local context through Audit and Data to identify themes (including support services)
- Review and strengthen a trauma responsive statutory process for Child Sexual Abuse
- Ensure adequate training offer is in place through the Workforce Development Sub-group and support the development of a Training Needs Analysis for Child Sexual Abuse
- Launch the Sexually Harmful Behaviour pathway
- Ensure the Child Sexual Abuse Strategy is embedded in practice by developing an implementation plan supported by an audit cycle that will gather assurance the strategy is embedded in practice
- Continuous improvement by benchmarking against the HM Gov Tackling Child Sexual Abuse Strategy 2021, Joint Target Area Inspections for child Sexual Abuse and NSPCC guidance
- Understand the impact of the CSA strategy in relation to the partnership response to supporting victims through multi-agency audit, listening hubs and participation groups

### 7.3.1 Key Achievements 2022/23

- A training needs analysis for child sexual abuse training was co-ordinated and completed by members of the Joint Adult and Children workforce development subgroup. Agency responses highlight that CSA is embedded within agency safeguarding training across the partnership. All agencies, however identified gaps in specific child sexual abuse training and specialist training in Achieving Best Evidence (ABE) and working with children and families where Sexual Harmful Behaviours (SHB) are identified.
- Next steps are to identify and commission specific training across the partnership for child sexual abuse to improve the consistency of practice within the workforce across the partnership in identifying and responding to CSA. Further assurance however is required from statutory agencies responsible for delivering interventions that relate to ABE and Sexual Harmful Behaviours.
- Schools and early years actively deliver targeted work with children and young people using resources such as Real Love Rocks, Talk PANTS and the use of the traffic light SHB and safe touch. This raises awareness of CSA and supports children and young people how to recognise abuse and how to make a disclosure.
- A task and finish group has been identified to develop an understanding of the quality of practice in relation to CSA through audit. Audit findings will be tri-angulated with the Independent Inquiry into CSA (true to us exercise) and act as a mechanism to identify where to target improvement activity and highlight good practice
- Education members of the CSA subgroup carried out a survey across Salford schools to consider the implementation and impact of the DfE 2021 SVSH pathway. The SVSH pathway was developed in response to the voices



of young people. The Salford audit highlights how education settings are implementing the pathway and responding to the child voice. The survey highlighted positive engagement of schools and areas of good practice including:

- Responses to child disclosures and evidence the response to young people's voices around feeling safe in schools ensuring families are getting the right support if required.
- Positive work to understand children's behaviours increasing their awareness of inappropriate behaviours and how to make disclosures
- Members who attend regularly engage well with the subgroup priorities

and are keen to be involved in workstreams. Given the group membership and inclusion of strategic members provides a benefit of real time case intelligence around practice when children disclose sexual abuse.

- Agencies are supporting the implementation plan in relation to the planned audit and other activity in relation to the implementation plan with positive appetite to improve the training provision across the partnership despite the capacity issues in agencies.
- Continued commitment and engagement of members will enable the group to identify and consider any practice issues within real time with a view of improving practice where required.

### 7.3.2 What difference has it made?

The training needs analysis has provided insight into what professionals want to be included in CSA training. This intelligence will be taken forward to inform the training offer in relation to CSA to improve consistency of practice across the partnership.

In response to the voices of 11–18-year-olds identifying peer on peer sexual harassment/abuse and feeling unsafe in schools, statutory guidance was introduced for education settings with the Sexual Violence & Sexual Harassment pathway (SVSH).

### 7.3.3 Key Challenges

- Capacity within all agencies to complete partnership work is a challenge with current timescales for progress whilst meeting the demands of own organisations.
- Consistent agency commitment and engagement with the workstreams from the group has been a challenge.

### 7.3.4 Priorities for 2023/24

- Priority 3 : Communication and Engagement needs further commitment to strengthen professional resources and support any public campaigns around CSA. The group will continue to embed the implementation plan.

## 7.4 Children affected by Domestic Abuse

The Salford Safeguarding Children Partnership is committed to tackling Domestic Abuse. The SSCP acknowledges that domestic abuse is a complex and difficult issue. Despite progress, there is still work to do to as a partnership to ensure that our safeguarding activity is effective in supporting children affected by domestic abuse.

Understanding how children are affected by Domestic Abuse has been a local priority for the SSCP since 2020. The Children's Domestic Abuse sub group directly informs the Tackling Domestic Abuse Board (TDAB) and Community Safety Partnership (CSP), as well as providing assurance to the SSCP.

### 7.4.1 Key Achievements 2022/23

- Over the past 12 months Salford have finalised and implemented the domestic abuse safe accommodation strategy 2022-2025 ensuring children and families have better housing opportunities and safer options when fleeing domestic abuse.
- After a successful two-year pilot of a specifically designed domestic abuse young people's services 'Harbour' March 2022 brought a positive step to permanent provision and stability for the city. This was demonstrated by the successful early implementation of the joint commission DA service, 'Safe in Salford' a service for the whole family with support for children, adult victim/survivors and people who harm.
- Salford city council led on a cross borough bid via CADA to increase children's DA provision further. The two-year contract secured increased support in the form of trauma informed workers, young people who harm workers, group delivery and more counselling provision. The additional funds also introduced an early year's worker into the service offer supporting 0-5-year-olds impacted by domestic abuse. A Training package has also been funded via CADA to deliver training to midwives and health professionals in address of DASH, MARAC and Clare's law to increase early identification of risk to pregnant females
- Salford ran another successful year of Operation encompass & our early years model and an agreement of permanency to delivery this within Salford was finalised. Salford also led on the creation of the operation encompass animation video for GM & the creation of school resources for pastoral staff.
- Salford led on pod casts for 'research in practice' and was identified to be completing some excellent work internally and externally when responding to families impacted by domestic abuse.
- Over the past twelve months several audits and deep dives have demonstrated an established use of DA tools to support evidence-based assessments and multi-agency planning. The partnership now has access to an online DA toolkit designed to ensure a unified response to supporting families impacted by domestic abuse. DA

practitioner's guidance demonstrates transparency of practice and a share partnership responsibility to tackle domestic abuse.

- Salford committed to a continuation of training for all staff once a month on the domestic abuse practitioners' guidance, resources and toolkit attend by 192 staff members.
- Implemented specific training for supporting victims of DA with children under 1 (for babies sake) strengthening families
- Safe and together' now being explored within Salford for families that want to remain together.
- 20 DA Champions were trained by the domestic abuse specialists 'safe lives' across the partnership
- There is clear learning from case reviews being pro-actively addressed through good partnership working. A multi-agency deep DIVE review was completed looking at under 5s categorised to be high risk heard at MARAC and DRIVE via the DA subgroup, which identified some excellent practice
- We now have good attendance at the DA forum to engage CVS in opportunity to meet need specific to DA within the city
- Through participation with research in practice Salford has been identified to be completing some excellent work internally and also externally when responding to cases of domestic abuse- podcast available on request.
- Salford has managed to secure excellent feedback from the SLIP contract resulting in supporting other LA's in the DA agenda.

- Successful DA joint commissioning strategy implemented inclusive of support for victims, children, perpetrators, and extended family. 5-year contract established.
- There is a now permanent specialist services for children who experience DA within a lead provider model and additional CADA funds sourced for early years 0–5-year-olds impacted by domestic abuse and pregnant females
- Additional funds (CADA) have been secured to increase the children's DA provision offer allowing employment of more trauma informed workers, young people who harm workers and more counselling provision.
- Training package has been funded via the home office to deliver training to midwives and health professionals in address of DASH, MARAC and Clare's law to increase early identification of risk to pregnant females.
- There are pathways in place through 0-19 health, education, early-help and children services to access DA support and advice through Harbour
- There is an established use of DA tools to support evidence-based assessments and multi-agency planning.
- There is increased understanding of impact in practice

## 7.4.2 What difference has it made?

- The joint commission demonstrated a clear partnership response and shared responsibility to tackle domestic abuse with a reviewed budget to better tackle demand. There is a clearer integrated approach to commissioning DA services which is now nationally being recognised to be a good model of delivery by the national DA commissioner Nicole Jacobs who invited Salford to showcase at the national 'DA festival of practice'
- There is an increased understanding of impact in practice demonstrating over 2022-2023 with a 60% increase in safety planning, DASH and SOAG.
- Harbour was placed forward for a CYPNOW Award
- Steady increase in referrals into the service 17% above target
- Decrease in repeat referrals into service 11%
- No waiting list to access support.
- Main referral into the specialist service is from social care. The second highest referral is now internal via the adult victim's service & perpetrator intervention service. This demonstrates effectiveness of the joint commission model.
- 71% referrals for specialist DA Childrens service coming from the Local Authority (CIN 41% & CP 34%).
- Reduction in risk over 23% of cases that were supported via the specialist DA children's service provision resulted in a reduction from CP to CIN whilst being open in the last quarter.

## 7.4.3 Key Challenges

- \*Lack of 'by and for' services for marginalised children impacted by DA
- \*Capturing 'voice of child' impacted by DA across partnership
- \* No structured school education offer
- \* No support for family who remain in a relationship and have children
- Post separation abuse and the impact on children
- \* Partnership response to safety planning with children impacted by DA
- \*Drift and delay in response to DA cases at CIN and CP level
- \*MARAC repeats with children

## 7.3.4 Priorities for 2023/24

- Education package for young people impacted by DA within schools

- Voice of child- focus on marginalised YP impacted by DA
- Children and Young People safety planning,
- MARAC and effectiveness
- Audit

## 7.5 Safeguarding Babies

The Salford Safeguarding Children Partnership acknowledge that babies are vulnerable by virtue of their age, as they are completely reliant upon their parents and carers to meet their needs. Risks to babies often occur in the family home. Babies are not frequently seen by agencies, who rely on parental engagement and access to seeing the child face to face in their living environment. Babies appear disproportionately in case reviews. Contextual modifiable factors in the family such as domestic abuse, parental ill health and parental substance misuse significantly increases the risk of harm or abuse.

The Safeguarding Babies under 1 sub group aims to seek assurance about how agencies work together to safeguard this cohort of children. The group seeks to co-ordinate the multi-agency response to learning from case reviews, including how we share and analyse the impact of public health messages. The group has representatives from key agencies across the partnership, including services that work with fathers.

### 7.5.1 Key Achievements 2022/23

- Water Safety 7minute briefing for under 5's
- Audit - Primary Care to understand the practice of GPs in providing safety information at the 6-8 week baby check on Safer Sleep, ICON and water safety. In response to the audit and inconsistent practice a system template is now in place to act as a checklist for GPs to ensure these messages are delivered to parents at the 6-8 week appointment. This template also facilitates future audits and the collation of this information.
- ICON safety messages now added to the thriving families tool.
- ICON messages refreshed within Early Help services to ensure staff are delivering ICON messages to families they work with. Audit to be completed around compliance in partnership with 0-19 team
- Enhanced training offer across the partnership for ICON led by 0-19 and Early Help services
- Safety messages and posters etc now in PANDA
- Free online training available for Salford parents via Early Help – Me, You and Baby Too
- [Online support and resources for parents • Salford City Council](#)
- Supported water safety messages with the SSCP communications lead for World drowning prevention day – links added to the SSCP website via the August 22 newsletter
- Children Social Care training to be updated with safety messages and to be included with Early Help for next audit cycle around this theme
- NHS England commissioned free Safer Sleep training for all front-line professionals across the Northwest of England – links to training have been shared widely. Key messages also on the SSCP webpage
- Review and input into the GM non-therapeutic male circumcision policy
- Essential parenting app is now in use by Salford 0-19 teams and early help- this app provides on-line support/information for parents/users.
- Chair of sub-group a member of the Positive Father's working group for 0-25 board

- Planned Safer Sleep campaign for w/c 13<sup>th</sup> March – resources and messages will be co-ordinated across all localities in GM in line with neighbouring ICS footprints
- A co-ordinated Safer Sleep campaign was arranged for National Safer Sleep week in March 2023. This was co-ordinated across all localities in GM in line with neighbouring ICS footprints.
- The safeguarding babies' group has developed a risk stratification tool for Safer Sleep. This tool has been developed to better understand parental perspectives by all agencies working with families in Salford. This will enable professionals to adopt a more flexible and responsive

partnership with parents to facilitate more effective safer sleep conversations. Effective conversations can then support parents in appropriate decision-making about their baby's sleep environment.

- The tool is designed to support practitioners in decision making around the level of support and advice a family need in relation to keeping their baby safe when sleeping. Although mainly used for babies under 1 this tool can also be used with families who have older infants ensuring they too have safe sleeping environments, and as an education tool during ante-natal and pre-birth assessments.

### 7.5.2 What difference has it made?

The National Child Mortality Database 2022 recommends the use of a Safer Sleep Assessment tool that enables professionals to identify families and infants at higher risk of Sudden Infant Death. This should include seeing where the infant sleeps during home visits and providing person-centred advice for families' depending on their individual circumstances. The development of the SSCP Safer Sleep Assessment Tool supports this recommendation and aims to improve risk assessment for babies in relation to Sudden Infant Death.

The group has co-ordinated the multi-agency response to learning identified locally and nationally from case reviews and seeks assurance that multi agency practice in safeguarding babies is robust and effective. Any gaps or areas for development are escalated, and intelligence from quality assurance activity supports in identifying and targeting areas for improvement.

The group has updated existing training packages to reflect risks for babies and created new training material and briefings to upskill the workforce, so that they are able to recognise and respond to risks appropriately.

The group co-ordinates and oversees the targeting of specific messages that are to be delivered to parents and the community. These are targeted to maximise reach and impact and to increase awareness of the risks for babies.

### 7.5.3 Key Challenges

The group has evolved and increased momentum, however, there is still work to do and influence within the partnership in relation to wider recommendations

from national reviews, these too include whole system changes that may contribute to reducing risk for under 1's – this includes positive fatherhood and addressing parental needs due to their experience of ACEs.

#### **7.5.4 Priorities for 2023/24**

Further work is required to engage the IRO service and CP co-coordinators within this workstream around the safety of unborn babies and babies under 1. Under the priority to protect babies under 1 there is an opportunity to improve safety messages from all professionals and oversight of any risks for this age group if a standing item could be included in Cared for Children reviews and in Child Protection and Child in Need plans; likewise, within the pre-birth assessment and preparing Care Leavers for parenthood.



## 7.6 Safeguarding Adolescents

Adolescence is the bridge between childhood and adulthood. It is a period of physical psychosocial and neuro-developmental change in which we experience puberty, change of schools, formulate own opinions, self-identities and views about the future, and will usually achieve a level of emotional and physical independence from our parents and carers. Adolescents are exposed to additional external risks, alongside active risk taking by young people as they experiment with new opportunities and a greater level of independence.

The Child Safeguarding Practice Review Panel Annual Report published in March 2020, highlighted that nationally, young people are not served by the current child protection system. The panel concluded that from cases they reviewed, that teenagers were more likely to be at a risk of serious harm, typically from people outside of their family relationships and home environment and often with a link to criminality.

Salford had already produced an adolescent directory of services however, in response to findings from several local case reviews featuring adolescents, it was acknowledged that an adolescent strategy was required to set out the clear priorities for children and young people in Salford.

An Adolescent Strategy Working Group was formed and met for the first time in May 22. The working group then met in June 22 and then July 22 (face to face).

The purpose of the group had been to consider the strategy giving consideration to:

- The Salford context for adolescents (10 – 19)
- Key principles for working with adolescents
- Capturing feedback from children and young people
- The adolescent priorities

The group also gave consideration to wider work around adolescents taking place across Greater Manchester and the GMCA Adolescent Safeguarding Review and to also ensure that it aligned with the SSCP vision/priorities whilst not duplicating other workstreams.

In **December 22**, the first draft of the full-length adolescent strategy and a shorter version was produced and circulated for feedback (this has been to the leadership team and at the time of writing there are plans for it to go to lead member). Feedback has been overwhelmingly positive and final changes are being made with a view to **launching on 1<sup>st</sup> April 23**.

The key priorities are; to help children and young people to thrive; to prevent harm from abuse and crime; to listen and respond to views and voice; and

understanding and supporting key adolescent transitions.

### 7.6.1 Key Achievements 2022/23

- As part of the strategy development, **feedback was received from 564 children** (in the form of a survey) from across Salford.
- Following 3 successful working groups in summer 22, the Adolescent Strategy and short version has been produced. It has been through comms and design and the partnership are happy with the outcome.
- We are on track for this to be launched on 1<sup>st</sup> April alongside the SSCP Business Priorities.
- The adolescent working group has been re-established and plans to meet quarterly to oversee the Work Plan.
- The partners that have attended the working groups have participated and engaged well sharing ideas/suggestions.
- The professionals' priorities align well with the priorities from young people (based on feedback).

### 7.6.2 What difference has it made?

The SSCP now has a clear adolescent strategy. The strategy has clear outcome statements and impact measures which highlight what we want to improve for young people. At this stage, impact and outcomes are yet to be determined. This will be a focus of the Working Group for the next 3 years initially focussing on the next 12 months.

### 7.6.3 Key Challenges

- Attendance at the working groups has been sporadic from some partners.
- Duplication – as the adolescent work stream cuts across some of the other sub-groups, we need to ensure that duplication is avoided and the work plan remains focussed on key priorities.
- Capacity of partners involved to take forward actions from the Work Plan.

### 7.5.4 Priorities for 2023/24

- Overseeing the workplan and ensuring that priorities are aligned to the SSCP Business Priorities 2023 – 2026
- Ensuring that actions set within the work plan are SMART
- Ensuring that actions are progressed within agreed timescales (with evidence were this hasn't been achieved)
- Evidencing impact and outcomes on a quarterly basis.

## 7.7 Education Sub Group Update

The Education Sub-group mainly consists of headteacher representatives from across the city in various sectors. The main aim is to enable education settings to understand and inform the work of the SSCP and to provide assurances on priority and assurance areas.

This year we have looked to strengthen the links between our own sub-group and others within the SSCP structure, to capitalise on the wealth of experience of education professionals and to use this asset to enhance positive progress within the strategic and assurance priorities for the partnership.

In addition to this, the sub-group has worked to support and oversee the design, implementation and development of a Team Around the School model of early help (Salford School Partnership) and consider its impact. This has involved liaison with the co-design team to inform and influence model design and outcomes.

### 7.7.1 Key Achievements 2022/23

- We have greater representation from education across all aspects of the SSCP and mechanisms exist to ensure effective communication to share messages both from and into the partnership. Membership reflects a variety of sectors including primary, secondary, special, further and independent education.
- The group has supported and influenced the design and implementation of the Salford School Partnership model.
- Its primary aims are to enable timely provision of early intervention and preventative services for children, young people and their families to reduce the number of cases held and referred to children's social care and other specialist services. The pilot began in April 2022 in just one of the four localities. The review of this supported a successful roll out to a second locality in Autumn 2022, with the final two localities included from February 2023. The Education Sub-group continue to support the evaluation and adaptations to ensure that the model meets its intended outcomes of supporting schools to meet their statutory requirements within Keeping Children Safe in Education.



### 7.7.2 What difference has it made?

By having a greater representation across education sectors across the city, the capacity to disseminate key safeguarding information from the SSCP has increased, along with a commitment from colleagues to engage in other sub-groups; such as Neglect, Domestic Abuse, Adolescent Strategy and the Listening Hub.

We provide a forum for other sub-groups to access the views and advice of colleagues working strategically within the education sector to inform their next steps

and vision planning. E.g., development of educational resources for children subject to domestic abuse

The Salford School Partnership is enabling all schools across the city to engage in multi-agency partnership discussions, to identify and problem-solve concerns in families that are beginning to require additional support. These purposeful discussions, with the support of partners, result in an action plan to support and address the emerging needs for children and their families.

The model has raised professional awareness of the various services available within localities, including voluntary sector services, and the information sharing has been effective and appropriate. This was identified as an area for development within the recent DfE Education Listening Hub project.

The project has elevated the profile of the Early Help School coordinator as they take a lead in liaising with schools on identifying cases and gaining feedback on the value of the process and positive impact for parents.

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## What works well (Pilot feedback)

“It is good to see how much support is out there. There is a lot more out there than I realised for Early Help” [partner agency]

“It broadens our knowledge and helps with networking” [partner agency]

“This is absolutely fantastic. I’ve got more outcomes in the last 15 minutes, that I dreamed existed” [school]

“Gives us an opportunity to ask the questions needed. Knowing that there is a network to get this advice is great” [school]

“It has been incredibly useful. It’s nice to put a face to a name and have joined-up thinking, and people in the same space sharing good practice” [school]

“It absolutely proves the concept of collaboration. We don’t normally see what sits behind.. It helps us to work collectively together” [partner agency]

### 7.7.3 Key Challenges

Even though we have greater representation, regular attendance of all members at each of the sub-group meetings is a challenge, given the current staffing climate.

Whereby the Salford School Partnership has been a success to date in many ways and is to be celebrated, the continual engagement and evaluation from both partner agencies and school is vital to ensure that it continues to provide the necessary support that schools, and ultimately the families that they serve, need.

### 7.7.4 Priorities for 2023/24

- The sub-group needs to support the Salford School Partnership in its next phase of data and impact analysis and future design review and adaptations.
- Continue to develop the communication between, and contribution to, the various other sub-groups of the SSCP, including the Listening Hub.

# 8. Working Together to Protect children from Abuse

The Salford Safeguarding Children Partnership is committed to working together to protect children and young people from the risk of serious harm and abuse. The SSCP seek to review and update our local pathways, policies and procedures so that they are responsive to current levels of need and risk in the local area.

The SSCP, and its associated sub groups 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 effectively.

## 8.1 Learning from Case Reviews

The Practice Review Subgroup is a multiagency group including all statutory partners. It oversees all multiagency review activity, in line with both the local Safeguarding Effectiveness Framework and national statutory guidance. The group coordinates the outcomes of all case reviews and thematic audits and provides scrutiny of action plans where learning has identified that frontline practice could be strengthened

During the reporting period, referrals have been received from a range of Practice Review members including Police, Local Authority, Health & Youth Justice Team which demonstrates commitment to learning and safeguarding effectiveness by partners.

There were 13 referrals in the financial year 2022-23 which is two less than the last financial year but still considerably higher than pre-pandemic when there were eight referrals. Of the 13 referrals, two resulted in No Further Action from the virtual panel as there were other statutory processes reviewing the cases.

There were six Rapid Reviews agreed this financial year which is exactly the same number as last year and the same number as pre-pandemic 2019-20. Three other local reviews and two multi-agency audits were agreed this year.

Two CSPR's were commissioned and undertaken by an external Lead Reviewer.

Children's Services were the agency that made the most referrals this year, this is a change from previous years when GMP were the top referrers. The agency making the second highest number of referrals this year was the Youth Justice Service.

The referral reason of murder / serious offence is the highest number this year (four) which is the same number as last year, the second highest reason is Neglect (three). Referrals for physical abuse and Abusive Head Trauma have both reduced to zero this year. Referrals for sexual abuse have increased from one to two

this year. Over the last six years Neglect is the category of abuse that has received the most referrals (14), with murder / serious offence in second place with 12 referrals.

For the second year running, the highest number of referrals related to young people aged 16-17 (five) with referrals for young people aged 13-15 again in second place (four). Referrals for babies aged under 12 months have dropped back to pre-pandemic levels (one), however there has been an increase in referrals this financial year for children aged between 1-4 years (three). Over the six year period, the highest number of referrals has been for young people aged 16-17 (24), followed by young people aged 10-14 (20) and then babies under 12 months (19).

The highest number of referrals received this year related to children who were not known to Children's Services (six). Four referrals related to children who are Cared For, two referrals related to children on a CP plan and one was at Child in Need . The highest number of referrals made over the six year period relate to children who were not known to Children's Services (35 out of 80).

### 8.1.1 Key Achievements 2022/23

- We undertake horizon scanning of regional and national learning to identify what, outside of Salford, may impact on what we do and the outcomes that we collectively achieve. During 2022-23 a "true to us" exercise commenced in response to the National Review into the deaths of Arthur Labinjo- Hughes and Star Hobson.
- We ensure that the SSCP fulfils its statutory obligations in relation to review activity. During 2022-23 the PRSG received 13 referrals for consideration of a statutory review. Six hit the criteria for a statutory Rapid Review, two of which warranted deeper exploration to understand learning, via a statutory Local Child Safeguarding Practice Review (LCSPR). Of those that did not hit the criteria for a statutory review, other types of non-statutory reviews have taken place to ensure robust mechanisms are in place to improve outcomes for children and young people.
- We ensure we have close relationships with the Listening Hub and Voice of the Child Subgroup to triangulate voices of children and young people with our work. During 2022-23 the Make Your Mark Ballot indicated that knife crime was a significant concern for young people and Listening Hub activity reflected feeling safe was important to our communities. Developing the new process of 'Serious Offence Reviews' for non-statutory reviews and learning that has stemmed from those, has fed into the SSCP adolescent subgroup workplan
- We ensure that 7-minute briefings developed as a result of learning from local case reviews, are available as part of a repository on the SSCP website to inform practitioners and public. During 2022-23, these were Working with Unknown Males, Perplexing Presentations & Fabricated Induced Illness, Strategy Meetings, escalation and CSPR Nicholas.
- We use a range of mechanisms to seek assurance that safeguarding is as effective as possible. During 2022-23 we undertook a mapping exercise of audit

activity by PRSG members and developed an audit calendar of multi-agency audit activity.

- Practitioner Learning Event took place in April 2023.

### 8.1.2 What difference has it made?

- Following learning from a LCSPR 'Nicholas' during 2022-23, Salford is developing practice guidance and training on **cultural competence**. This is in line with themes that have been reflected nationally in the [National Panel's Annual Report 2021](#). In addition, the SSCP website will be strengthened by having one central repository for issues relating to cultural competence. This will support the workforce to be sufficiently aware of self-reflection, unconscious bias and the need for robust assessment that captures voices of children and families, promoting collaborative relationships to improve outcomes for children
- During 2022-23 we have progressed the development of a bi-annual themed multiagency Quality Assurance panel. The first panel was around homelessness and has resulted in plans to strengthen training to raise awareness of how to signpost and support vulnerable individuals.
- Learning from all review activity will be shared at an Annual Case Review Learning Event in April 2023. This will ensure learning from reviews during 2022-23 has been understood to impact and strengthen frontline practice
- Following the increase in knife related crime, the development of the Serious Offence Review (SOR) process means that reviews relating to serious crime and long custodial sentences for children and young people are chaired by specialist agencies of Greater Manchester Police and Youth Justice Service. This has resulted in learning being targeted and have a wider strategic influence with for example, Youth Crime Prevention Board.
- Following a National review around Children with Disabilities, assurance activity was undertaken. This identified a gap in communicating with children with complex needs training for professionals across the partnership. A training programme is being developed to ensure that the workforce are upskilled and sufficiently trained in capturing the lived experience and voice of children with complex needs and disabilities.

### 8.1.3 Key Challenges

- Due to external system issues outside its control, PRSG has been unable to fully understand learning from the locality Child Death Overview Panel. Despite this, the work of other subgroups which have been developed directly from learning from reviews i.e *Safeguarding babies under 1* have included accidental death in their workplan from risks associated with; water safety, safe sleep, ICON (babies cry you can cope). In addition, deaths in other local authorities such as the LCSPR Michael, have been part of our self-assessment, providing some assurance that learning from child deaths has been considered as part of PRSG function
- Resource across the safeguarding system to support the facilitation and chairing of all types of reviews remains an issue, but strengthened during 2022-23 by the development by the development of the SOR process, which now includes other agencies facilitating meetings

- Disconnect between who is involved in the different stages of the case review process which can affect the perceived effectiveness of how PRSG members can challenge and scrutinise

#### 8.1.4 **Priorities for 2023/24**

- Reviewing the role and function of each member of the subgroup including review of the Terms of Reference for the subgroup itself
- Aligning the workplan with the 5 SSCP strategic priorities
- Developing a more robust process for obtaining feedback of impact from 7-Minute Briefings and other learning briefings
- Consider how we can cascade learning from reviews effectively and evidence how this learning improves outcomes for children, their families and the community.



## 8.2 Secure Care in Salford

The SSCP annually considers the use of physical restraints on males aged between 12- 18 years old, who have been placed at Barton Moss Secure Care Centre by the Criminal Courts.

Barton Moss has a Restraint and a Restraint Minimisation Policy which is reviewed annually.

All restraints are viewed on CCTV by a service manager, who also quality assures and countersigns the linked documentation. The LADO attends the Centre when a restraint has taken place, to view the CCTV footage and associated documents. They confirm the restraint was a proportion response to an incident (to ensure the safety of the young person, peers, and staff and/or to prevent damage to property). Positive feedback is given to staff and areas for development or concern are addressed.

Each month the Centre's Independent Visitor, who completes the statutory Regulation 44 Report dip samples several of the restraint documentation and talks to the young people and staff involved. A copy of these reports is forwarded to Ofsted to confirm the Centre is compliant with the Children Homes Regulations.

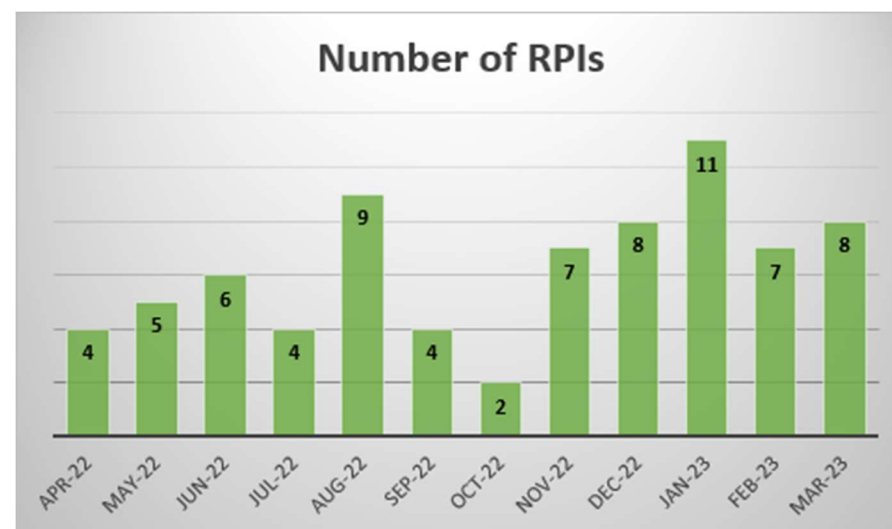
All restraints are reported to the Youth Custody Service. This data is published along with other Secure Children Homes and Young Offenders Institutions each month.

### 8.2.1 Key Achievements

- Positive feedback received from the Independent Visitor, OFSTED and YCS
- Continued low numbers compared to other secure establishments.
- In March 2023, the Head of Safeguarding Strategy, Casework & Community Partnerships, Youth Custody Service, HMPPS commented:

*"Your team did an amazing job in looking after and nurturing \*\*\*. I am grateful that we were able to keep him with you. I am sure he will benefit hugely from the period of stability and continuity of care you provided for him. Please pass on my thanks to your team"*

- OFSTED's last full inspection in December 2022 commented:



*“The effective use of de-escalation techniques and positive relationships means that the use of physical restraint is low. When incidents do occur, they are safe and proportionate. Children’s Views are sought and taken seriously post incident. Children are seen promptly by health professionals to ensure that the child’s physical and emotional well-being is safeguarded. All incidents of restraint are reviewed by managers and the Local Authority Designated Officer (LADO). On the whole, incidents are examined and monitored to a good standard, and opportunities for learning are identified and shared across the centre to improve practice. The use of single separation and incidents of being “managed away” are used appropriately. Management oversight and permissions continue to ensure that these measures are fair and proportionate”.*

- All young people have 24 hour phone access to the Barnardo’s Helpline and Children Commissioners team on a personal phone in their bedroom. Permission is not required from staff to access these services.
- An Independent Advocate from Barnardo’s attends the Centre weekly and meets with all children individually and leads a monthly Boys meeting.
- In their induction pack, young people, their parents/ carers and community professionals are informed of the Salford City Council complaints procedure.
- Young people have regular meetings with their Social Worker and Youth Justice Worker and can make calls to them.

## 8.2.2 Key Challenges

In the last 12 months, Barton Moss Secure Care Centre has cared for three young people with particularly complex needs. Consequently, they were cared for separately from the other young people at the Centre due to the risk of harm that they presented to other young people and to themselves. Their care required an increase in residential staff, night care staff and one to one education arrangements. Due to self – harm, they required additional specialist health input and at times constant observations. They have all featured in the 2022/23 restraint data as restraints took place to ensure their safety.

## 8.3 Workforce Development

The Strategic Workforce Development Group is a sub group of Salford Safeguarding Children's Partnership, Salford Safeguarding Adults Board and Salford Community Safety Partnership. It's Vision is to help create and develop an effective, confident and skilled workforce across Salford, through the provision of learning and development opportunities. It has a strategic overview of training and workforce development relating to all aspects of Safeguarding across the three partnerships

*The priorities for the working group were as follows:-*

- *Emotional/Mental Health (the safeguarding element such as Trauma informed)*
- *General Safeguarding Children & Adults*
- *Neglect*
- *Domestic Abuse*
- *Exploitation*

The meetings were organised thematically in order to seek assurance that partners are providing relevant single agency training and to identify any gaps in the multi-agency training offer. We also looked at learning from reviews and how best to evaluate the impact of multi agency training on the workforce's effectiveness, confidence and skills

### 8.3.1 Key Achievements

#### **Assurance**

We made good progress with regards to seeking assurance that safeguarding training is taking place across the priority areas by holding themed meetings. Feedback has indicated that for some of the priority areas there seems to be reliance on the multi-agency training, rather than organisations providing this themselves.

#### **Multi agency training offer**

All three partnerships shared updates and information at the meetings. The Multi Agency training offers aim to meet the key priorities, however there were identified gaps in provision, particularly around Domestic Abuse,

specific Neglect Training and exploitation. During the course of the year progress was made to reduce these gaps

#### **Evaluation and impact**

All of the training was evaluated, and a significant majority of the feedback received was positive and complimentary demonstrating short term impact. However, there have been challenges with regards to demonstrating longer term impact of training on practice. It has been difficult to attribute improvements in practice to training / workforce development as these do not take place in isolation. A report was presented to the sub group in September 2022 looking at this.

### ***Learning from reviews***

The Learning from reviews was highlighted as each meeting and in November 2022 the whole meeting looked at assurance that the partners were incorporating the learning into their training courses and ensuring improvements in their practise. It is recognised that more could be done to share learning from national and regional reviews (DHRs, SARs, CSPRs).

### ***Governance***

The membership was revised and it is felt that there is good agency representation with partners regularly attending and contributing to the assurance element of the workplan.

The thematic priorities of the Strategic Workforce Development Group relate to the priorities of the three partnerships. During the course of April 2022 to March 2023 the following were held:-

- Neglect
- General Safeguarding

- Trauma Informed
- Learning from Reviews

Alongside the training programme, SWDG with the support of the Business Units 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 and communications activity has remained paramount with course content updated as appropriate.

The SSCP/SSAB website and e-bulletin has been significantly utilised and updated with specialist information pages, recorded training 7 minute briefing and repositories of information/resources to disseminate learning across a range of safeguarding topics in response to local and national reviews in relation to home safety, impact of the pandemic, role of fathers, child sexual abuse, domestic abuse etc. There have also been a range of bite sized briefing and learning events throughout the year, including SAR Mathew co-hosted with the SSAB, SSCP and CSP, How to talk about Andrew Tate and the SSCP Support and Safeguarding relaunch.

### **8.3.2 What difference has it made?**

- Good assurance regarding general safeguarding training taking place within single agencies. Better understanding of training happening within single agencies, particularly in relation to priorities and gaps.
- Greater awareness of trauma informed training across Salford / GM.
- Better co-ordination of training / learning opportunities with increased SSAB / SSCP collaboration e.g. SAR Mathew Learning event
- Work to look at impact has identified good practice and highlighted a number of actions that can be taken forward to strengthen this area. E.g. maximising opportunities for knowledge transfer – clear expectations of learners, utilising learner agreements, learning diary etc. Some of this was in place but importance needs reinforcing.
- Evaluation and feedback from learning events has highlighted what works well / less well. For example, as well as hearing the key learning and what didn't go well, practitioners like to hear what good practice looks like and what they should be doing.

# 9. Communication and Engagement

## 9.1 The Listening Hub



The Listening Hub is Salford’s central structure to support and promote participation and engagement. The Listening Hub feeds into the Voice of the Child Sub Group. As of November 2022, there were 39 professionals identified as part of the Listening Hub Squad.

As a result of practitioner discussions at squad meetings there have been opportunities to be able to respond to emerging issues which young people may be bringing to squad members e.g. the issue of young people gambling was a theme picked up by the squad which led to the sharing of information and resources across the group and a news feature on the SSCP website.

The squad meetings have also acted as a point of contact for requests for multi-agency consultation activity, particularly when a wide audience is needed.

The Parents for Positive Change group have been active, with a particular project recently focussing on improving the sensitivity of signposting, for safeguarding meetings in public spaces.

Listening Loops are being advocated as a quick and simple method of demonstrating the process of consultation, rationale, process, action and feedback. To encourage the completion of listening loops, a simple guidance document has been produced which is available on the SSCP website and is included in the SSCP Working Together and Refresher training.

### 9.1.1 Key Achievements

- Commitment to completing Listening Loops which are developed to feedback to those consulted with in a “you said, we did format”
- Consultation with the Parents Panel to inform the Support and Safeguarding Guidance
- Consultation on the local priorities for the Adolescent Strategy yielded over 500 responses from children and young people. These responses were used to inform local priorities.
- Review of the SSCP webpage for Online Safety in consultation with children and young people
- Review of the website pages to ensure accessibility for children and young people
- On-going work to co-ordinate engagement and participation across Salford via the Listening Hub. This includes a wider network of representation of views and voices to help shape forward plans and priorities
- Salford’s Listening Standards have been embedded into SSCP training

- The group supports horizon scanning for emerging risks and themes in safeguarding practice based upon intelligence from key stakeholders
- Listening Hub webpages reviewed and updated, to increase the ease of finding information and ensure content is relevant to the audience
- Listening Loop guidance published on the SSCP website and included in SSCP training, to increase their use by professionals and to promote action in line with views and voices of children and families.
- Increased number of listening loops being produced, demonstrating views and voices are being responded to.
- Evolving listening hub squad with increased networking and sharing of knowledge and learning.
- Links with education strengthened through the education subgroup, building on the work of the education listening hub project.

### 9.1.2 What difference has it made?

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 to them, and can make a positive difference into their lives.

The intelligence gathered through the listening hub has been used to drive the work of the partnership and to inform out local priorities for 2023- 2026.

The listening hub co-ordinates all consultation activity across the city to minimise duplication. The Hub aims to share good practice, resources and tools in relation to effectively communicating with children, their families and communities, to maximise impact.

Listening Loops are being used to showcase how professionals and

- Parents group contributed to the “Coming Home” checklist – when cared for children come home from care – this is near completion and will be for all services involved in a cases, where the child is returning home, and the services and parents will be better prepared, e.g. claiming right benefits etc.
- Parents are working on an art project to improve the environment for safeguarding meetings and develop discrete signposting to support parents to find their way to safeguarding meeting. This will reduce the stigma as posters will not say CHILD PROTECTION MEETING and reduce any potential feelings of shame. It will be in the form of an animal trail.

organisations have listened, taken action and provided feedback to those consulted. This supports us to promote public trust and confidence in our partnership activity.

The Listening Hub promotes the Salford Standards for Listening, which were developed in collaboration with children and young people.

## 9.2 Communications Activity

The Safeguarding Children Partnership has continued with a range of communication activity throughout the year. This includes, the SSCP newsletter, maintaining the SSCP website, social media accounts, the production of 7 minute briefings.

The SSCP has a joint Communications Sub group, with attendees from across the core four partnerships. The group seek to identify cross cutting themes, and target and co-ordinate communications activity to maximise reach and impact.

### 9.2.1 Key Achievements

- The Sub Group now has an allocated strategic lead to oversee the work plan. The strategic lead will seek to evidence the impact of communications activity across the partnership.
- Work has been undertaken to improve the SSCP website. This included updating and reviewing the context, adding new pages, improving flow and meeting accessibility standards.
- Collaborative work leading to a significant achievement on the Education page, with new content and resources for schools and education professionals, with an almost 3-fold increase in users compared to last year.
- Good partnership working on the water safety campaign which was developed in response to learning from local reviews. This work ensured that water safety in the home features alongside outdoor water safety messages.
- Good partnership working on projects including the launch of the “Support and Safeguarding” Guidance, safeguarding babies comms and online safety.
- Timely publishing on monthly news pages, with analytics showing consistent page views each month.
- SSCP Communication Strategy has been drafted.
- 7 minute- briefings continue to be the most accessed page on the website. This enables the SSCP and agencies to disseminate thematic learning from case reviews.
- The comms group is developing a work plan which will include proactive and reactive comms campaigns.
- There is regular consistent attendance at the sub group from across the partnerships.
- A comms request form has been developed and shared across the partnership. This will support connectivity between the sub groups and help strategic leads to share and distribute key messages.
- Information from the comms sub group on activities across the Boards and Partnerships has informed the SSCP news pages and e-bulletins.

## 9.2.2 What difference has it made?

**SSCP Website:** Where there has been keen interest from subject specialist colleagues, great developments have been made on particular pages. For example, the Salford Safeguarding in Schools Advisor and Schools Workforce Development Officer, have collaborated with the SSCP Participation and Communications Lead to overhaul the education page, design a new layout and create new content, offering a wealth of resources for schools and education professionals. They provide updates when information, legislation and resources change and promote the webpage as a leading source of information to inform practice. **A comparison of 'page views' on the education page between 2021 and 2022 shows a significant increase in its use. In the calendar year 2021 there were 479 visits to the education page. Data from 1st January 2022 to the 17th November 2022 showed there were 1366 visits to the education page, nearly triple the use of the previous year.** Whilst the Covid-19 restrictions in 2021 may have impacted the use of the website due to other priorities, it could be inferred that the collaborative efforts to improve and promote the site this year have led to an increase in use. The volume of visits also emphasises the need for content to be relevant and up to date.

The news page has proved a key tool in supporting both communications and workforce development activity and can offer a quick response to emerging themes. **For example, following a number of reviews which related to safeguarding babies, news items on babies were featured each month over a 6-month period, with links to further information, resources and training.** Themes included: safe sleep, coping with infant crying, safety in the home, water safety, and safeguarding review findings. **The news page features in the top 5 pages viewed on the website.**

Below is a comparison of the website use between this and last year:

Date type	01 <sup>st</sup> April 2021 to 31 <sup>st</sup> March 2022	01 April 2022 to 31 <sup>st</sup> March 2023
Total Users	12,458	13,729
Total page views	59,892	60,939

Overall, there has been an increase in website use this year compared to last year in terms of pages viewed and number of users.

Below shows the top five visited pages this year with the number of page views:

Page	Number of views
7 Minute Briefings (Professionals section)	4,789
SSCP training programme (Professionals section)	2,836
Bridge referral process (Professionals section)	2,608



Page	Number of views
Policies and Procedures (Professionals section)	1,884
Education (Professionals section)	1,505

### Comms projects:

**Water safety in the home** - In response to a number of SSCP safeguarding reviews involving babies and young children, water safety was identified both within the SSCP business unit and at the Safeguarding Babies sub-group that more information and advice on this subject needed to be shared. Whilst this had been featured on the news pages earlier in the year, the SSCP Participation and Communication Lead identified that water safety in the home could be promoted alongside the wider summer outdoor water safety campaigns discussed at the multi-agency comms task group.

The SSCP Participation and Communications Lead worked in partnership with health colleagues to pull together key pieces of information to be shared with the public. Via the communications sub-group this was then used as part of the wider water safety campaign promoted on Salford City Council social media channels. The SSCP Participation and Communications Lead also worked with colleagues to have water safety in the home added to the 'Essential Parenting App', as this was identified as an information gap.

**Online Safety** - As a result of an SSCP Listening Hub event on online safety, a project emerged to work alongside young people to develop some online guidance for adults. In June the SSCP Participation and Communications Lead and the IT project lead for Safeguarding and Quality Assurance Unit met with the youth council to discuss the project, who later submitted their thoughts on online safety. The IT project lead for the Safeguarding and Quality Assurance Unit subsequently provided new content, for the SSCP webpage for young people on 'online safety'. In November 2022 direct quotes were obtained from another young people's group, for inclusion across the webpages. The plan is to build on these, obtaining more quotes and making this a feature of the pages for professionals, parents and young people.

# 10. Voice of the Child

## Voice of the Child Sub Group

Listening and responding to the views and voices of children and young people is a golden thread that runs throughout our Safeguarding Children Partnership arrangements. We have a dedicated Voice of the Child Sub Group that co-ordinates consultation activity across the partnership. The group has representatives from the Youth Council, Fight for Change Council, SEND forum, LGBTQ+ groups, young carers and young people who are home educated. The group discusses key issues with the representatives to gain a young person's perspective. Information about what matters to children and young people has been used to inform our local priorities across the partnership.

To promote participation across the city, Salford also has a Youth Mayor, a Specific Home Educated Young People's group, a Young Person Technology Committee, a Traveller Site Youth Group, 4 LGBTQ+ groups, a CAMHS LGBTQ+ Group, a 42nd Street and Orthodox Jewish Young Person's Group, YP Question Time (where young people had the opportunity to ask leaders questions and raise key issues) annual Youth day to celebrate the contributions of Young People in Salford and an Inspiring Youth Leaders Programme (through the Rio Ferdinand Foundation).

### 10.2 Key Achievements

- Salford is working towards becoming a Child Friendly City.
  - Youth Groups have access to £5K & they decide on how this is spent.
  - YP consider items before the 0-25 Board meetings and contribute views
  - There is a strong political support/ open door for young people in Salford
  - Salford has a virtual listening hub. 2 minute video produced by YP
- which explains why listening to their voice is important.
- Salford now has agreed standards for listening to children, young people and their families.
  - Several examples of young people shaping policy and practice- edge of care, route 29 service, writing Job Descriptions to support recruitment, reframed the Neglect Strategy, GMP stop and search initiative and consulted on the adolescent strategy.
  - Supported the roll out of the Mind of My Own app which encourages professionals to systematically hear the voice of children and young people and respond to them.

- Safeguarding video produced by young people to help others understand different service levels and which agencies support families.
- Young people have contributed to the E-Safety pages on the SSCP website
- Youth Council played a key role in delivering the Seldom Heard Event
- YP identified mental wellbeing as a priority for them. In response, the Voice of the Child Group received funding from the Youth Well-being fund and support the project, which included gardening at the Beacon Youth Centre and beginning the budget cooking resource
- YP attended the IRO training event
- YP from the group also participated in discussions on discussions / info on Gypsy Roma Traveller history month, and Pride to gain an insight into key equality issues.
- Reps from NHS trust and Salford Youth Council have continued to meet on a weekly basis, working on projects including anti-hate crime, and well-being walks with photographer Gwen Riley-Jones.
- SACRE (religious education group), has given an opportunity for young people to influence how religious studies are delivered, and to make it as accessible / inclusive and what makes good religious studies in schools. Young people have attended this group and had an influence on future education.
- Salford's 2 Members of Youth Parliament (MYP's) attended the House of Commons, representing Salford young people on a UK wide level. MYP's delivered a well-being focus group to contribute to UKYP national research towards the national campaign. Both young people took the opportunity to speak on mental health issues from their perspectives.
- YP from the Voice of the Child group attended the British Youth Council Annual conference and the Regional Youth Voice structures called - Youthforia was attended by 4 young people (2 MYP's & 2 others).
- YP from Salford attend the Greater Manchester Youth Combined assembly (GMYCA) meetings & the development day have been attended by the 2 rep - work has included promoting the Our Pass (discounted travel), Stop and Search issues (with Greater Manchester Police).
- Youth Council attended the climate change event at RHS Bridgewater, engaging in the different activities, and discussing opinions on green issues. – The young people then carried out consultation work with young people in parks on behalf of Neighbourhood Management and Park Ranger Service.
- Youth Council are planning a conference for year 5s in Primary school of issues of Hate Crime. They have filmed some short examples and a map celebrating multicultural influences e.g. food, fashion and music – look at where inspired from.
- The Fight for Change Council have reviewed documents for the Fostering team and supported the consultation on Young People's health assessments with the Health Team. The Fight for Change council young people planned the Youth led Community Parenting Team, e.g. exercises – on assessments and how intrusive they were and how workers come into your life, interrogate you and then disappear.
- Mind of My own now embedded and use is increasing, slowly with up to 50 statements per month from Salford young people. All service reported on their use. Case studies being developed to identify impact
- The Making Your Mark ballot and elections for the Deputy Youth Mayor election were held in March. The North West Making Your Mark vote resulted in the key subject areas with the highest votes will lead to work on these issues in 2023/4 – they are cost of living, mental wellbeing and safety in public places
- The Listening hub has contributed to the following projects;
  - Wishing Tree Project (CVS and Lowry and Family Hubs)– on

Salford's services for families)

-Panda Unity Survey on patients experiences

-The GM Bee Well Survey on young people's mental well being

- Special Educational Needs survey – SEND parent carers survey.

### 10.3 What Difference has it made?

- Young people will be able to view the video and have a greater understanding of the changes to the SSCP and the levels and stages of support and which services sit under these at each level.
- Young people's views informed the strategic direction of the adolescent strategy.
- At the Seldom Heard event, groups of young people who are more marginalised received pledges from senior leaders and had the opportunity to make changes e.g. Bridgewater LGBT+ group met with schools reps on Physical education and gender identity issues. This will influence practice in some schools.
- At Holocaust Memorial Day event young people spoke about the difference they could make as young people and how they would support and encourage other young people to challenge hate and discrimination and it was everyone's responsibility.
- As a result of the Mental Well Being project (with Salford University), this work highlighted the importance of responding to Mental well-

being with senior leaders and made good links with Salford University, and the impact art can play with wellbeing.

- The involvement with SACRE and the consistent presence of young people on the termly meeting means young people have the opportunity to review content of Religious education delivery in high schools and have a say in this.
- The two members of Youth Parliament both speaking in the House of Commons, showcased the strength of youth participation in Salford on national stage, and the confidence of the young people to contribute to a national debate on mental health services and high levels of need – adding to national voice on the young people mental health crisis and poor service response.
- Youthforia focused on responding to Hate crime and Black History encouraging schools have the power to add in what they want into the history curriculum and who influences history.
- Mind of My Own case studies are being compiled locally.

### 10.4 Key Challenges and Priorities for 2023-24

- Engagement with schools remains a challenge. 4 high schools do not engage with the youth voice agenda despite the Youth Participation lead, making contact and making the process of voting in the Making Your Mark vote very easy to do.
- Requests for young people for youth voice work regularly ask if young people can come out of school to be able to participate. This is usually to fit into adult meeting times. Given the importance of school attendance, those wanting to involve young people need to factor in school attendees when setting meetings. We should not be promoting young people's absence from school.

# 11. Safeguarding Effectiveness

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.

We seek to ensure that partners are fully informed about how we are doing as a partnership to generate a whole systems view.

A quarterly “how are we doing” report is generated by the Safeguarding Effectiveness Group, to draw together analysis of available evidence and recommendations. This is shared across all sub group members to ensure that there is clarity about what we are doing well, and areas for improvement.

## 11.1 Safeguarding Effectiveness Strategy



The safeguarding effectiveness framework can be found here:

<https://safeguardingchildren.salford.gov.uk/professionals/safeguarding-effectiveness/>. The framework creates standards for safeguarding against which all partners can quality assure their practice.

There is a multi-agency scorecard of key performance measures, charts and a short narrative for each measure is produced on a quarterly basis. The SSCP undertakes activity to ensure that there is an effective performance management cycle that is strengths based and keeps the lived experience and outcomes for children at the centre.

An outcomes summary is produced for the Safeguarding Children Partnership and Executive as a result of a range of evidence captured and discussed at the Strategic Effectiveness Group. The safeguarding effectiveness framework aims to provide learning back into the system- it's core purpose is to improve service provision.

## 11.2 Strategic Effectiveness Group

Whilst every sub- group is expected to understand performance and assurance within its own remit, detailed multi- agency performance scrutiny across the system takes place within the Strategic Effectiveness Group (SEG). The group brings together a range of evidence outlined in the Safeguarding Effectiveness Framework, oversees S11 audits and reports by exception to the partnership. The Group is chaired by the Director of Childrens Social Care with occasional observation and critical feedback from the Independent scrutineer.

In 2022 the group merged from the Safeguarding effectiveness group to the Strategic effectiveness group, the Safeguarding operational group ceased following this merge.

The focus is upon gaining assurances from the wider subgroup around SSCP priorities and understanding how the system is working as a whole.

There has been a journey around how performance is reported and analysed with a multi-agency lens, this has led to further discussions around multi-agency audits and how additional assurances are received.

In Salford, we recognise and accept that safeguarding is never perfect and constant scrutiny is required to ensure that there is continuous improvement evidenced across the system. We adopt a proportionate approach, and recognise that single agencies hold their own accountability and a range of evidence is required at a single and multi- agency basis to offer reassurance that all parts of the system are working effectively, both individually and collectively, to safeguard children.

Measures of outcomes for children are clearly the most important ones to assess but measuring the effectiveness of the system also requires a focus on inputs and outputs as well as outcomes.

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

### 11.2.1 Our Evidence Base



### 11.2.3 Summary of Activity

During the reporting period the SEG has considered thematic reports from across the partnership to gain assurance in relation to the following areas:

- Strategic Workforce Development Subgroup
- Contact Challenge Analysis Impact
- Homes for Ukraine
- Child Sexual Abuse subgroup
- Exploitation subgroup
- Voice of the Child Subgroup
- Homeless Young People protocol
- Strategy Meeting thematic analysis
- Support and Safeguarding Guidance
- SSCP Strategy and Business Plan
- SSCP Business Manager's report
- Safeguarding Adolescents subgroup
- Practice Review subgroup
- Missing From Home Service
- CP specialist Network
- SSCP Listening Hub
- SSCP Communications

A quarterly "How are we Doing?" report has been provided to the SSCP for on-going oversight, scrutiny and assurance in relation to the effectiveness of safeguarding arrangements for children in Salford. The SEG maintains a formal risk register which tracks the progress of areas of uncertainty for the partnership.

### 11.2.2 Key Achievements

- The SEG has maintained a forward plan for scrutiny and assurance during the reporting period which has been aligned with other boards.
- The SEG has maintained consistent attendance from across the partnership.
- The SEG has scrutinised a range of evidence and has challenged and sought assurance on safeguarding activity. Areas for concern have been escalated effectively to the SSCP and Executive to achieve resolution.
- There has been focus on continuous improvement and evidencing impact.
- The SEG has continued to horizon scan for emerging themes in safeguarding practice and established task and finish groups where appropriate.
- The SEG has developed and maintained a risk register.

Where necessary, risks are escalated to the SSCP and Safeguarding Executive to support resolution in a timely manner. The Risk register is updated on a quarterly basis. This ensures that there is transparency across the partnership and a commitment to continuous improvement. This also supports the partnership to target improvement activity based upon a local needs analysis.

A culture of high support high challenge has been supported to develop with key professionals making observations and suggestions on where and how assurances are given, this has led to several short term task and finish groups who focus on areas where additional assurances are required.

## Task and Finish Groups

As well as seeking assurance and scrutinising multi agency practice in relation to local priority areas, the SEG has co-ordinated a number of task and finish groups to drive a culture of continuous improvement across the partnership, in response to emerging themes in safeguarding practice.

In August 2022, the SEG considered a spotlight report from the Homes for Ukraine task and finish group. The multi-agency group was established in March 2022, in response to the displacement of Ukrainian nationals following the invasion by Russia, and the Homes for Ukraine Scheme that was implemented by the British Government. The group aimed to co-ordinate the local response and to consider the safeguarding arrangements in place for the scheme. Local practice guidance was developed to support agencies to determine the suitability of proposed placements and any potential risk indicators that may deem a host unsuitable. Having a robust local safeguarding checks process in place supported the partnership to identify when a host was unsuitable and promptly resulted in a “failed” check, ensuring that the safety of displaced Ukrainian Children in Salford were safe and appropriate.

The national issues in relation to the availability of Tier 4 beds has been overseen by the SEG and captured within the risk register. In response to Local learning identified, an escalation to NHS England and the Safeguarding Executive was co-ordinated, with a request for some beds to be ring fenced for Greater Manchester. The aim of this escalation was to pool resources to create more capacity across the system. Assurance was received that the LPC is working hard with neighbouring and placing LPC’s to ensure that delayed discharges are reduced and that children and young people are repatriated back to their locality where clinically indicated and that flow is maintained. This ensures that there is no delays in access to inpatient units when required.

In Quarter 2, the SEG considered a spotlight report in relation to the Homeless Young People protocol. The joint protocol was developed in response to the Southwark ruling / guidance and was updated in 2018 to reflect new duties introduced by the Homelessness Reduction Act 2017. The SEG recommended that the joint protocol be revised. This now utilises the new Bridge Housing Options Advisor role and Early Help services to prevent and reduce the risk of young people becoming homeless.

A task and finish group was established in November 2022 in response to changes in legislation regarding Liberty Protection Safeguards (LPS) and the Mental Capacity Act. The multi-agency working group aimed to co-ordinate the local response to the changes. A local pathway and guidance document was developed and this was shared across the partnership and published on the SSCP website. A recorded briefing is also available on the website, along with an interactive



Bite Size Briefing which is accessible to partners. The impact of this activity is an improved awareness of LPS and DOLS across the partnership, which will support in improving practice approaches.

A recurrent theme from local case review activity highlighted the need for a targeted approach to improve the application of statutory safeguarding procedures across the partnership. In response, a task and finish group has been established to co-ordinate our local response. Local pathway and practice guidance is to be implemented along with a 7 minute briefing and training session to support partners to understand their roles and responsibilities as part of a strategy meeting and Section 47 investigation. The SEG has scheduled a repeat audit to review progress and impact of this activity.

In response to a Child Safeguarding Practice Review commissioned by the SSCP in 2022, a task and finish group was established to consider the local approach to Perplexing Presentations and Fabricated/ Induced Illness (PP/FII). Multi agency practice guidance has been established, based upon the THRIVE model and a training package is now available, which will be delivered three times per year. The impact of this activity is that there will be an increased awareness across the partnership of PP/ FII case management. Up to date relevant training will be available for the partnership that incorporates RCPCH guidance.

### Update on Independent Scrutineer Analysis (from March 22)

In response to the annual Independent Scrutineer's report, an action plan was developed and overseen by the SEG. Some actions were directed to the relevant sub group to progress, and provide overall assurance into the SSCP.

The SEG has continued to support conversations at a local and regional level in relation to funding arrangements for the SSCP. The need to agree a more equitable long term funding base for the SSCP has been escalated to the Executive and Salford are contributing to wider work to address this issue across Greater Manchester; co-ordinated by the joint Business Managers and Independent Chairs Group.

There have been on-going and determined efforts from partners to develop a meaningful dataset to inform the SEG. The aim is to improve analysis capacity so that the partnership receives a multi-agency picture of activity related to the agreed priorities. This has been a challenge over the last year, and partners have now agreed on their contributions to the dataset to support this analysis. This will be kept under review. The work to improve the SEG dataset will enable partners to have a more holistic view of safeguarding performance and support more meaningful discussion during the meeting. The review of the dataset will ensure that performance data from across the partnership is available for scrutiny. This supports partners in understanding safeguarding effectiveness, and in identifying any gaps in safeguarding provision so that we are clear on where to target improvement activity.

The development of a three year strategy for the SSCP enables shared priorities and improves alignment across the statutory boards/ partnerships in Salford. This supports effective forward planning. The business managers are able to identify cross cutting themes and target safeguarding activity to improve practice within these areas. Greater alignment reduces duplication of effort and makes the system more efficient. The development of a three year strategy also enables sub groups to gain momentum and evidence progress and impact within individual work plans, as opposed to re-setting on an annual basis, which was previously the process. Each group has worked to refresh outcome statements so that the focus is clear, in relation to what we are seeking to achieve and improve for children.

### 11.2.4 What difference has it made?

SSCP partners are assured about the effectiveness of safeguarding arrangements in Salford and can act on the recommendations made by the Strategic Effectiveness group to further enhance communication and multi-agency working in order to safeguard children and young people.

Performance data has been challenging to extract from some areas in the partnership leading to discussions around the development of a more structured and dedicated sub group which focuses in on this area.

A simple way to evidence impact has come from a recent thematic audit of the Voice of the child, following the listening hub and the launch of the Mind of my own app, 75% of children's files evidenced clearly the VOC.

It is anticipated with a more dedicated sub group further evidence and analysis alongside assurances will be given to SEG in areas identified by the group.

### 11.2.5 Key Challenges

- The overhaul and re-development of the Performance Data Scorecard has been a challenge in terms of partner agencies identifying and submitting relevant and useful data
- The merging of two groups Strategic Operational Group and Safeguarding Effectiveness Group into one group has been a challenge in terms of agenda size and limitations of time
- Time to spend understanding and analysing information in relation to QA activity and performance data has been challenging.

### 11.2.6 Priorities for 2023/24

- To review the function and effectiveness of the group
- Further develop and enhance the multi-agency performance scorecard which may lead to the creation of a further sub group
- To ensure that SSCP priorities are consistently embedded across the partnership and underpin the focus of the workplans in each sub group
- To drive the evidence of the child in each sub group and narrative report provided
- To fully understand and analysis the impact the partnership is having on the lives of children and their families across Salford.

## 11.3 Section 11 Summary

### 11.3.1 Background

A Section 11 Self-Assessment based on the agreed Greater Manchester template was sent out to partners in September 2022. The GM template has questions based around the following themes over three sections:

Section 1: A culture of safeguarding children in the organisation

Section 2: A safe organisation

Section 3: Voice of the child, parents and staff

In addition to the three sections above, Section 4: Salford specific themes includes areas that have been highlighted as a priority for Salford i.e.:

- Neglect Strategy
- Complex Safeguarding
- Professional Challenge & Escalation
- Learning from Reviews

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

**Red**- Standard not met (action required)

**Amber** – Standard partially met (action required)

**Green**- Standard fully met (no further action required)

### 11.3.2 Summary of ratings for all four sections

Of the 25 agencies who submitted on the agreed GM template, no organisation gave themselves an overall evaluation of **Red** for any of the four themed sections.

4 agencies rated themselves as **Amber** overall for Section 1: A Culture of safeguarding; 21 rated themselves **Green**

5 agencies rated themselves as **Amber** overall for Section 2: A Safe Organisation; 20 rated themselves **Green**

4 agencies rated themselves as **Amber** overall for Section 3: Voice of Child / Parents / Staff; 21 rated themselves **Green**

11 agencies rated themselves as **Amber** overall for Section 4: SSCP related themes; 14 rated themselves **Green**

The joint highest number of Green responses (96%) across the partnership was regarding: i) A clear line of accountability and ii) A culture of listening to staff. This is a positive indication of partner agencies recognising the importance of accountability for safeguarding within the organisation and of listening to staff for both individual decisions and the development of services.

The section which has prompted the lowest number of Green responses and therefore where agencies have identified areas for improvement relates to SSCP priorities – specifically around recognising and understanding the impact of Neglect (64%), recognising and responding to Complex Safeguarding (64%) dissemination of learning from reviews (68%) and testing that learning from reviews is embedded (60%). This suggests that further work needs to be done by SSCP and its partners in terms of ensuring learning is disseminated and embedded across agencies and partners are fully engaged in any strategic priorities.

Education submitted a separate combined summary report for Schools which was included as an appendix to the Section 11 overview report. 110 schools submitted self-assessments and the summary report deems that overall all four sections are Green although there have been some actions identified around reflective supervision, consultation in community languages, promotion of the ‘low level concerns’ policy, and a framework for embedding and auditing learning from reviews.

### 11.3.4 Breakdown of responses by Section

#### Section 1: A Culture of Safeguarding Children within the Organisation

21 organisations rated themselves as Green Overall for this section, four were Amber and none were Red.

**1.1 A clear line of accountability for the commissioning and / or provision of services designed to safeguard and promote the welfare of children**

24 agencies rated themselves as Green for this statement (96%), one was Amber and none were Red.

**1.2 A senior Board level lead to take responsibility for the organisation’s safeguarding arrangements**

23 agencies rated themselves as Green for this statement (92%), two were Amber and none were Red.

**1.3 Arrangements which set out clearly the process for sharing information with other professionals and with the Partnership**

20 agencies rated themselves as Green (80%), five rated themselves as Amber and none were Red.

#### Section 2: A Safe Organisation

20 organisations rated themselves as Green Overall for this section, five were Amber and none were Red.

**2.1 Clear whistleblowing procedures**

23 agencies rated themselves as Green for this statement (92%), two were Amber, and none were Red.

**2.2 Safe recruitment procedures for individuals whom the organisation will permit to work regularly with children**

23 agencies rated themselves as Green for this statement (92%), two were Amber, and none were Red.

**2.3 *Appropriate supervision and support for staff***

23 agencies rated themselves as Green for this statement (92%), two were Amber and none were Red.

**2.4 *Appropriate safeguarding children training for staff***

21 agencies rated themselves as Green for this statement (84%), four were Amber and none were Red.

**2.5 *Clear policies in line with the LSCB for dealing with allegations against people who work with children***

22 agencies rated themselves as Green for this statement (88%), three were Amber and none were Red.

**Section 3: Voice of the Child, Parent and Staff**

21 agencies rated themselves as Green Overall for this section, four were Amber and there were no Red Overall scores for Section 3.

**3.1 *A culture of listening to children and taking account of their wishes and feelings both in individual decisions and development of services***

19 organisations rated themselves as Green for this statement (76%), five were Amber, one was NA/blank and none were Red.

**3.2 *A culture of listening to parents/public and taking account of their wishes and feelings both in individual decisions and development of services***

21 organisations rated themselves as Green for this statement (84%), three were Amber, one was NA/blank and none were Red.

**3.3 *A culture of listening to staff and taking account of their wishes and feelings both in individual decisions and development of services***

24 organisations rated themselves as Green for this statement (96%), one was Amber and none were Red.

**Section 4: SSCP Specific Themes**

Section 4 is a bespoke section added on to the GM Section 11 template which allows the SSCP to gauge how well local priorities and learning from local SCRs are being embedded across partner organisations.

14 agencies rated themselves as Green Overall, 11 were Amber and none were Red.

Whilst there were no Overall Red scores for this section, Section 4 resulted in the highest number of Amber Overall scores (11).

**4.1 *Neglect: Staff are enabled and supported to recognise the signs of neglect and understand the impact of Neglect on children***

16 organisations rated themselves as Green for this statement (64%), nine were Amber and none were Red.

**4.2 Complex safeguarding:**

***Staff are enabled and supported to recognise the signs of child exploitation, whether criminal or sexual, and know how to respond.***

16 organisations rated themselves Green for this statement (64%), nine were Amber and none were Red. This represents the second lowest number of Green responses across the partnership.

**4.3 Escalation: Staff are enabled and supported to use the [SSCP Challenge and Escalation policy](#) if there are professional disagreements about a child that cannot be resolved.**

22 organisations rated themselves as Green for this statement (88%), three were Amber and none were Red.

**4.4 There is a mechanism for ensuring that Learning from SCR / Reviews / Audits is disseminated to staff across the organisation promptly.**

17 organisations rated themselves as Green for this statement (68%), eight were Amber and none were Red.

**4.5 There is a mechanism for testing out that learning from reviews is embedded into staff practice.**

15 organisations rated themselves as Green for this statement (60%), seven were Amber, three were NA/blank, and none were Red. This represents the single lowest number of Green responses across the partnership.

### 11.3.5 Challenge Panel 8<sup>th</sup> December 2022

Five agencies were selected to present their Section 11 self-assessment and answer challenge questions from a small panel of Partnership colleagues. The panel consisted of: Independent Chair Salford Safeguarding Children Partnership; Deputy Designated Nurse Safeguarding NHS Salford; Local Authority Head of Safeguarding; Detective Inspector GMP; SSCP Business Manager.

The agencies selected were: Greater Manchester Police, NHS Salford, Local Authority Children's Services, Salix Housing, Barton Moss Secure Children's Home.

Each agency was given an opportunity to highlight key areas of their self-assessment and answer challenge questions from Panel members based on their submission. A separate report was produced and included as an appendix to the Section 11 overview report. Actions identified by the Chair included for example confirmation about the requirement for DBS checks, access to policies and procedures, development of a quality assurance framework, contribution to and attendance at multi-agency training, embedding of Neglect tools. These actions will be monitored together with individual action plans submitted by agencies.

### 11.3.6 Next Steps

A follow up frontline practitioner survey is planned to triangulate the findings of the Section 11 self-assessments submitted by Service Leads.

Strategic Leads will consider how the agreed strategic SSCP priorities around recognising and understanding the impact of Neglect and recognising and responding to Complex Safeguarding can be addressed across the Partnership.

Further consideration by the partnership and individual agencies about how to disseminate and embed learning from reviews and then test that learning has been embedded.

Actions identified in individual and collective action plans will be monitored and progress reported to the Partnership.

# Appendix 1- Budget

Income 2022-2023		Expenditure 2022-2023	
£		£	
	198,825	<b>Staffing</b> <i>SSCP Head of Business and Impact Lead</i> <i>SSCP workforce development manager</i> <i>Performance &amp; QA Officer</i> <i>Participation Lead</i> <i>Training Officer</i> <i>Senior Support Officers x2</i>	305,623
Salford City Council			
Health	120,243	Training	875
GMP	13,500	Office Expenses	4,338
Salford Schools contribution	22,400	Professional Fees (includes child death reviews, case reviews and independent scrutiny)	25,477
CAFCASS	0	Other staff related costs	0
Other (Non-Attendance at training)	0		
<b>Total</b>	<b>354,968</b>	<b>Total</b>	<b>336,313</b>
Balance B/fwd from 2022/23		Balance C/fwd into 2023/24	
93,004		111,659	

The SSCP currently has a healthy surplus balance. We started the year with a surplus of £93k and we have ended with £111k, an in year surplus of £18k.

The in year surplus is due to savings on professional fees and reduced office costs, travel, and training due to hybrid working.



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