

Salford Safeguarding Children Partnership



Annual Report 2024/2025

WHAT is SAFEGUARDING?

WE ARE CRITICAL FRIENDS

CHALLENGE EACH OTHER

WE'VE MADE a DIFFERENCE & WE'VE DONE THAT TOGETHER

A CHILD CENTERED APPROACH

SAFEGUARDING IS EVERYONE'S RESPONSIBILITY

FAMILIES KNOW THEIR NEEDS BEST

THE TEAM AROUND THE FAMILY

the VOICE of BABIES is IMPORTANT TOO!

HELP includes FAMILIES & CHILDREN

their OWN SOLUTIONS

the 1st PERSON you MEET is IMPORTANT

WHAT WOULD you do if you saw a BEAR?

YOU are the BEAR

if you work with families & children

be PROFESSIONALLY CURIOUS

HAVE STRONG CONVERSATIONS WITH FAMILIES

MAKE SURE you CHALLENGE WHEN you FEEL SOMETHING IS NOT RIGHT

TYPES of ABUSE for BOYS & GIRLS are DIFFERENT

CULTURAL CONSCIOUSNESS

ASK UNCOMFORTABLE QUESTIONS

ACT on your INSTINCTS

we need to THINK ABOUT INTERSECTIONALITY

CONSIDER the SEND SUPPORT in SCHOOL

SCHOOL ATTENDANCE

EDUCATIONAL NEGLECT

POSITIVE OUTCOMES DEPEND on STRONG MULTI-AGENCY RELATIONSHIPS

ADVOCATES for CHILDREN

EARLY HELP REDUCES RISK

HOUSING

CONSIDER

STAGES of SUPPORT

GETTING RISK SUPPORT

GETTING ADVICE

GETTING HELP

GETTING MORE HELP

SALFORD SAFEGUARDING CHILDREN PARTNERSHIP

THrive

WE WANT TO SUPPORT FAMILIES so THEY CAN

SALFORD SAFEGUARDING CHILDREN PARTNERSHIP

drawn by Becky from WWW.MORETHANMINUTES.CO.UK

Worried about a child

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

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

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

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



Contents

Worried about a child.....	3
Message from the Delegated Safeguarding Partners.....	5
Message from the Independent Scrutineer	6
Partnership Arrangements	7
SSCP Priorities.....	8
Neglect.....	9
Exploitation.....	14
Child Sexual Abuse	17
Children affected by Domestic Abuse	20
Learning from Practice Reviews	24
Workforce Development	27
Education	34
Secure Care in Salford	36
Communication and Engagement	38
Communications Activity	40
Voice of the Child.....	43
Safeguarding Effectiveness.....	48
Local Response to National Reforms	53
Costs to Deliver the SSCP Arrangements.....	54

Message from the Delegated Safeguarding Partners

Thank you for taking the time to read the Salford Safeguarding Children Partnership Annual Report. The report provides information about the work and effectiveness of our local safeguarding children arrangements from 1st April 2024 to 31st March 2025. The report will provide an open, honest view of how partners work together in Salford to keep children safe.

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 is safe, well and able to reach their full potential.

We promote a culture of learning, continuous improvement, support and challenge, as we strive to improve outcomes for children and their families. This culture permeates from the very top of our organisations through to the practitioners whom we so heavily rely upon.

Throughout 2024/2025, the three statutory safeguarding partners have continued to work collaboratively to ensure that safeguarding arrangements in Salford are robust and effective. The partnership continues to implement Working Together 2023 changes, and we are committed to jointly implementing the wider children's social care reforms.

We hope that this annual report highlights the innovative and creative practice that takes place across our partnership and celebrates some of the successes. These successes are only possible through the dedication and diligence of the many professionals working with children, young people and their families across a range of agencies.

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 2025/26.



Becky Bibby
Interim Executive Director of Children's
Services
Salford City Council



Mandy Philbin
Chief Nurse
NHS Greater Manchester
Integrated Care Board



Neil Blackwood
Chief Superintendent
Greater Manchester Police

Message from the Independent Scrutineer

The SSCP Independent Scrutineers Annual Report 2024 – 2025 sets out the breadth of scrutiny activity during 2024 - 25 to measure the effectiveness of the multi-agency safeguarding arrangements for the Salford Safeguarding Children's Partnership.

Scrutiny activity during 2024/25 included:

- Facilitating a Self-Assessment Health Check 2024 of the Salford Safeguarding Children Partnerships (SSCP) readiness to implement Working Together to Safeguard Children 2023.
- Led and chaired a time-limited subgroup to collectively co-ordinate, track progress and ensure that there was no drift or delay in respect of reviewing, implementing and embedding changes in response to the revised Working Together to Safeguard Children (Dec 2023).
- Undertook an Independent Scrutineer's Multi Agency Deep Dive: Quality Assurance of Education, Health and Care Plans (EHCP).
- Provided scrutiny and oversight of the SSCP Section 11 Safeguarding Self-Assessment 2024 and chaired the SSCP S11 Challenge Panel, 02/12/2024.



The Independent Scrutineers Annual Report for 2024/25 provides strong assurance for the leadership and governance of the SSCP; working in partnership arrangements; voice and influence of children and families; communication and information sharing; learning; training and development.

The Independent Scrutineers evaluation is that there are strong and highly effective children's safeguarding arrangements in Salford, with a high level of commitment from strategic leaders, partners, the wider children's safeguarding workforce and the subgroups, who drive forward the strategic priorities and work of the SSCP.

There is a well embedded culture of openness and reflection, with an aspiration to innovate, learn and continuously improve.

As a highly effective partnership with well-established and robust governance arrangements, SSCP welcomed Working Together 2023, reviewing local arrangements and implementing changes in a timely way, during 2024.

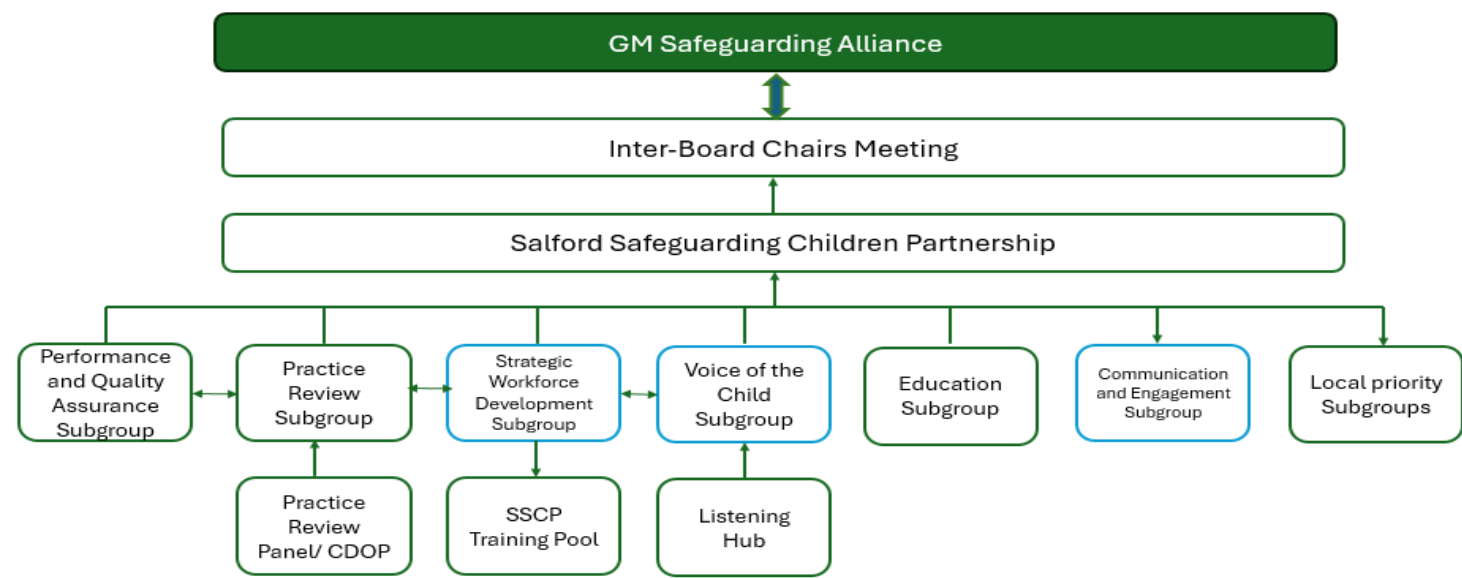
Salford are in a strong place to take forward the reforms for Families First - Family Help in children's services, co-producing with the Partnership, integrated multi-agency services.

A handwritten signature in black ink that reads "Mel John-Ross". The signature is written in a cursive, flowing style.

Mel John-Ross
Independent Scrutineer for the Salford Safeguarding Children Partnership

Partnership Arrangements

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 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 Business Unit undertake the management and support function of the partnership. Task and Finish Groups are established as necessary to progress specific safeguarding projects. This model allows partnership meetings to focus on practice and outcomes, rather than administration.



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, Young People and their families 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.



Neglect

Neglect has been a priority for the SSCP since 2014 and was flagged by OFSTED 2018 as “The Local Authority’s neglect tool is not consistently used to good effect by social workers or partners. This sometimes leads to delays in escalating concerns about children who experience inconsistent and neglectful parenting” (OFSTED, 2018). Work in this area has significantly developed as evidenced in more recent ILACS.

The Thriving Families and Neglect Strategy (2023-2026) informs the work of the multi-agency neglect subgroup. A key focus is enabling the workforce to recognise and respond to neglect and lead and co-ordinate a multi-agency approach to improve outcomes for children and families impacted by neglect.



Key Achievements 2024/2025

- Neglect Social Care Champion introduced to strengthen the recognition and response to neglect and embed the learning from a Child Safeguarding Practice Review. Consultations are offered from the Champion to support understanding of impact to children.
- Welfare Rights and Debt Advice Service Managers provide consultancy support to the Salford Schools Partnership which identifies where a service is required and delivers an early intervention.
- Greater Manchester Police have delivered a cross force training programme on neglect particularly where officers are using powers under Police Protection. Child centred policing is a force priority and less serious crimes are reviewed by a Child Protection Detective Sergeant who is working closely with uniform staff to upskill them and prevent unnecessary delay on crimes.
- Reduction in the number of children experiencing the harmful effects of poverty and improved well-being for adults as a result of income maximisation.
- Educational neglect briefings led by the Safeguarding in Schools Officer to raise awareness on the impact of neglect

with Designated Safeguarding Leads. Education is the third biggest referrer for neglect following Police and Health.

- Neglect Systems Leaders group drives the practice and response to neglect.
- Multiagency Neglect Window of Practice report (December 2024) identified:
 - Reduction in the number of contacts to the Bridge for neglect from 3052 in 2023 to 1714 in 2024.
 - Reduction in the number of children on a child protection plan under the category of Neglect from 257 in 2020 to 156 in 2024.
 - 26% of children on a child protection plan under category of neglect in 2024 compared to 50% in 2021.
 - Reduction in the number of children referred for Rapid Review / CSPR where the main reason is neglect from four in 2023-24 to none in 2024/25.
- 83% of audit cases were assessed as GOOD on multi-agency intervention in 2024 compared to 20% in 2020.
- GPs have received bespoke training on neglect following on from Serious Incident Notifications and Rapid Reviews.

- Progress made with Registered Housing Providers exploring good referrals and case management system change to prompt consideration of the Thriving Family tool. As agencies often within the family home this is a significant development
- Neglect Subgroup is well attended by multi-agency partners ensuring commitment and buy in to the action plan and strategy.
- Youth Summit September 2024 captured the voice of young people to influence the Neglect Strategy. The young people fed back that there had been positive progress with the neglect strategy scoring the work of the subgroup 4/6 overall and that they would like a clear offer to be developed around per support in recognising and responding to neglect.

What difference has it made?

Over the last year the training around Neglect and the Thriving Families tool has significantly developed including multiagency lunch bowls on the Thriving Families Tool. In September 2025 the Neglect subgroup will be delivering the fourth Neglect Conference which has seen good multiagency attendance and feedback around learning is clear from the evaluation that has been undertaken. Staff from Education, Health, Social Care, Early Help, Housing, VCSE sector and GMP have been trained to use the Thriving Families Tool and raise awareness of Neglect and Z cards are being actively used by police colleagues to support response and recognition.

The Neglect System Leaders have continued to support their service areas in raising awareness of neglect and the importance of early response through offering Early Help. Children subject to a child protection plan under the category of neglect has seen a 15% reduction since 2021. On 30/06/2024 there were 423 children subject to a child protection plan, of which 146 (35%) had a category of neglect. This is a lower proportion than in previous years. There are now 35% of children subject to a CP plan under neglect, from the peak of 50% that we saw in 2021. This is an early indicator that the early help and support is starting to have an impact for children and families. 7 of the children made subject to a child protection plan with category of neglect in April – June 2024 was their 2nd or subsequent CPP. The proportion of CP starts where it is a replan has reduced in the last 12 months.

Salford School Partnership aims to build trust and improve communications across agencies so that information sharing is effective and appropriate. Partnership meetings 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. 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. Due to Welfare Rights also being present at these meetings the earliest support is given to families who are experiencing financial hardship reducing neglectful situations for children.

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.

Police Powers of Protection have reduced from the peak which we saw in November/December of 2023 which is encouraging and shows the proportionate approach that has been taken and that learning is being embedded through the child focused work of GMP.

Child Protection plans have been strengthened to ensure the Thriving Families tool is part of the plan to evidence the support and need of families. Corporate Parenting Principles have been developed to promote the physical and mental health of our cared for children with the emphasis on this being a shared responsibility which were developed following learning from a Child Safeguarding Practice Review.

An in-depth overview has been completed to understand the impact of training around neglect for practice and outcomes for children and families. The findings detailed that the neglect learning and Thriving Families Tool briefings (TFT) are having a positive impact on practice. Staff are demonstrating increased confidence in working with families and having “difficult conversations” when concerns about neglect are raised. The best outcomes for families are achieved when strength-based approaches are adopted and co-production is evident. In addition, the TFT is proving to be an effective resource for practitioners when working with families and for managers when supervising staff, setting action plans and reflecting on practice. However, it is to be noted that not all staff are using the TFT as a resource for neglect and some still view it as an additional assessment.

Key Challenges

There has been investment, support, and training since the launch of the strategy. We know however that there are still challenges in completing the Thriving Families Tool from the partnership and few referrals to The Bridge are being supported by a Thriving Families assessment. We know for our impact report that where the Thriving Families tool is being completed it leads to a better understanding of the impact of neglect with families. The Thriving Families Tool is currently going through a redesign, and a co-production event will take place in autumn 2025 with parents.

This data shows us that there is a further promotion needed of the TFT in particular with Health Visitors and Midwives and there is now a dedicated rep form the 0-19 service on the Neglect Subgroup. Quarterly lunch bowl sessions are continuing to take place led by the neglect System Leads to maximise reach to our key partners coupled with the Neglect Conference. The Impact report will enable key gaps to be understood to drive the strategy of the subgroup over the next six months. The measure of success will be understood through repeat child protection plans, use of the thriving family tools, contacts through the front door and learning from our Practice Reviews.

Priorities for 2025/2026

- Children and young people to coproduce neglect posters and material to be present throughout schools and community centres to raise awareness, and to encourage peer conversations around neglect and give young people the confidence to talk to a person they trust if they are worried about one of their friends being neglected. Young people’s voice will inform the strategy and help drive forward the necessary changes to improve responses and recognition.
- Quarterly meetings with GMP in recognising and responding to neglect to reduce Police Powers of Protection where appropriate and prioritise child centred policing to ensure early support is provided and Police Powers are used proportionately.
- Multiagency training to continue. The next training is scheduled for the autumn of 2025 in recognising and responding to neglect. This will ensure our multiagency partners are fully informed and confident in recognising and responding to neglect.
- A Relaunch of the Thriving Families Tool will take place in Autumn 2025 following co-production with parents. Our ambition is to ensure the Thriving Families Tool is being completed as early as possible with families to ensure fewer children are harmed due to the impact of

neglect. Practitioners are confident and skilled in applying the tool at the earliest possible stage which will lead to an increase of referrals supported by the Thriving Families assessment.

- Repeat child protection plans under the category of neglect to be monitored through quarterly performance reviews to reflect on multiagency learning and response.
- Impact of neglect report and evaluation of learning to be monitored by the Neglect Subgroup to fully understand journey travelled and a clear understanding of impact and outcomes and the difference that has been made to children and families

Exploitation

Our vision is for all children, young people, and adults 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.



Objectives of Salford Connect:

- A multi-agency approach to support children and young affected by child sexual exploitation, child criminal exploitation (including county lines) and children and adults at risk of modern-day slavery, trafficking and cuckooing.
- Co-located staff
- Sharing of information and intelligence
- Disrupt and prosecute perpetrators of exploitation.

There are 5 priority areas which have been identified.

Priority 1: Preventing Exploitation

"We want everyone who comes into contact with young people and adults to recognise when they are vulnerable to exploitation and know how to respond. We want to prevent exploitation from happening, so that all young people and adults in Salford are safe and able to reach their full potential."

Priority 2: Protecting Young People and Adults from Exploitation

"We want to work together to protect young people and adults from the risk of exploitation. The SSCP and SSAB will strive to ensure that all professionals have the skills and information that they need to recognise and respond appropriately to all forms of exploitation. We will refresh 'Problem Profiles' to ensure the identification of individuals or groups at risk, locations and patterns to enable partners to target professional responses to reduce youth violence, online grooming and abuse. We will ensure responses to children missing from home, care and education are robust. This will link to our 'adolescent offer'".

Priority 3: Communications and Engagement

“We want to improve the information provided to parents, carers and the wider public about Exploitation, so that key adults are empowered with the advice and tools they need to identify risk and keep children and adults safe.”

Priority 4: Listening and Responding to the VOICE of Young People and Adults

“We want to listen to and engage with young people and adults to ensure that we understand what matters to them. We want to use this information to inform our services, and we want to feed back to give them some assurance”.

Priority 5: Safeguarding Effectiveness

“We will hold ourselves to account to learn from data and insight gathered across the system, quality assure safeguarding practice and monitor performance across the partnership to improve outcomes for young people and adults in Salford.

Key Achievements 2024/2025

What difference has it made?

- Peer review highlighted evidence of workers building positive trusted relationships with young people, regular contact and visits.
- Evidence of workers listening to children and supporting them to achieve their ambitions and goals.
- Evidence of parents being supported by the parenting worker and therapeutic SW, increasing their awareness of exploitation and supporting them to reduce push factors.
- Positive feedback from Children and their families about their CONNECT workers.
- We have considered the victim support offer, and the subgroup sought assurance that this is robust and effective.
- Training Needs Analysis completed- provided assurance re the training offer that is available to staff
- Weeks of Action are aligned with GM and comms messages targeted
- S11 Findings from 2024- 60% of returns (15/25) felt that staff are enabled and supported to recognise signs of child exploitation, whether criminal or sexual and know how to respond. 9/25 were amber and 1 was blank. No responses were red.

- Practitioner Survey findings from 2023- 91% are confident that they can recognise signs of criminal exploitation in children / young people and take appropriate action (up from 81% in 2021)
- Inspection findings note that partnership arrangements in Salford are strong and the response to all forms of child protection is effective and established.

Key Challenges

Focussing on developing a meaningful dataset to understand the local demographic/ trends in more detail and ensuring we use the data to inform our workplan

Providing evidence to identify the impact of partnership disruption activity

Understanding of the problems continues to be an issue. CCE and cuckooing require professionals and the public to see beyond the obvious. A young person in possession of drugs or weapons may be being exploited by others. Neighbourhood issues of young people

loitering or visiting flats may be more than public nuisance but are signs that homes have been taken over.

Language is confusing. The term cuckooing may refer to the cuckoo taking over the nest of another bird. This phrase is well known to professionals but in community engagement and discussions with youth services this is not well known amongst those that suffer or engage in this criminality. Trap houses, crack dens or taking over are terms more widely used on the streets. Our front-line staff need to understand this so that they can recognise what they are dealing with and escalate and refer this to Connect.

Priorities for 2025/ 2026

- Ensuring that practitioners are confident in recognising and responding to signs of exploitation
- Raising awareness of exploitation with the public
- Identifying any opportunities for co-production
- Identifying how we could learn from lived experience?

Child Sexual Abuse

The SSCP Child Sexual Abuse (CSA) subgroup is now well established and has consistently met to deliver the SSCP CSA implementation plan. The subgroup membership is made up of key strategic leads from across the partnership. Agencies represented at the group include Greater Manchester Integrated Care Board, NHS health providers, Local Authority, Education and Voluntary Sector colleagues. The key priorities for the group are:

- Understand the local context through Audit and Data to identify themes (including support services)
- Ensure adequate training offer is in place through the Workforce Development Sub-group in line with the CSA Training Needs Analysis for Child Sexual Abuse
- Launch the Sexually Harmful Behaviour pathway
- 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

Key Achievements 2024/2025

The training needs analysis conducted within the first year of the subgroup has shaped the future for workforce development offer in Salford. This includes training resources and briefings aligning with resources from national organisations such as the Centre of Excellence for child sexual abuse, NSPCC and the Lucy Faithful Foundation. The SSCP can monitor the number of clicks on resources on their website highlighting a range of professional use of the resources.

Assurance sought from agencies indicates a high level of activity around workforce development in recognising indicators of child sexual abuse. This includes:

- Whole workforce development across education; all teachers have completed the NSPCC spotting signs of sexual abuse when assessing children's behaviour training.
- Whole workforce development in GMP all police officers completed NSPCC online training for CSA.
- GMP detectives working on the children protection team now have continuous professional development training modules.

- All Designated Leads for Safeguarding in schools receive specific training for CSA
- All staff employed by the NHS are mandated safeguarding training at appropriate levels to their specified role; all levels include child sexual abuse.
- All other services commissioned by NHS Greater Manchester are also required to complete safeguarding training that aligns with national standards.
- Salford hosted the Greater Manchester CSA Roadshow provided by the Centre of Excellence for child Sexual Abuse to support a consistent response to CSA.
- Train the Trainer model funded via innovation funds to improve access to contraception and sexual health services for all young people across Salford. This sustainable model of practice supports all professionals working with young people to make every contact count by engaging young people in conversations related to healthy relationships and consent.

Supporting children and young people to understand the complexities of consent is a thread across agency interventions for all children, this includes:

- The train the trainer innovation project,
- School RSE interventions to understand children's feedback from what they have learnt around consent and safe touch.
- Specialist exploitation nurses and school nurses providing trauma informed individualised sex education, consent, healthy relationships and advice around online abuse.
- Youth Justice offer that includes various forms of restorative justice with the victims and defendants within the HSB (Harmful Sexualised Behaviour) pathway.
- Salford local authority investment in training programmes to increase the number of specialist social workers who are AIMS and ABE trained.
- New HSB pathway launched to ensure evidence-based interventions which includes a whole family approach and the voice of the child in assessments and interventions
- The use of NSPCC resources that offer practical solutions to manage CSA within the family setting.
- Multi-agency audit on Child Protection Plans for Child Sexual Abuse.

The e-safety safeguarding specialist service supports the engagement of children and young people around online safety, and risks related to child sexual abuse. During 2024-25 this includes:

- A co-produced educational YouTube channel holding content aimed at online and social media safety for young people, parents and carers
- Use of approved resources from CEOP, NSPCC, Barnardo's and other accredited organisations.
- Regular online safety sessions for young people/teachers, parents and carers with advanced training for school Designated Safeguarding Leads.

- E safety Essentials and Intermediate training offer to all agencies across Salford
- Targeted direct work for young people to improve understanding of online risk, recognise exploitative behaviours of others and where to find resources and guidance.

At a Safeguarding summit young people via the youth council were presented with information from the work of the CSA subgroup activity and were able to engage in a Q&A session and provide feedback, this includes:

- A good range of multi-agency professionals within the subgroup
- Good offer of free training for professionals.
- They would like targeted workshops for children and young people
- Improve visibility and accessibility content on the CSA webpage for children, young people and families.
- Young people felt some professionals can be judgmental which impacts on children and young people making disclosures.
- Content aimed at children should include humour (e.g. PANTS campaign using Pantosaurus) as it is easier to listen to.

Examples of how the voice of children is captured include:

- Health and social care assessments recording wishes and feelings
- Feedback through RSE in schools demonstrating children's understanding of healthy relationships and consent
- Parent and Youth councils told us how our population want to receive services and care from professionals
- Participation groups such as the safeguarding summit and listening loop provide feedback on good practice and where improvements can be made.
- Improvement feedback at the Sexual Assault Referral Centre has influenced how the centre runs, what facilities are available and how staff engage with children and young people.

Using a window on practice for 2022-23 the subgroup sought to seek safeguarding effectiveness to understand the impact of practice in all cases where CSA had been identified as a risk factor. Using thematic learning from local safeguarding reviews, audits and MASH contact and conversion data the findings aligned with our CSA implementation plan.

- Increased training opportunities and resources on SSCP webpages for agencies.
- Influenced whole workforce development in Education and GMP

- Sought assurance around workforce development across agencies working in Salford.
- Young people scrutinised the work of 4 SSCP subgroups including the Child Sexual Abuse subgroup. Feedback provided positive feedback and made recommendations for the subgroup to consider for year 3 priorities.

What difference has it made?

The subgroup activity has increased awareness of the prevalence of child sexual abuse across strategic leader; this is providing a receptive space for practitioners to start talking about child sexual abuse. Locality commitment and improvements are aligning with the national and regional recommendations with a forward trajectory of a confident workforce to talk to children and families about child sexual abuse that doesn't rely on disclosures.

Key Challenges

Engaging parents around child sexual abuse is a complex and often sensitive area. Surveys in schools highlight poor engagement of parents within these discussions particularly around online abuse.

Priorities for 2025/2026

- Focused activity on the benchmarking exercise against the national Child Safeguarding practice review on child sexual abuse.
- Design mechanisms to evidence confidence in practitioners when talking to children about CSA
- Implement the Northwest CSA Regional CSA Improvement work, resources and training offers
- Design audit activity to demonstrate effectiveness of any implemented northwest resources and tools and impact on safeguarding practice.
- SSCP website focused activity around accessible appropriate resources for children and families related to child sexual abuse .
- Improve accessibility content on the SSCP website and improve search words to link with website.
- 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.

Children affected by Domestic Abuse

Domestic abuse has been a Key priority for the SSCP since 2020. Significant developments have occurred in commissioned DA provision available to victims, children and people who harm. This ensures families are offered the best intervention possible with the core aim to keep families safer.

The Domestic Abuse Subgroup operates to prevent, protect and safeguard children impacted by domestic abuse. Feedback from practitioners and engaging with children and adults impacted by DA helps comms to spread messages across the partnership on shared learning and new developments in service provision.

Key Achievements 2024/2025

- The Domestic Abuse subgroup functions well with consistent multi-agency attendance. This is underpinned by a robust action plan and strategy delivering on key priority areas.
- Further development of the Safe in Salford DA provision. This has improved quality of multi-agency practice through addressing key issues which impact children at commissioners meetings and The Domestic Abuse Board.
- Research in Practice have acknowledged the effective responses to domestic abuse cases across Salford partners.
- Guardian Angels – co-produced campaign with Parents 4 Positive Change launched to encourage neighbours, family members and friends to report DA incidents within the community.
- The ICB have led on the Partnership understanding, approach and responsibilities to Honour Based Violence (HBV). A 7-minute Briefing has been produced, and the HBV Subgroup is now operational.
- Educational leads have promoted school compliance with Operation Encompass. As a result- safeguarding DA leads are in place, social media DA information is up to date, assurance given that schools have information on Harbour (children's domestic abuse specialist service) and resources to support

Pastoral Staff who are responding to Operation Encompass notifications.

- GMP have been proactive in supporting the development of MATAC (Multi Agency Tasking and Coordination). This multi-agency panel meets monthly with a core focus on perpetrators behaviours and aims to reduce the number of repeat incidents and harm to victims of domestic abuse by preventing further related offending, improving victim safety, changing offending behaviour and improving partnership engagement.
- GMP have also implemented CARA – Cautioning and Relationship Abuse-with the support of TLC (Talk Listen Change- specialist perpetrator provider). This innovative early intervention is focussed on domestic abuse offenders who have received a conditional caution.
- MARAC (Multi Agency Risk Assessment Conference) is currently under review across GM. GMCA are co-ordinating with the support of local authority leads. The focus is a standardised approach with cases pre- screened and mandatory attendance by all partners.
- LA Childrens Services have led on implementing 'Safe and Together' training 26 domestic abuse Safe and Together Champions. 50 senior service leads have attended one day training. The model works with the non-abusive parent and

children to stay safe and together placing accountability and responsibility on perpetrators of domestic abuse.

- Redevelopment of the Safe in Salford website to ensure it is more user friendly and accessible.
- Youth Summit voted the children's Domestic Abuse Subgroup most effective and influenced commissioned services on young people's safety planning. Further building on this with a "You Said, We did" report to ensure voice of the child is evident throughout subgroup agendas and workplans.

- Secured additional funding for a service for 0–5-year-olds and pregnant women impacted by domestic abuse, additional trauma informed workers, additional young people who harm workers, increased counselling provision.
- Robust voluntary sector representation and involvement across strategic and participation strands of improving services for families impacted by domestic abuse. This strengthens the voice of survivors and enriches access to data.
- Secured New Burden funding of £270K to strengthen the deliverables of the commissioned service.

What difference has it made?

28% reduction in repeat cases heard at MARAC (Multi Agency Risk Assessment Conference). Significant achievement across the Partnership demonstrating the effectiveness of the work being delivered to families with children impacted by domestic abuse at high-risk thresholds.

Pre-screen introduction for MARAC cases has ensured a reduction in waiting times and ensuring the partnership focuses resources on the right victim/survivors at the right time.

Permeance of domestic abuse funding has enabled services to embed and users of the service to grow more confident in its presence and ability to support them. This is evidenced through increased self-referrals into the service this year.

17% reduction in repeat cases at child protection involving victims of domestic abuse.

Honour Based Abuse subgroup provides a commitment to reviewing training, support and advice across the Partnership on honour-based abuse. This is an emerging area which will inform practice elsewhere.

Additional funding secured supporting new initiatives to address domestic abuse within Salford. This reflects a growing confidence from our partnership agencies, Greater Manchester local authorities, and funders that Salford hosts an effective multi-agency partnership with a commitment to address domestic abuse as a whole family approach.

Key Challenges

Slight increase in domestic abuse across the city means increased in demand on services. Over 70% of victims referred to domestic abuse service had children.

Domestic Abuse Protection Orders are a new initiative but have not yet been implemented in Salford.

Demand on resources- staff time- remains a challenge for agencies across the partnership. This includes releasing staff to attend MARAC or other key meetings, or access to appropriate training resources.

Influencing and establishing agreed school domestic abuse healthy relationship provision remains a challenge. Schools are delivering different and varied content, and the role of the subgroup remains advisory.

Priorities for 2025/2026

- Measuring the Effectiveness of Operation Encompass.
- Analysing repeat domestic abuse referrals which include children.
- Safety planning with young people
- Promotion of the young people's service to increase self-referrals.
- Reduce waiting times to access commissioned services.
- Conduct a mapping exercise to review partnership commitment and response to addressing domestic abuse and development of a joint domestic abuse strategy.

Learning from Practice Reviews

Salford has a strong learning culture focussed on continuous improvement. We seek to learn from every opportunity and use this to improve our services. This includes undertaking 'True to Us' exercises following the publication of National Reviews into tragic cases where children have died or suffered harm, in order that we can seek assurance that safeguarding practice is as effective as possible in Salford.

Locally the Practice Review Subgroup (PRSG) coordinates and maintains oversight of the outcomes of all types of case reviews, both statutory and non-statutory, and provides scrutiny of action plans where learning has identified that frontline practice could be strengthened. The work of the PRSG is aligned with the SSCP strategic priorities.

During the reporting period, thirteen referrals were received from a range of agencies including Police, Children's Social Care, Early Help and Health agencies, which demonstrates the commitment to learning and safeguarding effectiveness by statutory partners. Five met the threshold of serious harm, as determined by criteria outlined in Working Together to Safeguard Children (2023), resulting in a statutory Rapid Review taking place. The SSCP has commissioned 1 Child Safeguarding Practice Review (CSPR).

Key Achievements 2024/2025

There is multi-agency challenge and accountability in virtual panels which have been strengthened during 2024 by inclusion of other agencies, enabling greater transparency. Decision making is overseen by the Independent Scrutineer; thus evidencing the commitment to a learning culture.

- Thematic learning from reviews has informed decision-making for the focus of SSCP QA Panel audits
- Practice guidance is developed, updated, and strengthened as a consequence of learning from reviews.
- Learning from practice reviews is shared effectively and leads to reflection and improvements in safeguarding practice.
- Themed 7-minute briefings are agreed by the PRSG and developed on a quarterly basis
- Bitesize briefings have been facilitated to promote key messages and learning from practice reviews
- During 2024-25 there have been no delays in completing rapid reviews within statutory timescales.
- Learning from other GM and Northwest partnerships is routinely considered at every meeting, along with National learning and high-profile reviews that have received media attention. For example, the "Lilo" review prompted a response from Education and Mental Health colleagues to provide assurance about how Salford responds to neurodivergent children with special educational needs.
- Findings from the National Panel annual reports and thematic reviews are considered with a view to carrying out "True to Us" exercises in some instances. For example, a national briefing about Electively Home Educated children and related learning from Bury prompted a full assurance report from Education colleagues about how Salford supports children who are educated at home.
- A joint Think Family learning event was held and attended by 149 professionals from across the multi-agency

Childrens and Adults workforce. Think Family guidance was developed, and three separate 7 Minute briefings have been published and shared widely. A joint Think Family audit is planned to evidence impact of learning.

- Review of the Practice Review Toolkit
- PRSG maintain a repository of learning available to partners on the SSCP website.
- Recommendations from local practice reviews have prompted escalations to the National Child Safeguarding Practice Review Panel to influence wider systems and processes. For example, the SSCP highlighted concerns to the national panel about the absence of any reference to

exploitation in statutory guidance around exclusions (“Steven”), to influence policy updates. Another example was learning from the “Ursula” review which resulted in the Home Office providing assurance relating to training and safeguarding procedures concerned specifically with the treatment of women and girls.

- Learning from practice reviews is used to inform the forward plan of multi-agency audits. This supports us in identifying themes that may require a deeper dive and closing the loop on activity undertaken by the PRSG to evidence impact.

What difference has it made?

- The most recent S11 practitioner survey highlighted that 79% of respondents agreed that they are helped to understand learning that comes from local case reviews by their manager or organisation (up from 78% in 2021).
- 56% of organisations agreed in S11 self-assessment that learning is shared widely and integrated into single agency training.
- Learning and case review activity is not just aligned to children. Think Family Guidance and related learning materials have been disseminated across the SSCP and SSAB to ensure a streamlined approach to learning and an integrated model of working with regards to safeguarding.
- The annual report from the SSCP Independent Scrutineer highlights that “There is strong evidence of the integration of timely learning from case reviews into training, policy and practice for safeguarding children”.

- 7-minute briefings are the third most visited page on the SSCP website after the Home Page and the Training Programme page. For the period 1st January 2024 – 31st December 2024 there were 7181 views across 3937 users. This demonstrates that learning is reaching a broad range of users, who access the SSCP website.
- Salford have a skilled workforce who have access to up to date, relevant learning pertaining to case review and assurance activity. This enables strengthened practice supporting the workforce to keep children safe from harm and prevents abuse. There has been a reduction in referrals where children have suffered serious harm in relation to Neglect and CSA. This is a positive indication that the work of the Partnership in targeting safeguarding practice in these areas is having an impact.

Key Challenges

- Demonstrating measurable impact of case review and assurance activity remains a challenge. Sometimes it takes time to evidence impact and journey travelled.
- Independent Reviewers fees are very expensive and can have significant implications for the SSCP Budget
- The SSCP does not receive any good outcome referrals. It is important that we commit to learning from what works as well as where things may need to be improved.

Priorities for 2025/ 2026

- Continued promotion of the good outcome review process so that we can learn from what works across the system.

Workforce Development

The Strategic Workforce Development Group is a joint group that supports both the Salford Safeguarding Children Partnership (SSCP) and the Salford Safeguarding Adults Board (SSAB). Its aim is to help build a skilled, confident, and effective workforce in Salford by offering learning and development opportunities and access to resources.

The group looks at all training and workforce development linked to safeguarding. In addition to providing core safeguarding training, it plays an important role in making sure that learning from case reviews and audits is shared and used to improve how we work.

The group focuses on shared learning themes that come up often in reviews. These themes determine the theme of meetings and assurance reports with partner updates. Themes covered for the period were Professional Curiosity, Engaging with Families, Think Family and Views and Voices

The group continues to be well-attended by partners who show strong commitment. This year, it has improved the way organisations provide updates on their workforce activity by also capturing impact of workforce development activity in addition to assurance. These updates are shared in an assurance report during the themed meetings throughout the year.

Between April 2024 and March 2025, the SSCP Business Unit coordinated a comprehensive programme of training to support the development of Salford's multi-agency safeguarding workforce.

To ensure broad access to priority topics, several core courses were delivered multiple times throughout the year. This approach supported wider participation and reinforced key safeguarding messages. Importantly, the training programme achieved a **13% increase in attendance** compared to the previous year (2023–2024), demonstrating growing engagement and demand for high-quality, multi-agency learning.

- 133 training sessions were delivered
- Covering 50 different subject areas
- Reaching approximately **3,153 delegates**
- Representing 26 different agencies

Had delegates sourced training externally, the total cost for the 49 training sessions hosted by the SSCP would have been approximately £322,650. If the SSCP had commissioned external trainers to deliver the programme, the estimated cost would have been around £70,500.

The model used to deliver such a comprehensive training programme has been enabled by the commitment and support of the Training Pool and Training Associates which has had a hugely significant financial impact. The coordination and delivery of the internal training programme has resulted in the SSCP achieving a **cost saving of approximately £393,150**.

Key Achievements 2024/2025

Over the past year, the Strategic Workforce Development Group has supported several important workstreams that reflect our commitment to inclusive, trauma-informed, and community-focused workforce development. Some key achievements include:

1. Lads Like Us – Training on Exploitation and Abuse

The SSCP and SSAB partnered with *Lads Like Us*, two lived experience trainers, to deliver two powerful training sessions in November 2024 and February 2025. The sessions focused on:

- Exploitation
- Grooming
- Abuse
- The importance of professional curiosity

These events were funded by the Violence Reduction Unit and reached 343 practitioners across both children's and adults' services. Feedback highlighted the sessions as insightful, moving, and highly relevant to frontline practice.

2. Safeguarding in the Orthodox Jewish Community

A dedicated working group was set up to support safeguarding in the Orthodox Jewish Community. This group included professionals from the community itself and from local agencies. Together, they planned a **multi-agency event in November 2024**, which:

- Strengthened partnerships
- Promoted cultural understanding

- Helped practitioners work more effectively with children and families from this community

This event was a positive step toward building more inclusive and culturally sensitive safeguarding practice.

3. Supporting Cared for Children and Care Leavers

The Supporting Cared for Children and Care leavers course was introduced to the programme in response to the recurrent thematic learning particularly in relation to the understanding and application of the Corporate Parenting Principles. Most notably the course introduced delegates to the GMYN [‘Hear My Voice’](#) graphic novel that was co-produced with care experienced young people from Salford and featured on the BBC and ITV. The resource is a testament to the invaluable contributions from young people and captures in their own words:

- Their rights
- Their views and voices
- Their lived experiences

This work also promoted the adoption of trauma-informed practice across services that support cared for children and care leavers. It reflects our ongoing efforts to ensure young people are not just heard but actively shape the services that support them.

These achievements are part of a growing programme of work aimed at strengthening collaboration, sharing learning, and building trust with Salford's diverse communities and workforce.

SSCP Priority Areas:

Working to PREVENT Abuse

The group has led or supported several initiatives focused on early intervention and prevention, including:

- Family Partnership Model training and new Building Relationships guidance were rolled out to strengthen practitioner relationships with families.
- The neglect training offer was enhanced with an annual event and regular Thriving Families Tool (TFT) workshops, helping staff respond earlier and more effectively to signs of neglect.
- A long-term impact of training study linked to the Neglect Window of Practice is helping to shape future TFT resources and briefings.
- The Child Sexual Abuse (CSA) training offer was developed further through participation in the Greater Manchester CSA Roadshow, with content aligned to regional and national guidance.
- The SSCP CSA webpage continues to be updated with the latest resources and training opportunities.
- Cultural Consciousness and anti-racism were key themes, though low uptake of anti-racist training has been identified as an area for improvement in 2025–26.

Working to PROTECT Children from Harm

The group supported several activities focused on strengthening the workforce's ability to protect children through meaningful engagement:

- The Power of the Partnership event included a video created by young people and a presentation from Parents for Positive Change, promoting lived experience as a driver of safeguarding practice.
- Feedback from the event will shape future co-production activities and training content.
- The Safeguarding Young People course has been revised to ensure it includes the voices and experiences of children, young people, and families.
- Lads Like Us delivered impactful training on exploitation and abuse, drawing on lived experience to challenge and educate professionals.

Voice of the Child and Adult

While embedded across several areas, this priority is particularly reflected in:

- Core safeguarding training has increasingly focused on capturing the lived experience of those affected, helping to strengthen practitioner insight and empathy.
- Updated training content across multiple courses, placing more emphasis on the views, wishes, and lived experiences of children, young people, and families.
- The co-produced Cared for Children booklet, developed with local young people to reflect their voices and experiences.

Communications and Engagement

The group has worked with partners to strengthen how safeguarding messages and learning are communicated to the wider workforce:

- The SSCP “Latest News” bulletin has been shared monthly, reflecting local and national learning, research, and safeguarding priorities.
- Joint webpages have been launched by the SSCP and SSAB, covering cross-cutting themes like Think Family, Professional Curiosity, and Cultural Consciousness. More themes will be added as learning continues.
- Stronger links with GMCA (Greater Manchester Combined Authority) have helped promote Week of Action campaigns, which have been well attended by Salford practitioners.
- A joint ‘Talking Heads’ project on domestic abuse was developed in partnership with Salford University, Greater Manchester Police, and Safe in Salford.

Safeguarding Effectiveness

The group has contributed to improving how safeguarding impact is measured and understood:

- A long-term impact of neglect training and the use of the TFT was completed, showing positive change in practice and outcomes.
- The Training Needs Analysis process has improved, with subgroups such as Exploitation, CSA, and Honor Based Abuse taking on shared governance to ensure training priorities reflect current risks.
- Local guidance has been developed to support reflective, trauma-informed practice, including:
 - Support and Safeguarding Guidance
 - Building Relationships
 - Reflective Practice tools
- The group has contributed to the development of the ‘Space to Think’ approach, aimed at creating space for reflective conversations in safeguarding work.
- Governance and Partnership Working – A close working relationship with the SSAB Workforce Development Lead has helped align work across children’s and adult services, including:
 - Progressing the Think Family approach
 - Strengthening joint learning from CSPRs, SARs, and DHRs
 - Producing joint resources such as the Equality Act 7-Minute Briefing

What difference has it made?

1. Promoting Equality, Diversity and Inclusion

The group has taken steps to ensure that training and workforce development is inclusive and responsive to the needs of diverse communities. A key example is the success of the multi-agency event with the Orthodox Jewish community, which:

- Strengthened trust and engagement with professionals from the community
- Built practitioners' confidence in working in a culturally sensitive way
- Promoted better understanding of the safeguarding needs of children and families within this faith community

This work has helped to embed more inclusive approaches across the safeguarding partnership.

2. Measurable Impact on Practice and Outcomes

Thanks to neglect-focused training and events, alongside follow-up evaluation and a long-term impact study, we have seen improvements in practice and outcomes, including:

- An increase in the use of the Thriving Families Tool (TFT) to assess and respond to neglect
- More TFTs being started and completed by professionals

Comments from Delegates:

"Reminds me of the importance of asking the question and creating a safe space"

"Deepened my knowledge and understanding of how trauma-experienced children and adults may present and how each person may be affected differently"

"Much more confident when having to deal practically with cases to know the right procedures, who to contact, and the support available"

"The way you reiterated the importance of self-care was pitched perfectly. Getting us all up and moving after lunch was a great idea. It brought light-heartedness after a difficult subject"

"I feel I have more tools in the box to provide the best available support and service to our children and families"

"Good to hear from someone with lived experience about how they feel when they meet the right person to support them"

- A reduction in the number of children on Child Protection Plans under the category of neglect

This shows that the learning provided is being used in practice and is contributing to earlier, more effective intervention with families.

3. Stronger Joint Working Across Children's and Adults' Services

Key achievements include:

- The launch of joint safeguarding webpages, making it easier for professionals to access training and resources including joint themes on Think Family, Professional Curiosity and Cultural Consciousness
- The publication of several joint 7-Minute Briefings, including one on the Equality Act, developed in response to a joint Child Safeguarding Practice Review (CSPR) and Safeguarding Adults Review (SAR)
- A successful joint Think Family learning event which launched the Think Child, Think Adult, Think Family guidance to encourage professionals to understand how safeguarding issues can affect the whole family and the importance of a joined-up response.

Key Challenges

- **Improve Manager Engagement**

Managers play a key role in helping staff apply learning to practice. However, more support is needed from agencies to share the impact of training on children and families, and to reinforce key messages through supervision and team discussions.

- **Increase attendance at ‘Lessons from Reviews’ Briefings**

Although attendance at these important quarterly sessions has improved slightly, numbers remain low, and many professionals do not attend after booking. This reduces the opportunity to embed learning from case reviews across the workforce.

- **Strengthen links with the Practice Review Subgroup**

There is currently no formal process for sharing learning from reviews that are not published. As a result, valuable insights

may not reach practitioners who could benefit from them.

Stronger connections between subgroups are needed to close this gap.

- **Resourcing Long-Term Impact Work**

While it is vital to understand the long-term impact of workforce development activities, collecting and analysing this data requires time and dedicated resources. Sustaining this work will require ongoing investment and support.

- **Improve involvement from Adult-Focused Services**

Attendance from adult focused agencies remains low. This poses a challenge to fully embedding **Think Family** principles, particularly when planning joint training on topics that affect the whole family.

Priorities for 2025/26

Promote and Embed the Think Family Approach

- Plan and deliver a joint learning event with SSAB, focusing on cross-cutting themes from reviews.
- Strengthen adult agency involvement in subgroup activity and workforce development planning.

Further Develop Voice of the Child and Family Practice

- Expand Communicating with Children training delivery and evaluate its impact.
- Increase visibility and promotion of Listening Standards and continue to capture voice through existing channels (e.g. Youth Summit, Listening Hub).
- Incorporate voice of lived experience into future training design

Complete and Respond to the Full Training Needs Analysis (TNA)

- Undertake a full city-wide TNA across children’s and adults’ services to identify training needs, gaps, and future priorities.

Expand the Domestic Abuse and Harmful Practices Training Offer

- Work with the Honour-Based Abuse Subgroup to develop targeted workforce training on harmful cultural practices.
- Explore opportunities for co-delivery with lived experience speakers.

Strengthen the Impact and Communication of Learning

- Review and streamline the SSCP training programme to expand focus on core children's safeguarding priorities and emerging needs.
- Improve data collection on training impact, especially in relation to key practice tools like the Thriving Families Tool.
- Analyse Section 11 audit findings to identify strengths and gaps in single-agency training offers.
- Work with the Communications and Engagement Subgroup to trial new ways of sharing learning (e.g. short videos, recorded briefings, podcasts).

Plan and Deliver an Exploitation Practice Week

- Collaborate with the Exploitation Subgroup to design and deliver a week-long programme of learning events.

Education

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 assurance on local safeguarding priorities.

This year work has progressed to strengthen the engagement of Education with the local safeguarding children arrangements. This is a key priority for the SSCP in response to the recently published updated Statutory Working Together to Safeguard Children (2023) guidance. The SSCP is keen to strengthen links with Education colleagues, to enable all settings to be fully engaged, involved and included in the local safeguarding arrangements. The SSCP seeks to ensure that the views and contributions of education and childcare providers are articulated at the highest level of decision making.



Key Achievements 2024/2025

- Chair of the committee, along with the Local Authority education leads have supported the development of the partnership in relation to strengthening the role of Education. We have worked alongside the DfE to review our structures and processes and learn about, and from, best practice.
- There is an identified education lead at each of the thematic priority subgroups
- We continue to strengthen the membership of this Education sub-group, ensuring that we have representation from all sectors including primary, secondary, special, further and independent education and Early Years representation. This now includes 0-5yrs and reaching private, voluntary and independent providers.
- This widening membership ensures that we have greater representation from education across aspects of the SSCP and mechanisms exist to ensure effective communication to share messages and good practice both from and into the partnership
- Membership extends beyond schools to support efficiency and joined up thinking – Safeguarding in schools' advisor, work force development team, early help, attendance advisors and there is connection with other sub-group chairs.
- 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.
- We assist with the methodology, dissemination, contribution to, and response to the outcomes of local assurance activity in respect of local priorities
- The group continues to support and influence the implementation of the Salford School Partnership (SSP) model.
- A key development this year has been the connectivity with Education Inclusion team.

What difference has it made?

- There is a more robust structure in place to meet the aims of the sub-group that supports better collaboration.
- Greater representation in general across education sectors, has increased the capacity to disseminate key safeguarding information from the SSCP
- Inclusion of a representation from Start Life Well has ensured that views and contributions from the Private and independent childcare settings are being considered and key SSCP messages are disseminated further.
- The connectivity with Education Inclusion service has provided a forum for discussion around the challenges of the graduated approach. The awareness of Educational Neglect within the neglect strategy as part of this graduated response.
- Education professionals have added valuable contributions to all of the local priority subgroups
- We provide a forum for other sub-groups to access the views and advice of colleagues working strategically within the education sector. This has enabled others to make informed decisions and connect directly with children.
- We support the SSCP and its priority groups by contributing to assurance activity to identify the required local response to national practice reviews, such as *“I wanted them all to notice”: Sexual Abuse within the family “It’s Silent”: Race, racism and safeguarding children*
- Responses to assurance reports and the advice from our group leads to actions such as, a local directive for all staff in schools to undertake training *‘identifying and responding intra-familial child sexual abuse’*.
- Liaison with the Youth council has ensured that their views on Behaviour policies and their link to mental health, along with the children’s recommendations were shared with settings for their consideration.
- There has been a significant increase in the proportion of schools submitting assurances about statutory safeguarding duties – Section 11, Section 175/157 Audit, Prevent.

Key Challenges

- Gathering responses from consultations in a timely manner
- Capacity within settings to address the identified needs is ever increasing as budgets decrease.
- Increases in children attending Alternative Provision and ensuring that a robust understanding of the safeguarding duties exist.

Priorities for 2025/2026

- To support Salford Council’s aim to be a UNICEF Child Friendly City and ensure that the voices, needs, priorities and rights of children are an integral part of educational policies, programmes and decisions.
- Support the Salford School Partnership in its review, and support/promote the future model
- Continue to develop the communication between, and contribution to, the various other sub-groups of the SSCP
- Securing a deputy chair of the sub-group Capturing the views of the children we represent

Secure Care in Salford

Barton Moss Secure Care Centre (SCC) can accommodate up to 24 children (males), aged between 12 – 18 years, who have been remanded or sentenced by the criminal courts in England and Wales.

The SSCP annually considers the use of physical restraints on the young people placed at Barton Moss SCC. Barton Moss has a Restraint Minimisation Policy which is reviewed annually. All staff are required to complete a three-day accredited Physical Restraint Practice accredited course when they commence employment at the Centre and an annual one-day refresher course. This is delivered by accredited Good Sense, Conflict Management & Physical Intervention trainers.

All restraints are reviewed on CCTV by a service manager, who also quality assures and countersigns the associated documentation. The LADO attends the Centre when a restraint has taken place, to view the CCTV footage and the associated documents. They confirm if the restraint was a proportionate response to an incident (*to ensure the safety of the young person, their peers, or staff and/or to prevent damage to property*), has been applied appropriately and recorded in line with the Centre's policies. Positive feedback is given to staff and areas for development or concern are addressed and can result in a formal referral being made to the LADO. All young people involved in a restraint are seen by the nurse and by a member of our Interventions Team, who assist them to complete and sign a 'My Thinking' report. This captures their views of the circumstances leading to the restraint, a reflection on their behaviour and the sanction imposed. If there are any discrepancies these are followed up with their head of home and mediation is offered to resolve any differing views.

Each month an Independent Visitor, attends the Centre to complete the statutory Regulation 44 Report. They view a sample of CCTV physical restraint footage, associated documentation and talk to the young people, their parents/carers, community professionals and Barton Moss SCC staff. A copy of these monthly reports is forwarded to Ofsted, to confirm the Centre is compliant with the Children Homes Regulations. Data on the use of restraints is submitted to the Youth Custody Service, who commission all the beds at Barton Moss SCC. Each quarter this data is published along with comparison data of other Secure Children Homes and Young Offenders. Barton Moss SCC has a consistent lower percentage of restraints compared to the other Secure Children Homes and Young Offenders Institutions in England and Wales.

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/film, young people, their parents/ carers, and community professionals are informed of the Salford City Council complaints procedure.

We believe the low number of physical restraints at Barton Moss is due to the delivery of trauma-informed care which is formulation driven, evidenced based and takes a wholistic approach to support young people. All the staff at the Centre have a critical role in maintaining an environment in which positive relationships can develop. Subsequently, the management of risk and the promotion of positive behaviour is achieved through pro-

social role modelling and positive relationships. The Centre believes that young people's behaviour will not change until a relationship of trust has been established with staff and to achieve this, all practitioners have an integrated approach to working together with the child.

A review of the RPI data confirms most of the incidents take place on our admission units when young people are new to the Centre. This is challenging time following their detention by the Court, when relationships are forming with staff along with orientation to a new environment away from their families/carers and whilst Court proceedings aren't concluded.

Key Achievements 2024/2025

Strong multi-disciplinary approach to the care of young people which supports the low number of physical restraints compared to other Secure Children Homes and Young Offenders Institution in England and Wales.

- Robust external/independent overview of our practice – LADO, Independent Visitor, Barnardo's Advocacy Service, access to 24 phone lines help lines, Salford City Council complaints service and oversight by our Governance Board.
- GOOD Ofsted grading in December 2024, which confirmed:

“There are small numbers of physical interventions, managed away and single separation incidents. This is because staff know the children well and can mitigate any escalation in unwanted behaviours through verbal redirection. Staff promote mediation with the children and support them to reflect on their behaviours. This often repairs the children's relationships and helps them to move on. Managers take effective action when safeguarding incidents occur. They ensure that any incidents of concern are reported swiftly to the designated officer. This means incidents are dealt with in a timely manner. The manager takes the necessary action to improve staff practice. This helps to further safeguard the children.”

Communication and Engagement

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 Subgroup. The 'Listening Hub' is a virtual hub that works with a wide range of partnership agencies to promote listening to children, young people and families, and take action to improve services to meet concerns and needs. We want to see the positive changes that enable children and adults to thrive and flourish. The overarching remit of the multi-agency 'Listening Hub Squad', remains the same: to develop shared standards of listening, to build upon good practice, and collectively make improvements to our response and services in Salford. The Listening Hub works in partnership with the Voice of the Child subgroup, to ensure that views and voices are captured from young people, families and practitioners. The Voice of the Child leads attend the Listening Hub meetings. The parents group Parent 4 Positive Change (P4PC) who meet monthly, is affiliated with the Listening Hub and facilitated by the SSCP Participation Lead, with support of social work improvement.

Key Achievements

- Between 01/04/24 and 31/03/25 there have been 4 listening hub meetings (April, August, Jan, March).
- September 2024 - **Youth Summit** - the Salford Youth Council held a safeguarding summit to scrutinise some of the work of the SSCP subgroups. This was a pilot and went really well, giving us good feedback on both the work of the groups and the benefit of holding similar scrutiny events in the future. Overall, the youth council were impressed with the work of the groups but had specific recommendations for each group going forward.
- October 2024 – **Power of the Partnership** event where Participation Lead and P4PC presented.
- October 2024 – **Listening Standards** promoted and feature in GP newsletter and new starters pack in a primary school.
- November 2024 – P4PC reps speak at regional safeguarding **conference**.
- December 2024 – P4PC consult on communications material for Children's social care related to the Family Partnership Model
- March 2025 – P4PC supported Domestic abuse campaign in **Life Magazine**.
- March 2025- P4PC reps attend and help facilitate 4 **North West events** with Participation People.
- March 2025 - Listening Hub hosts first **practitioners forum** on the topic of co-production. A summary newsletter was produced and published on SSCP website.

What difference has it made?

- Strengthened Youth Voice and Influence e.g. The Youth Summit (Sept 2024) gave young people real influence over safeguarding priorities by scrutinising SSCP subgroup work. Their feedback and recommendations demonstrate that youth voice is not just heard but acted upon.
- Strengthened Practitioner Voice and Influence e.g. March 2025 practitioners forum extended the model of youth voice to professionals, helping embed co-production as a practice norm and showing the maturing of the Listening Hub as a driver of system-wide change.
- Strengthened Practitioner Voice and Influence e.g. Parents lived experienced shared widely at different events and Parents voice influence communications around Family Partnership Model increases accessibility of materials.
- Listening standards have wider reach (e.g. to GPs).
- Salford showcased as a regional leader in participation through P4PC attendance at conferences and events.

Priorities for 2025/2026

Listening Hub:

- Listening Hub to raise awareness of definitions related co-production that includes terminology and frameworks.
- Listening Hub to explore co-producing a practical guide or resource about engagement approaches.
- Listening Hub Practitioners forums to be promoted and accessed as an open, collaborative space for all practitioners across Salford.

P4PC:

- To advocate for assessments to record parents voice.
- Co-produce updated Thriving Families tool.
- To continue to support public speaking events.
- To undertake co-production activities with SSCP partners as appropriate.

Communications Activity

The communications subgroup brings together the Salford Safeguarding Children Partnership, Salford Safeguarding Adults Board and Salford Community Safety Partnership, to ensure a joined up, coordinated approach to communications in relation to safeguarding messages in Salford. The key aims of the group are to raise awareness of safeguarding and ensure target audiences know how to spot the signs of abuse and neglect and know what to do if they have concerns.

The group are involved in developing and amplifying campaigns on topics such as domestic abuse, 16 Days of Action against gender-based violence, child criminal exploitation, honour-based abuse and water safety.

The group is led by Salford City Council Communications Team, who work with comms teams in partner organisations as and when needed. Representatives from the three boards attend the quarterly meetings and liaise outside the meetings to progress the workplan.

Communications is a priority for the SSCP because it's essential that we raise the profile of safeguarding amongst the public and workforce. It must be an ongoing commitment to make sure everyone understands how to protect vulnerable individuals from abuse and neglect.

Key Achievements

- A joint communications strategy has been agreed by the three boards.
- A water safety campaign, aimed at 13- to 16-year-olds in Salford, was developed with Oasis Academy. 21 pupils from the school gave their input into campaign messages, channels and creative designs and a Snapchat campaign and ad van adverts were developed. The SnapChat campaign ran over the summer, reaching 31,891 SnapChat users in Salford, who saw a campaign advert 7 times on average. The ad van parked up outside Oasis Academy one Friday in July, as pupils were arriving at school and as pupils were going home. This generated lots of discussion in school. The outcome was fewer young people jumping into the water at Salford Quays last summer. (There were other factors that influenced this, but it is believed the campaign did play a part).
- A social media campaign for the 16 Days of Action against gender-based violence campaign ran in November and December, raising awareness of local and national support and initiatives, such as Safe in Salford and Clare's Law.
- The Northwest campaign on child criminal exploitation 'Eyes Open' was amplified using VRU funding. We ran digital adverts targeting people in the hotspot areas of Salford. The campaign saw over 1,000 link clicks to the Eyes Open website where people can read more about the signs of exploitation and help available. We also ran the campaign on over 60 outdoor digital boards in Salford, and across our social media channels.
- Work began on a domestic abuse campaign with Parents 4 Positive Change and input from GMP. The key message is to report domestic abuse if you witness it happening. This campaign will go live in summer on outdoor advertising, an ad van, social media and potentially beer mats (subject to funding).
- A letter about FGM was sent out to schools in Salford, in partnership with the GM Network.

- A video about Cuckooing was Salfordised and distributed to practitioners to educate them about what to look for and how to get help for victims.
- 'Worried about a child?' social media was posted at regular intervals throughout the year.
- The SSCP news bulletin was sent on a monthly basis to keep the workforce updated with key news and information to do their jobs.
- Hot weather and cold weather alerts were posted on social media, with specific messages about looking out for vulnerable people during extreme weather conditions and giving advice to stay safe and warm/cool.
- Joint safeguarding webpages were launched to avoid repetition where possible and so there are only one set of web pages to update.
- One table of awareness days/weeks was developed to avoid duplication, make sure nothing is missed and to increase impact.
- Relationships and links with comms teams in other organisations have been maintained and developed. Examples include GMP, Safe in Salford, NHS GM, Salix Homes, For Housing, GMFRS and Rochdale Council.

What difference has it made?

The outcomes of the campaigns mentioned above include:

- Less young people jumping in the water at Salford Quays during summer 2025
- Over 1,000 people finding out more about the signs of child criminal exploitation
- Increased awareness of Safe in Salford and the support they provide, leading to increased referrals
- Increased awareness amongst parents with children at Salford schools about FGM
- An informed workforce who are kept up to date with key developments, training opportunities and relevant learning
- Increased knowledge about cuckooing amongst the Salford workforce
- Increased awareness of how to report concerns about children and vulnerable adults being neglected or abused.
- More coordinated approach to comms around awareness days/weeks, with no duplication and better forward planning
- Maximised the impact of campaigns by proactively engaging with partners, for example GMFRS comms input in the water safety campaign and GMP comms input in the Eyes Open campaign.
- 64% of agencies agreed in the S11 self-assessment that key messages from the SSCP are disseminated widely within the organisation.

Priorities for 2025/26

- To produce a series of animations aimed at the public to encourage them to report safeguarding concerns instead of ignoring them. This will result in an increased number of reports to The Bridge, Adult Social Care and Safe in Salford/GMP.
- To produce new marketing collateral including pull up banners and flyers to encourage people to report safeguarding concerns.

- To produce a BSL safeguarding film to raise awareness of safeguarding issues and how to report concerns amongst the d/Deaf community in Salford.
- To explore methods of more accurately measuring the impact of communications.
- To increase the reach and engagement of safeguarding communications.

Voice of the Child

Listening and responding to the views and voices of children and young people continues to be a golden thread that runs throughout our Safeguarding Children Partnership arrangements. The Voice of the Child (VoC) is subgroup of SSCP and 0-25 advisory board. The Voice of the Child is a youth led meeting supported by youth workers. Other professionals are invited into the meeting to discuss issues and consult with young people. Currently the voice of the child group is delivered as part of Salford Youth Council's meetings. The Youth Council group is made up of young people from different schools & colleges, with representatives from Fight for Change Council (FFCC), and young people who identify as having additional needs from the new SEND Youth Forum called YETI (Young Energetic Talented and Inclusive), the LGBTQ groups. A new Police Youth Forum set up in response to the Child Friendly Policing programme has begun meeting with issues and topics feeding into the Voice of the Child group.

Voice of the child remains a priority subgroup for SSCP, since the partnership started as national case reviews still highlight hearing the authentic voice of the child and understanding their lived experience and perspective is often missing.

The remit of the multi-agency 'Listening Hub Squad' is to develop shared standards of listening, to build upon good practice, and collectively make improvements to our response and services in Salford. The Listening Hub works in partnership with the Voice of the Child subgroup, to ensure that views and voices are captured from young people, families and practitioners. The Voice of the Child leads attend the Listening Hub meetings. The parents group Parent 4 Positive Change (P4PC) who meet monthly, is affiliated with the Listening Hub and facilitated by the SSCP Participation Lead, with support of social work improvement.

Key Achievements

Voice of the Child Subgroup

- Youth Summit was a project to involve young people in reviewing the work of the SSCP Sub-groups and recommending next steps for the sub-groups to work on. A video explaining the outcomes of this was shown at the 'Power of the Partnership' event alongside the Safeguarding video created to explain the new support and safeguarding document.
- Holocaust Memorial day 2024 – Young people (Youth Council) - GMYCA representatives delivered speeches alongside a spoken word performance delivered via video at the Civic event.
- Development of 'Accessibility' project – Culture, Media & Sport reps working with Mike Tuson Salford Community Leisure – Mystery shopping provisions and supporting work on promoting leisure centres.
- Youth council members worked to create and promote of 'Textbook donation' points in Community Libraries.
- SACRE – Young people attend this group. Feeding into topics and presenting on "What does good Religious Studies mean to you?", Youth council members are consistent members of Salford SACRE – impact of the views on teaching is to be determined.
- Net Zero event - 2 young people attended the event at Salford University, engaging with young people across the NW. Learning about the green activities being developed at Salford University, and how these issues can be used as a campaign/everyday changes. Working with Victoria Pemberton to create the 'Greener Salford' campaign.
- The Fight for change council (FFCC) have created a video & letter to introduce the Salford to new social work starters to the Local Authority –

Explaining why their relationships with their social workers are so important to them.

- Youth Day on 12th August 2024 was themed on 'Make Noise', with a range of organisations running events to showcase positive young people engagement and listening to the views of young people. The celebrations culminated in a 'Drumming' activity near the Civic centre, delivered with the music service MAPAS.
- Partnership board deep dives – Presented to the young people, with a filmed response to the issue - Youth immunisations, importance of HPV vaccine, and the issues why young people do not want to take immunisations e.g. Lack of preparation, cultural issues, lack of knowledge of what it's for. Ideas for social media campaigns are being developed further.
- School attendance improvement session – youth council consulted on "why young people do not attend school?" – Feedback from young people was displayed at Attendance Conference held for school and council leaders and the group started to work with Educational Psychologists on school behaviour policy and they attended the November head teachers meeting to share approach.
- Young Mayor met with 2 other Young Mayors in Greater Manchester to create a foreword of an inclusive recruitment toolkit being developed to ensure greater representation in terms of race and SEND in Bury Rochdale, Oldham and Salford
- Nerd Club have fed their views into different consultations representing the views of neurodiverse young people. They identified the need for e-safety / knowledge of parental controls on technology to be taught to foster carers to help young people in their care to be less isolated and have 'normal' teen experiences. This has led to them gaining ARIS funding to develop 'Byte Guard', a series of video guides on how to use tech and where to get support.
- The links with Salford University have continued, resulting in Salford University hosting the annual Young people's Question Time, themed on Crime & Safety, with 60 young people attending and asking questions to the Police, Childrens services, University and Youth Justice reps
- 2 Bee Heard reps have attended GM meetings to influence developments in health, and recorded a video shown at the Youth Alliance Live Well event.

- The new SEND Youth Forum (YETI) group has started, and members have reported they do not feel prepared for adult life. Their response has been to develop work on life skills, creating a recipe book of easy-to-follow recipes to support other young people with independence skills.
- The (YETI) group have identified the need for mentoring during transition times and when waiting for Neuro-development assessments. They are creating videos to make young people feel 'seen' and less isolated and suggest coping strategies.
- Youth Council members completed 'Totes Emosh' mental wellbeing pack to encourage discussion and peer support. The pack is being launched before the end of the school year to support transition to high school and is to be promoted at the Emotionally Friendly Settings conference.
- The 2 Members of Youth Parliament for Salford attended the UK Youth Parliament Annual Sitting at the Houses of Parliament in February, representing the views of Salford young people. The national campaigns selected were 'Votes at 16' and 'Period Dignity – Free period products for all'.
- Net Zero event 2025 - 3 young people have been meeting with Youth Work staff from Youth focus NW as part of the planning group for the Net Zero 2025 event – 6 young people from Salford will be attending the event.
- International Women's Day 2025 – Youth Council had a recruitment stall - showcasing the female leadership in Salford Youth Council. Newly elected Deputy Youth Mayor closed the event.
- Delivery of Youth Mayor election & Salford 'Make your Mark' – Betws Redgrave won the election by 6 votes. The top issues voted for in Make Your Mark were – Mental health & wellbeing (27%), Bullying (15%) & Vaping (14%). These issues will form campaigns from council members and inform the delivery in the youth service.

- At the regional youth participation event Youthforia, Salford young people have engaged in workshops on topics including democracy, allyship, and inclusion, bringing skills back to Salford.
- 2 Salford young people have represented Salford at GMYCA meetings, with one being on the Steering Group. The priority work for the GMYCA are Transport and Active Travel, Education, Employment and Skills, The Environment and Equity, Equality and Inclusion.
- The Cared Experienced Children's voice group (Fight for change Council FFCC) selected knife crime as their chosen topic. They have created social media posts using fruit #cutlimesavelives. Working with the Lowry Theatre they have created a play using a 'game show' theme. The FFCC attendance has changed slightly with a group of unaccompanied asylum seekers attending for a period of time.
- 2 Bee Heard reps have continued to attend GM meetings to influence developments in health. The group have influenced the young people's crisis care pathway for mental health.
- The Youth worker leading participation work has delivered workshops on the Lundy Model of Youth Participation and supported the Co-production event where young people made videos about why co-production is important to them.
- Lundy model session was delivered to foster carers.
- The Youth Mayor and Youth worker completed Carbon literacy training.
- The youth worker has supported the 'Social gaming' session at Eccles College with the SEND class and carried out a consultation on the local offer, with consultations planned for each term.
- The youth voice team trialled a culturally appropriate Orthodox Jewish Nerd club session with 'Club Tikva', which was received positively by SEND young people attending.
- Salford Community Leisure users forum identified a gap in young people as users, and they have invited the youth council to have a rep on their group to shape sports, arts and leisure services.

- Young people from Little Hulton participated in a national Authoring Your Own Stories project with Youth Focus NW. 12 young people were trained as researchers and using arts and multimedia they gained the views of young people in Little Hulton and Walkden. The key themes emerging from the young people were inclusivity (sexuality and disability), space that was safe, and support with well-being.

Mind of My Own

Youth participation leads continue to promote the Mind of My Own app as a means to hear the authentic voice of young people. The App is widely used by practitioners in Early Help, Youth Service and the Safeguarding Unit. Numbers using the system are reducing, and the training is now delivered nationally online. Analysis of users by team has been produced and will be shared with managers to increase use.

Bee Well survey

The Bee well survey of young people on a wide range of indicators has highlighted some key outliers in the data on the Youth Offer in Salford and provided funding to respond to one of the indicators. One example was the issue of physical exercise and young women with the survey highlighting that in Little Hulton and Walkden there were particularly low rates of physical activity. In response Bee Well supported youth workers in the area to create a well-attended young women's danceathon, and the young women have been engaged to continue exercising since the event. In terms of safety young people were asked how safe they felt in their local area and the figures below show the data compared to the Greater Manchester figure of 83% feeling safe in their area.

In GM 83.5% of young people reported where they live was a Safe Place to live. In Salford the data showed:

Neighbourhood in Salford	% safe place to live
Cadishead, Irlam and Peel Green	82.1
Claremont Weaste and Seedley	79.8
East Salford	81.9
Eccles Barton and Winton	83.1
Little Hulton Walkden North and Walkden South	74.3
Swinton and Pendlebury	80.3
Quays Ordsall Pendleton and Charlestown	80.4
Worsley Westwood Park Boothstown and Ellenbrook	87.3

Child Friendly City (CFC)

With the City council committing to become a UNICEF Child Friendly city the work on this with young people has started. The initial phase has included a working with a wide range of young people from different groups to help the marketing and comms team with the Child Friendly City Branding. A full consultation process with children and young people on CFC will continue from this in the coming year.

What Difference has it made?

- Young people have been consulted on a wide range of issues from school attendance, immunisations, mental health, environment and transport. The diverse group of young people attending the youth voice groups feel like they can have their say and be listened to. They also use the information gained from the consultations to devise projects for themselves to deliver on the key issues. These include videos for professionals, participation in interview panels and resources for young people to use to help themselves.
- Examples of these have been:
 - The Youth Summit was a key achievement this year where young people scored and influenced subgroup activities on key safeguarding issues like neglect, child sexual abuse, domestic abuse
 - Mystery shopping leisure services to provide feedback on customer service
 - 'Totes Emosh' resource on well-being by young people for young people
 - Videos for new social workers on why voice of the child is important
 - Mind of My Own use ensures the authentic voice of young people goes into the case records
 - Bee Well Survey data shows where we need to target key work on wellbeing safety and promoting activities for young people.
 - Young Researchers asking other young people what should change about their area then presenting this to senior leaders.

Using the Lundy Model in practice.

A key feature of the Youth Participation work has been to work with and support young people to have the SPACE to come together to discuss issues – they build their confidence to have a VOICE and to work to find the right AUDIENCE for the young people to have their say. These are 3 of the key stages of the Lundy Model. Often the INFLUENCE or IMPACT is less obvious, and not always quick. The steady and consistent messages from young people influences professionals and leaders to keep listening and learning.

Mind of My own is being used extensively by Early Help teams and in social care by IRO's in the Safeguarding Unit. This means there is a wide coverage of young people in Children's Services using the system. Quarterly data shows a gradual reduction in use reflecting the reduction in training sessions. An analysis of use by team has been produced and shared with managers to improve the numbers.

2024/5 reported number of uses of Mind of My Own by young people.

- April 2024 to June 2024 - 189
- July 2024 to Sept 2024 - 160
- Oct 2024 to Dec 2024 - 159
- Jan 2025 to March 2025 – 128

Workers have used the system to get to know young people better, to prepare for meetings and to hear about the young person's life and their wellbeing, (My Life was used 278 times, This is Me used 200 times, My Wellbeing 184 times, Preparation/Worker Visit/Conference was used 132 times).

Key Challenges

- Making sure we work at hearing the voice of primary school children, young carers and groups who we may miss, especially for the Child Friendly City engagement.
- Re-promote the Mind of My Own app to improve the number of active users and statements from young people, focusing on the teams who are not using the system.

Priorities for 2025/ 26

- Ensuring the Child Friendly City engagement process does not miss anyone and have a particular focus on the primary school age and preschool age children and seldom heard groups.
- Promote the Children and Young People's Voice and Influence strategy and the associated toolkit to have a greater level of youth voice
- Promote the Mind of My own system to have greater use by all teams
- To promote the Lundy model with a focus on INFLUENCE and IMPACT and ensure young people consulted are updated on impacts of their voices e.g. through more Listening Loops

Safeguarding Effectiveness

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 Performance and Quality Assurance (PQA) subgroup. 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 Early Help and school readiness with occasional observation and critical feedback from the Independent scrutineer.

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.

Our Evidence Base:



Summary of Activity

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 partnership maintains a formal risk register which tracks the progress of areas of uncertainty. Where necessary, risks are escalated to the SSCP 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.

DfE Self-Assessment Tool

In May 2024, following the publication of the Working Together to Safeguard Children (2023) statutory guidance, partners in Salford came together to complete the DfE Self-Assessment Health Check Maturity Tool. This provided a “snapshot” of the maturity of the SSCP. The tool supported partners to reflect on local challenges and priorities and areas of good and emerging practice.

Ofsted’s Inspection of Salford LA Children’s Services in November 2023 reported that, ‘The multi-agency partnership is a strong and effective one. At a strategic level, there is a real commitment and willingness to learn, demonstrated through robust and effective quality assurance and governance arrangements. Regular multi-agency audits and deep dives of practice take place, and practitioners can clearly articulate how these positively impact on their practice. This includes routine multi-agency review of contacts and how they are managed in the Bridge Partnership. It also includes responding to emerging themes and data, such as analysing repeat child protection plans when numbers began to rise. An openness to learn across the partnership means that areas for development are usually quickly identified. Multi-agency working with children is very effective and leads to improvements in children’s lives’.

Therefore, given that the DfE Self-Assessment Health Check Maturity Tool provides a ‘moment in time’, ‘snapshot’ of the maturity of the Safeguarding Children’s Partnership, the Health Check was undertaken in a proportionate way, building upon existing assurance and scrutiny arrangements.

The self-assessment was facilitated by the Independent Scrutineer. A half day development session took place on 13.05.24. The IS noted that what shone throughout the development session, was a **learning culture**, a **shared responsibility**, a **shared commitment**, the **strategic vision**, the strong **multi agency safeguarding arrangements** and, the **shared aspiration**. There was clear evidence of strong strategic leadership and the IS concluded that overall, the SSCP is a ‘mature’ and highly effective safeguarding partnership.

Thematic Assurance

During the reporting period the PQA and safeguarding effectiveness subgroup considered thematic reports from across the partnership to gain assurance in relation to the following areas:

- SSCP Business Manager Report and Risk Register
- SSCP multi-agency dataset
- Children subject to CP plan over 2 years & repeat plans
- Bridge (MASH) Oversight Group report
- S11 Audit analysis
- Police Powers assurance report
- Listening Hub Impact report
- Elective Home Educated Children assurance report
- LADO annual report
- Strategic Workforce Development Group Spotlight report
- Voice of the Child subgroup Spotlight report
- Working Together subgroup assurance report
- Escalation and Professional Challenge analysis report
- Practice Review Subgroup spotlight report
- Missing from Home Spotlight report
- ICPCC timescales

During the reporting period, the Performance and Quality Assurance subgroup have considered the following multi agency audits:

- Neglect Window on Practice Report
- Domestic Abuse QA panel assurance report
- Child Sexual Abuse Window on Practice Report
- Child in Need
- Section 47's
- Operation Encompass Audit

- Parental Mental Health QA panel assurance report
- Strategy Meetings (Repeat)
- 16/17-year-old joint homeless protocol audit
- EHCP's (undertaken by the Independent Scrutineer)
- Independent Scrutineer Deep Dive- Child Sexual Exploitation

Key Achievements

- The SSCP has maintained a forward plan for scrutiny and assurance during the reporting period which has been aligned with other boards.
- The SSCP has maintained consistent attendance from across the partnership.
- The SSCP has scrutinised a range of evidence and has challenged and sought assurance on safeguarding activity. Areas for concern have been escalated effectively to achieve resolution.
- There has been focus on continuous improvement and evidencing impact.
- The SSCP has continued to horizon scan for emerging themes in safeguarding practice and established task and finish groups where appropriate.
- The SSCP has maintained a risk register and escalated any areas of concern to the delegated and lead safeguarding partners where necessary.
- The Performance and QA group is now well established with excellent representation from statutory and relevant agencies. Work has been

undertaken to strengthen the multi-agency dataset (scorecard), and partners are improving their skills in critical reflection, scrutiny and challenge.

- The SSCP now have an established forward plan for Multi Agency Audit activity, including a schedule for repeat audits to evidence impact and progress.
- The SSCP have an established bi-annual QA panel. During this reporting period, two panels have taken place on the themes of Domestic Abuse and Parental Mental Health.
- S11 self-assessments received by 27 organisations.
- The Independent Scrutineers annual report concludes that “there are strong and highly effective children’s safeguarding arrangements in Salford”.
- “Multi-agency working with children is highly effective and leads to improvements in children’s lives” (OFSTED ILACS Inspection of Children’s Services, November 2023).

What difference has it made?

- SSCP partners are assured about the effectiveness of safeguarding arrangements in Salford and can act on the recommendations to further enhance multi-agency working in order to safeguard children and young people.
- True to Us Exercise completed in response to the National Review into Intra-Familial Child Sexual Abuse. This has helped us to tailor the local offer to the needs of the Salford workforce.

- A recent audit undertaken by CSC focussing on Section 47 investigations demonstrated a positive impact of the work of the partnership to improve strategy meetings. Effective information sharing in strategy meetings was also cited in a recent deep dive undertaken by the Independent Scrutineer into CSE.
- Assurance that CSE is recognised with effective and timely decision making, intervention and planning.
- Work has been undertaken by the SSCP to embed the Thriving Families Assessment tool. There has been an observed increase in the use of the tool as a result as evidenced in the Neglect Audit.
- Training and Quality assurance work relating to Child protection Plans and SMART planning has taken place in response to learning from practice reviews. Audit work undertaken by the Independent Scrutineer noted this to be a strength in practice in the case files reviewed.
- Assurance from recent DA QA panel that the partnership has a good understanding of the tools and resources available to support families experiencing domestic abuse.
- Evidence of THINK family approach being applied.
- Evidence from audits of the Family Partnership Model being applied to build trusting relationships with families leading to positive impact.

Key Challenges

- Limited alignment of datasets with other partnerships, sub-regionally and regionally means that it is difficult to benchmark.
- There is a need for detailed supplementary analysis to enable partners to understand what single agency data means for children and families in Salford.
- Data sharing and analysis is variable across single and multi-agency systems. This is impacted by dedicated, skilled roles and system variability and restraints.

Priorities for 2025/2026

- Support and drive forward the ambition to become a UNICEF Child Friendly City.
- Strengthen the analysis of SSCP data and audit activity to develop a shared understanding and narrative of safeguarding effectiveness.
- Strengthen understanding of local needs including differences across protected characteristics.
- Given the strength and effectiveness of the partnership arrangements, the revised statutory guidance offers the opportunity to really focus on the aspirations of the partnership and the 'even better'. For example, agreeing as a partnership the role of the Lead Practitioner in supporting children and their families under CA 1989 Section 17, a cultural and practice shift that could really make a difference to children and families.

Local Response to National Reforms

Last year, the government published revised and new statutory guidance:

- Working Together to Safeguard Children 2023: A guide to multi-agency working to help, protect and promote the welfare of children (December 2023).
- New statutory guidance, Children's Social Care National Framework: Statutory guidance on the purpose, principles for practice and expected outcomes of children's social care (December 2023).

The SSCP responded quickly to the new and revised statutory guidance. This included appointing one of the DSP's as partnership chair, with effect from June 2024.

As a highly effective partnership, with well-established and robust governance arrangements, SSCP welcomed Working Together (2023) immediately putting into place arrangements to review and implement the revised changes throughout 2024. This work, led to the short life subgroup, chaired by the Independent Scrutineer. The implementation plan progressed at pace, which is a measure of the commitment and shared responsibility across the partnership. The Working Together (2023) implementation plan provided strong assurance, that implementation of the revised statutory guidance had concluded, in line with national timescales.

This year, the Government has launched the Families First Partnership (FFP), and the delivery expectations for safeguarding partners in England. The FFP details the expectations of the Government for safeguarding partners to implement reforms to Family Help, multi-agency child protection and Family Group Decision Making.

In Salford, we recognise that delivering an effective system of help, support and protection for children and their families is a shared responsibility. Effective multi agency safeguarding arrangements are foundational to successful reform and improving outcomes for children. It is critical that statutory safeguarding partners and relevant agencies work together effectively to deliver and embed change. So far, the SSCP has:

- Updated the Multi Agency Safeguarding Arrangements (MASA) to reflect local governance; clearly setting out the lead and delegated safeguarding partner roles
- Introduced a partnership Chair to facilitate discussions, encourage consistency and provide a clear mechanism for escalation
- Ensured that there is a clear system of independent scrutiny to provide rigour and challenge
- Worked to strengthen the role of education in our local partnership arrangements
- Commenced discussions with partners to consider co-design and set up locally.

Costs to Deliver the SSCP Arrangements

Income 2024-2025	£	Expenditure 2024-2025	£
Salford City Council	173,825	Staffing - SSCP Head of Business & Impact Lead - SSCP Workforce Development and Business Support Manager - SSCP Participation Lead - SSCP Performance & QA Co-Ordinator - Training Officer - Senior Business Support Officers	352,388
Health	95,243	Training	3,074
GMP	15,035	Office Expenses	1,656
Salford Schools contribution	22,400	Professional Fees (includes child death reviews, case reviews and independent scrutiny)	12,110
National Probation Service	3,600	Other staff related costs	1,423
Total	310,103	Total	370,651
Balance B/fwd from 2023/24	129,501	Balance C/fwd into 2025/26	68,953

The SSCP currently has a surplus balance though this reduced significantly in 2024/25. We started the year with a surplus of £129k and we have ended with £69k, an in-year deficit of £60k.

The main driver for the in-year deficit is due to the reduced contributions of £25k each from the ICB and Salford LA.

The future funding landscape for the SSCP remains uncertain. The remaining surplus funds will be used to ensure that the local multi agency safeguarding arrangements in Salford are robust and effective, whilst opportunities to secure future efficiencies are explored and considered.

Salford Safeguarding Children Partnership

Floor 2

Unity House

Civic Centre

Swinton

M27 5DA

Tel: 0161 603 4322

Email: sscp@salford.gov.uk

Visit: <https://safeguardingchildren.salford.gov.uk>

[@salfordscp](#)

[#safeinsalford](#)

[#makingadifference](#)