

A high-angle, top-down photograph of four children lying on their stomachs on a lush green lawn. The children are arranged in a circle, facing each other, and are all laughing heartily with their mouths wide open. The child at the top left is a girl with blonde hair wearing a red and white striped shirt. The child at the top right is a girl with long dark hair wearing a multi-colored striped shirt. The child at the bottom left is a girl with dark hair wearing a pink and green striped shirt. The child at the bottom right is a boy with dark hair wearing a white shirt with dark blue stripes on the sleeves. The background is a dense carpet of green grass with small white flowers.

**Salford
Safeguarding
Children
Partnership**

**Multi-Agency
Safeguarding
Arrangements**

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Preface

In the arrangements laid out in this document, we outline our statutory duty for joint and equal responsibility for the multi-agency safeguarding of Salford's Children.

This includes:

- Keeping children and young people safe in Salford
- Working together to keep children and young people safe in Salford
- Placing learning and improvement at the centre of our shared work
- Keeping a focus on understanding the impact of our work on the outcomes for local children and young people.

As safeguarding partners, we recognise the importance of understanding how our arrangements relate to the work of other local partnerships and the wider governance framework. This is set out within the document, together with our arrangements for independent scrutiny of our work, which we very much welcome.

Together, we refer to our multi- agency safeguarding arrangements as the “Salford Safeguarding Children Partnership” (SSCP).

We would like to express our gratitude to staff and volunteers working in the many statutory and non-statutory services across Salford, whose individual and joint efforts provide support and protection for our children and young people.

Melissa Caslake
Interim Chief Executive
Salford City Council

Mark Fisher
Chief Executive Officer
Greater Manchester Integrated Care Board

Stephen Watson
Chief Constable
Greater Manchester Police

1. Introduction

Nothing is more important than children's welfare, and children who need help and protection deserve high quality and effective support as soon as a need is identified. Professionals working with children and their families in Salford take their responsibility to do so, and to keep children safe, very seriously. Our partnership arrangements provide us with an opportunity to reflect and consider how we do this within the legislative framework to ensure we achieve our vision:

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

This document describes how the multi- agency safeguarding arrangements in Salford are organised. The purpose of the arrangements is to ensure that, at a local level, organisations and agencies are clear about how they will work together to safeguard children and promote their welfare.

Effective local safeguarding children arrangements will ensure that:

- Outcomes for children improve continuously
- Children are safeguarded and their welfare promoted
- Relevant partner agencies collaborate, share information and work to the agreed vision and values, as established for the Salford Safeguarding Children Partnership
- Organisations and agencies challenge appropriately and hold one another to account effectively
- There is early identification and analysis of new safeguarding issues and emerging threats
- Learning is promoted and embedded in a way that enables local services for children and families to reflect and implement changes to practice
- Information is shared effectively to facilitate more accurate and timely decision making for children and families



2. National and Local Context

2.1 National Context

The Children and Social Work Act 2017 and Working Together to Safeguard Children 2023 guidance legislate for all local areas to publish multi-agency safeguarding children arrangements, led by the three statutory partners. These are the Local Authority, Integrated Care Board and Police.

The SSCP provides the framework for the local multi agency safeguarding arrangements, under which the statutory safeguarding partners and relevant agencies work together, to identify and respond to the needs of children, commission and publish local child safeguarding practice reviews, and provide scrutiny to ensure the effectiveness of local child safeguarding activity.

In addition to the strengthened role of statutory partners, the role of every organisation and individual in keeping children safe remains critical and is legislated under Section 11 of The Children Act 2004. Each relevant agency is also subject to their own legislative frameworks and guidance about safeguarding children.

2.2 Local Context

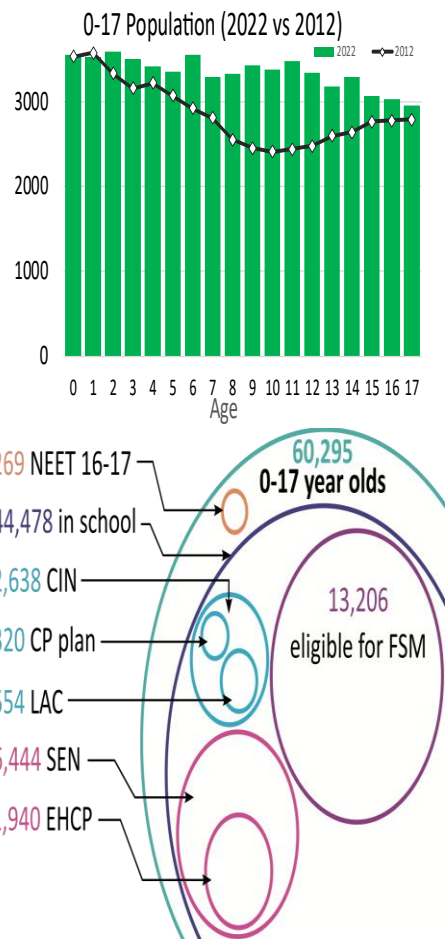
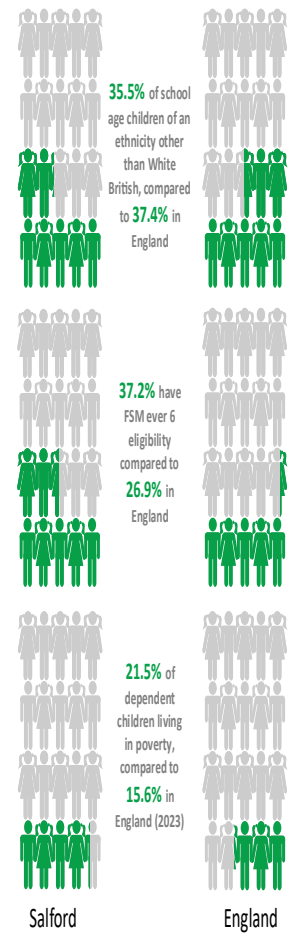
The geographical area covered by these arrangements is the city of Salford, one of the ten areas within Greater Manchester, in the North West of England.

The SSCP fosters a culture of learning and continuous improvement. We are committed to achieving the “even better” for children and their families. Our Safeguarding Effectiveness Framework ensures that there is an effective performance management cycle, that is strengths based and focussed on the lived experience and outcomes for children and young people.

We are committed to promoting engagement and participation from a wide range of professionals and people that live in Salford. We believe that children, young people, families, carers and local communities need to be listened to, so that we can understand what matters to them. We use this information to inform our strategic planning, to make a positive difference to the people living in Salford.

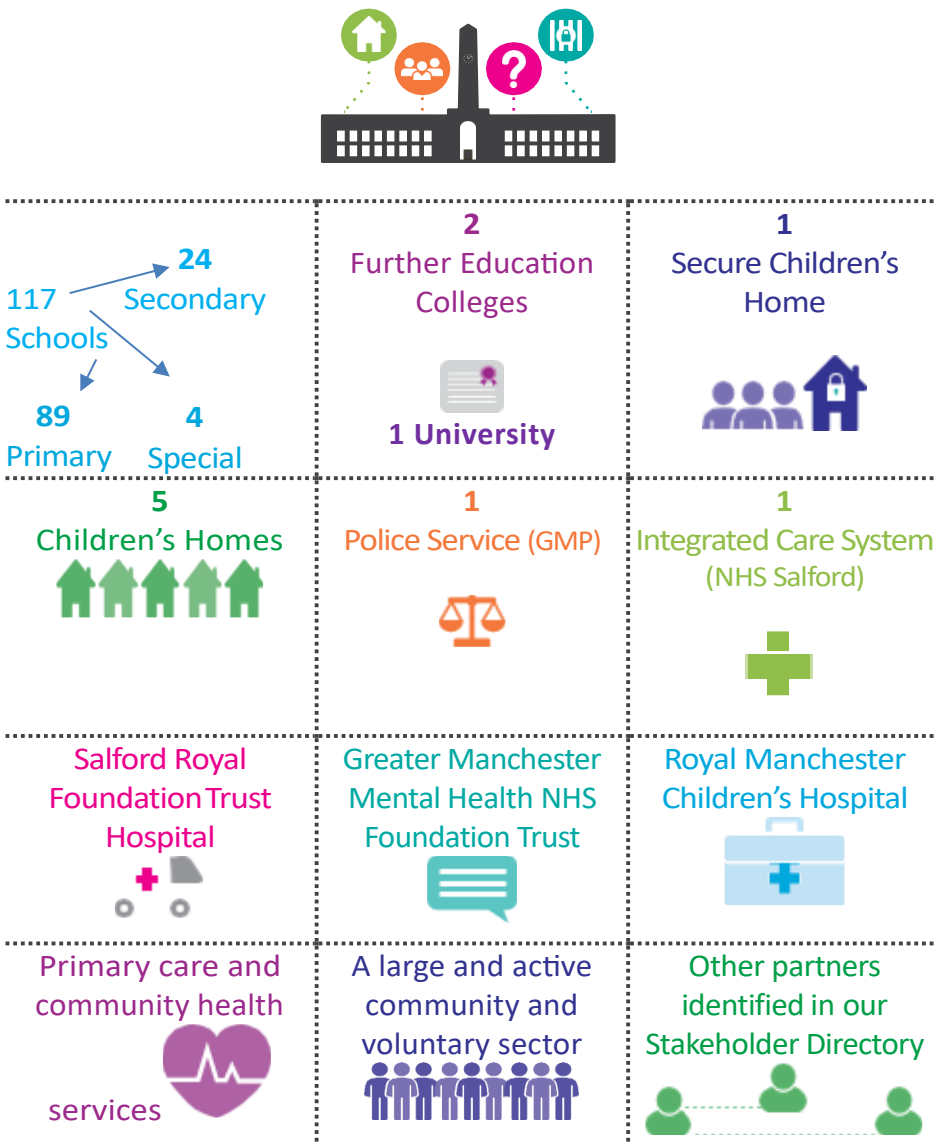
Our Listening Hub is the main conduit for listening and responding to views and voice and we have a dedicated Voice of the Child Subgroup, which includes representatives from different Young People led groups across the city, and the Youth Council. Our innovative Parents 4 Positive Change group support us to understand the lived experience of those who have been in contact with services. We use Listening Loops to demonstrate and showcase how professionals and organisations have listened and taken action to improve services, and to provide feedback.

2.3 Our children and young people



2.4 Our Services

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



3. Partnership working in Salford

We recognise that safeguarding children can only be achieved by inter-agency and community partnership working and not in isolation. This has been an area of strength in Salford for some time. In the inspection of Local Authority Children's Services (November 2023) Ofsted reported that ***"Multi Agency working with children is highly effective and leads to an improvement in children's lives"***.

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

3.1 Lead Safeguarding Partners

A safeguarding partner in relation to a local authority area in England is defined under Section 16E of the Children Act 2004 (as amended by the Children and Social Work Act, 2017) as:

- a) the local authority
- b) the integrated care board for an area any part of which falls within the local authority area
- c) the police force for an area any part of which falls within the local authority area.

In Salford, the organisations providing these functions are:

- a) Salford Local Authority
- b) Greater Manchester Integrated Care Board
- c) Greater Manchester Police

In partnership, these entities work together for these purposes, under the title of the Salford Safeguarding Children Partnership (SSCP)

3.2 Purpose of the Partnership

The three safeguarding partners, together with other local relevant agencies are committed to:

- co-ordinating their safeguarding services for maximum impact;
- acting as a strategic leadership group in supporting and engaging others;
- implementing local and national learning including from serious child safeguarding incidents;
- learning from independent scrutiny that judges the effectiveness of multiagency arrangements to safeguard and promote the welfare of all children in Salford;
- developing processes that facilitate and drive action beyond usual institutional and agency constraints and boundaries;
- ensuring that relevant agencies have appropriate, robust safeguarding policies and procedures in place;
- publishing a report at least once in every 12-month period, which sets out what they have done as a result of these arrangements, including on child safeguarding practice reviews, and how effective these arrangements have been in practice.

3.3 Leadership

In Salford, the lead safeguarding partners are:

- the Chief Executive of Salford City Council,
- the Chief Executive of Greater Manchester Integrated Care Board, and
- the Chief Constable of Greater Manchester Police.

The lead safeguarding partners will meet as the Greater Manchester Safeguarding Alliance on a biannual basis. Through this forum, the lead safeguarding partners will provide collective leadership and deliver mutual assurance of strategic and operational safeguarding partnership arrangements for children and young people in Greater Manchester.

The Safeguarding Alliance will be the dedicated forum where the lead statutory safeguarding partners can: -

- Set direction and model collaborative working.
- Bring, explore and problem solve city-regional strategic and system wide issues.
- Agree the financial resources required including individual agency contributions for safeguarding partnerships.
- Provide mutual challenge and accountability.
- Receive high level performance and quality assurance information and key system learning, including from serious child safeguarding cases.
- Receive updates from the Complex Safeguarding Executive

In Salford, the above lead representatives delegate their functions, but they remain accountable for any actions or decisions taken on behalf of the Salford Safeguarding Children Partnership. The lead safeguarding partner for each agency has identified and nominated a senior officer to have responsibility and authority for ensuring full participation with these arrangements. In Salford, the delegated officers from each statutory agency act as delegated safeguarding partners (DSPs), and they are:

- Director of Children's Services
- District Commander (Greater Manchester Police)
- Chief Nurse of the Greater Manchester Integrated Care Board delegated to the Associate Director of Nursing and Quality for Salford Locality

The delegated officers are empowered to:

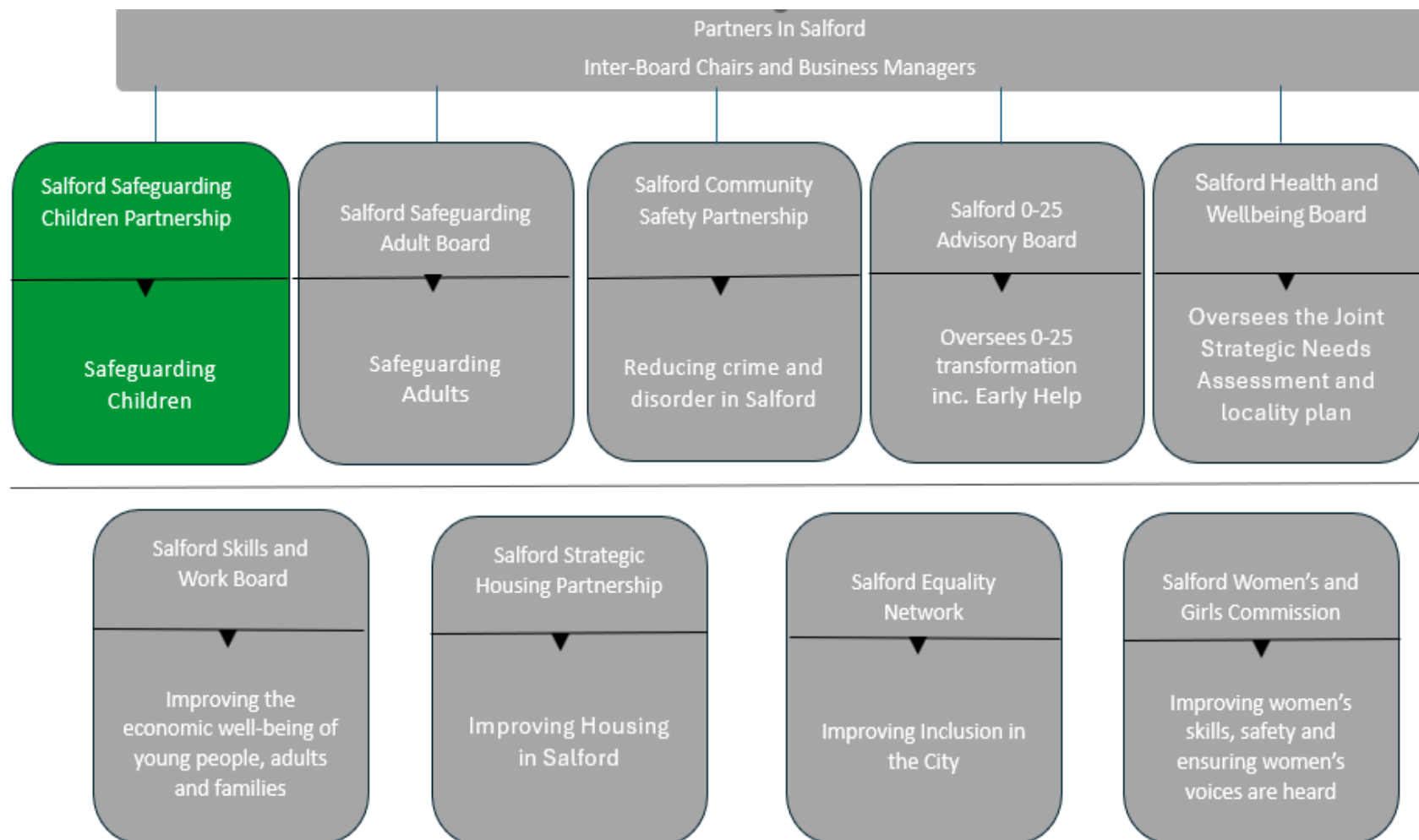
- speak with authority for the safeguarding partner they represent
- take decisions on behalf of their organisation or agency and commit them on policy, resourcing and practice matters
- hold their own organisation or agency to account on how effectively they participate and implement the local arrangements

The delegated officers, working together, assume primary responsibility for implementing the local multi-agency safeguarding arrangements and providing strong leadership of the multi-agency safeguarding arrangements, to ensure they are effective in bringing together relevant partner agencies.

3.4 Partners in Salford

These arrangements link to the strategic work led by a number of partnerships in Salford. [Partners in Salford](#) is made up of separate boards, statutory and non- statutory, each with specific portfolio's and strategies. The strength of our partnership is that by working together on cross cutting themes, the boards can achieve better outcomes for all.

The adjacent diagram illustrates the current Partners in Salford arrangements. Our Integrated Board Chairs and business managers meet quarterly.



3.5 Relevant Agencies

A range of individual organisations and agencies working with children and families have specific statutory duties to promote the welfare of children and ensure they are protected from harm. Appendix 2 details the relevant agencies whose involvement is required to safeguard and promote the welfare of children in Salford. This list is reviewed annually.

Section 11 of the Children Act 2004 places duties on a range of organisations, agencies and individuals to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children. Section 11 places a duty on key organisations to self-assess the extent to which they meet safeguarding requirements and standards. The SSCP will ask relevant agencies to undertake this self-assessment every two years to provide the necessary assurances that those duties are being fulfilled.

In addition to Section 11 duties which apply to a number of named organisations and agencies (as detailed in Working Together, 2023), further safeguarding duties are also placed on individual organisations and agencies through other statutes.

When selected by the safeguarding partners to be part of the local safeguarding arrangements, relevant agencies must act in accordance with the arrangements.

Representatives from relevant agencies who sit on the SSCP subgroups are expected to:

- Commit and prioritise attendance at the meetings
- Have the seniority to be able to make decisions on behalf of their organisation and ensure the delivery and implementation of the local arrangements
- Be able to access and share information necessary to inform collective action
- Be critically reflective, strengths based, solution-focussed and child centred within discussions to shape and influence practice
- Lead specific workstreams
- Take responsibility for identified actions and give oversight to these until completion.

Relevant agencies are asked to contribute to the work of the partnership by nominating representatives for task and finish groups, subgroups, through attendance at practitioner forums and SSCP development days, and by providing feedback on specific issues. They are also asked to participate in multi-agency audits as part of the Safeguarding Effectiveness Framework and provide assurance about single agency actions to embed learning from local reviews.

Relevant agencies are required to contribute to the Rapid Review processes following a serious incident and, where necessary, to contribute to Local Child Safeguarding Practice Reviews.

3.6 Schools, colleges and other education providers (including Early Years Provision)

The lead safeguarding partners regard all schools (including independent schools, academies, alternative provision and free schools), further education colleges, early years providers and other education providers in Salford as relevant agencies. As designated relevant agencies, they are under a statutory duty to co-operate with these multi agency safeguarding arrangements.



We recognise that all educational providers have a pivotal role to play in sharing information to safeguard children and promote their welfare and the SSCP promotes collaboration with education providers, to understand what life is like for children.

The views and contributions of education and childcare providers are articulated at the highest level of decision making with representation from a “pure” education lead and a local authority representative at the SSCP (DSP) meeting.

The SSCP has a dedicated education subgroup which reports directly to the SSCP. The subgroup enables designated safeguarding leads to come together to discuss safeguarding, the work of the partnership and its priorities, legislation, transition from primary to secondary and any other relevant issues for schools. Any identified safeguarding issues are escalated to the Safeguarding Effectiveness Group (SEG) and/ or SSCP where appropriate. The subgroup has representation from across the sector, including primary, secondary, special, further and independent education and early years. The group links with the Salford School Partnership, which aims to enable timely provision of early help for children, young people and their families, helping reduce the number of young people referred to children’s social care and other specialist services.

We are committed to a learning culture and strive for continuous improvement, by sharing diverse perspectives, and drawing on best available evidence from individual fields. The education subgroup provides a forum for other subgroups to access the views and advice of colleagues working strategically within the education sector to inform their next steps and vision planning.

Education data is considered and scrutinised quarterly as part of the SEG. Partners consider emerging risks, themes and trends and learn from what the data is telling us, using this to inform strategic planning locally. The SSCP will request a spotlight report where necessary to understand in more detail emerging safeguarding issues.

Education colleagues are represented at the thematic subgroups and contribute to multi agency quality assurance activity to help us to understand the local position for children and young people in Salford. The SSCP values the opportunity to learn from educational providers, to identify and share best practice, so that we can learn from “what works”.

Staff from education and early years settings can access multi agency training delivered by the SSCP. They are invited to attend SSCP events and contribute to practitioner forums. Representatives from across the education sector on the subgroup and at strategic meetings facilitate the two-way flow of information.

3.7 Voluntary and Community Sector

Salford CVS (Community and Voluntary Service) is the city-wide infrastructure organisation for the Voluntary, Community and Social Enterprise (VCSE) sector; providing specialist information, advice, development support and opportunities for influence and collaboration. Salford CVS represent the VCSE sector in these multi agency

safeguarding arrangements.

The [Salford Compact](#) underpins the relationship between the statutory sector and the VCSE sector in Salford, with the aim of improving communication and understanding and strengthening our collective capacity to improve the quality of life for Salford Citizens. The Salford [VCSE Manifesto](#) provides a framework for collaboration involving VCSE leaders and organisations in the delivery of the city's strategies and services. There is a shared commitment across Greater Manchester, as detailed within the [GM VCSE Accord Agreement](#) to further develop how we work together with the VCSE sector to improve outcomes for Greater Manchester Communities and Citizens.

Key safeguarding messages will be communicated to non-commissioned VCSE organisations through Salford CVS communication channels and commissioned VCSE organisations through Salford City Council communication channels.

The Chair of Salford City Council's Commissioning and Contract Oversight Meeting which takes place quarterly will ensure that learning resources, policies and procedures are adopted by commissioned organisations.

3.8 Other statutory relevant agencies

Representation on SSCP subgroups is not sought from the following national organisations: UK Visa and Immigration and British Transport Police. However, engagement does take place where necessary, for example when scoping agency involvement following a serious incident and through completion of the Section 11 self-assessment.

3.9 Barton Moss Secure Care Centre

Barton Moss Secure Care Centre is located in Salford and reports annually into the SSCP through a spotlight report.



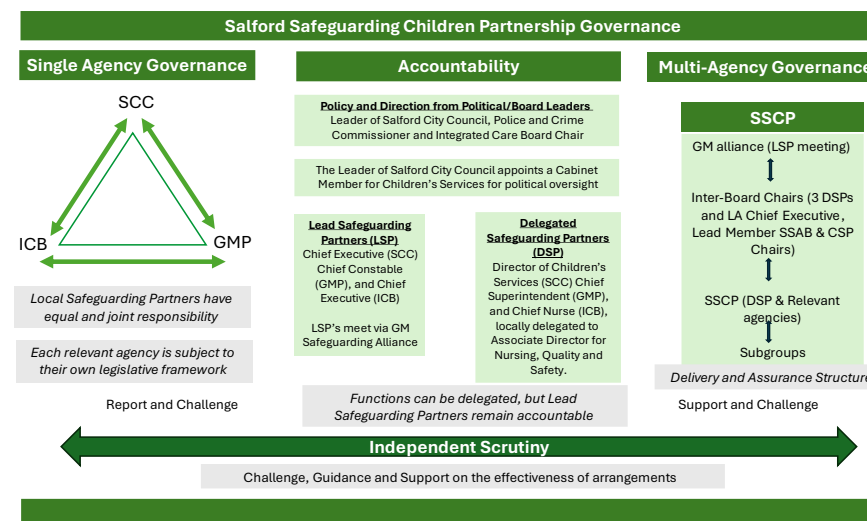
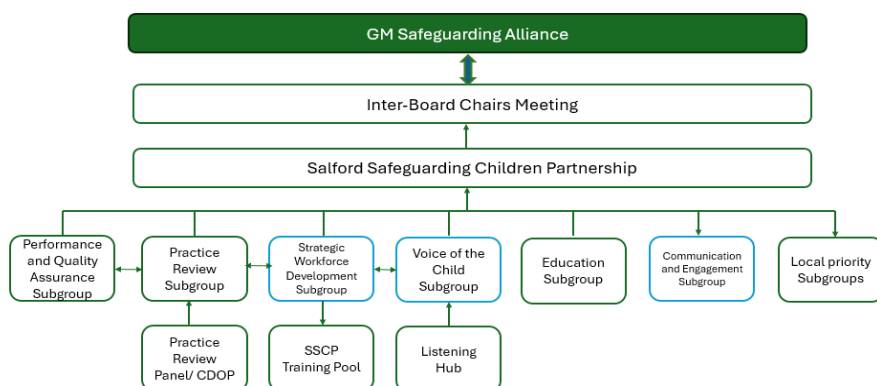
4. Governance Arrangements

The three lead safeguarding partners (LSPs) have equal and joint responsibility for local safeguarding arrangements. The LSPs have single agency arrangements to hold DSPs to account, with a model of oversight and governance, supported by independent scrutiny.

A three-year business plan and strategy is maintained and overseen by the SSCP Head of Business and Impact Lead. The local priorities are reviewed regularly and updated following analysis of:

- National Drivers
- Local gaps or areas for improvement identified through evaluation of safeguarding practice
- Emerging issues or safeguarding threats identified by partners
- Findings from external inspections, peer review or scrutiny activity
- Consideration of what children, young people and their families are telling us.

The SSCP is structured to provide strong collaboration, scrutiny and assurance, and to drive and enable co-ordination of safeguarding activity.



[Appendix 1](#) details the remit of each of the subgroups.

Each sub-group has a 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.

The Partnership Business Support Unit undertake the management and support function of the partnership. Task and Finish Group will be established as necessary. This model allows partnership group meetings to focus on practice and outcomes, rather than administration.

5. Independent Scrutiny

The role of independent scrutiny is to provide additional assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in a local area and should provide added value to what we already know and do. Working Together to Safeguard Children 2023 requires that safeguarding partners ensure that the scrutiny is objective, acts as a constructive critical friend and promotes reflection to drive continuous improvement. We believe that whilst some forms of scrutiny will need to be independently commissioned, for example local child safeguarding practice reviews, there is impartial or peer scrutiny within the local area and the region.

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

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

5.1 Independent Scrutiny

The Salford Safeguarding Children Partnership aims to build a culture where all members, from frontline practitioners, to strategic leaders, positively welcome and actively participate in scrutiny, learning from each other, and taking accountability. The lead safeguarding partners will ensure that scrutiny is objective, and promotes reflection to drive continuous improvement.

The SSCP aims to achieve improvement by developing good practice based on what we know works well, using an evidence based approach. Local arrangements for independent scrutiny will:

- Provide assurance in judging the effectiveness of multi agency arrangements to safeguard and promote the welfare of children in Salford;
- Provide assurance that there is effective identification and review of serious child safeguarding cases;
- Act as part of a wider system which includes the independent inspectorates' single agency assessment of the individual safeguarding
- Consider how effectively the arrangements are working for children and partners,
- Provide objectivity, act as a constructive critical friend and promote reflection to promote continuous improvement;
- Consider how well the safeguarding partners are providing strong leadership; and
- Make recommendations to the lead safeguarding partners.

5.2 Independent Scrutineer

The Independent Scrutineer is a commissioned role contracted by the lead safeguarding partners for a defined period and is subject to performance review at agreed intervals.

The role of the Independent Scrutineer must be focused on the impact decision makers are having on the outcomes for children through their leadership of the system. This means at one level, working to challenge the LSP's on:

- What their priorities are and why;
- What they know about the quality of safeguarding practice;
- Resources for the effectiveness of the partnership;
- How they operate as a team and not three separate leaders, and
- How they know the system is as safe as possible.

5.3 Local Authority Lead Member

The local authority Lead Member for Children's Services (LMCS) also provides a wider perspective and link to local authority scrutiny.

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



6. SSCP Vision, Values and Principles

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

One vision	Two key values	Six principles
All partners are committed to working together so that every child in Salford is safe, well and able to reach their full potential.	<p>A child centred approach: for services to be effective they should be based on a clear understanding of the needs and views of children.</p> <p>Safeguarding is everyone's responsibility: for services to be effective each citizen, practitioner and organisation should play their part.</p>	<p>Empowerment: People being supported and encouraged to make their own decisions and with informed consent.</p> <p>Prevention: It is better to act before harm occurs.</p> <p>Proportionality: The least intrusive response appropriate to the risk presented.</p> <p>Protection: Support and representation for those in greatest need.</p> <p>Partnership: Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting safeguarding issues.</p> <p>Accountability: Accountability and transparency in safeguarding practice.</p>

The six principles adopted from Adult Safeguarding Boards.

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 for safeguarding practice. We scrutinise a range of evidence to seek assurance 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 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 a 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.

7. SSCP Priorities

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



8. Evaluating the Effectiveness of the local MASA

8.1 Reporting on the effectiveness of safeguarding children arrangements in Salford

The lead safeguarding partners have a responsibility to monitor the effectiveness of the local multi agency safeguarding arrangements and to publish a report at least once in every 12-month period. This report should set out what has been done because of these arrangements, including child safeguarding practice reviews, and how effective the arrangements have been in practice.

Updates to these arrangements will be included in the SSCP annual report as well as in any revisions to this document.

The SSCP annual report will be shared with the Independent Scrutineer prior to it being signed off by the lead safeguarding partners. This is to provide critical friend review and an opportunity for feedback and comments to the LSP's, SSCP executive and DSP's for consideration.

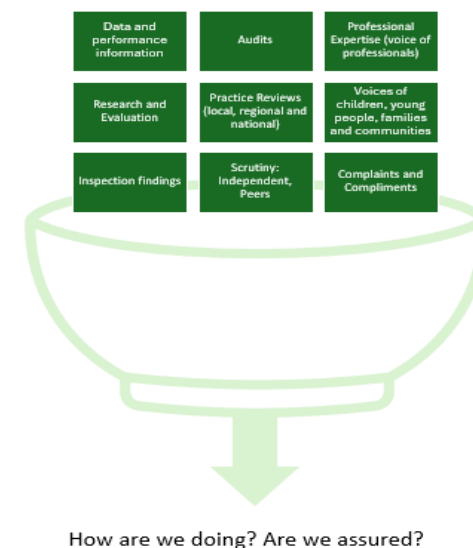
The annual report will be published on the SSCP website and circulated to the chairs of the other statutory partnerships in Salford.

8.2 Evaluating Local Safeguarding Practice and its impact

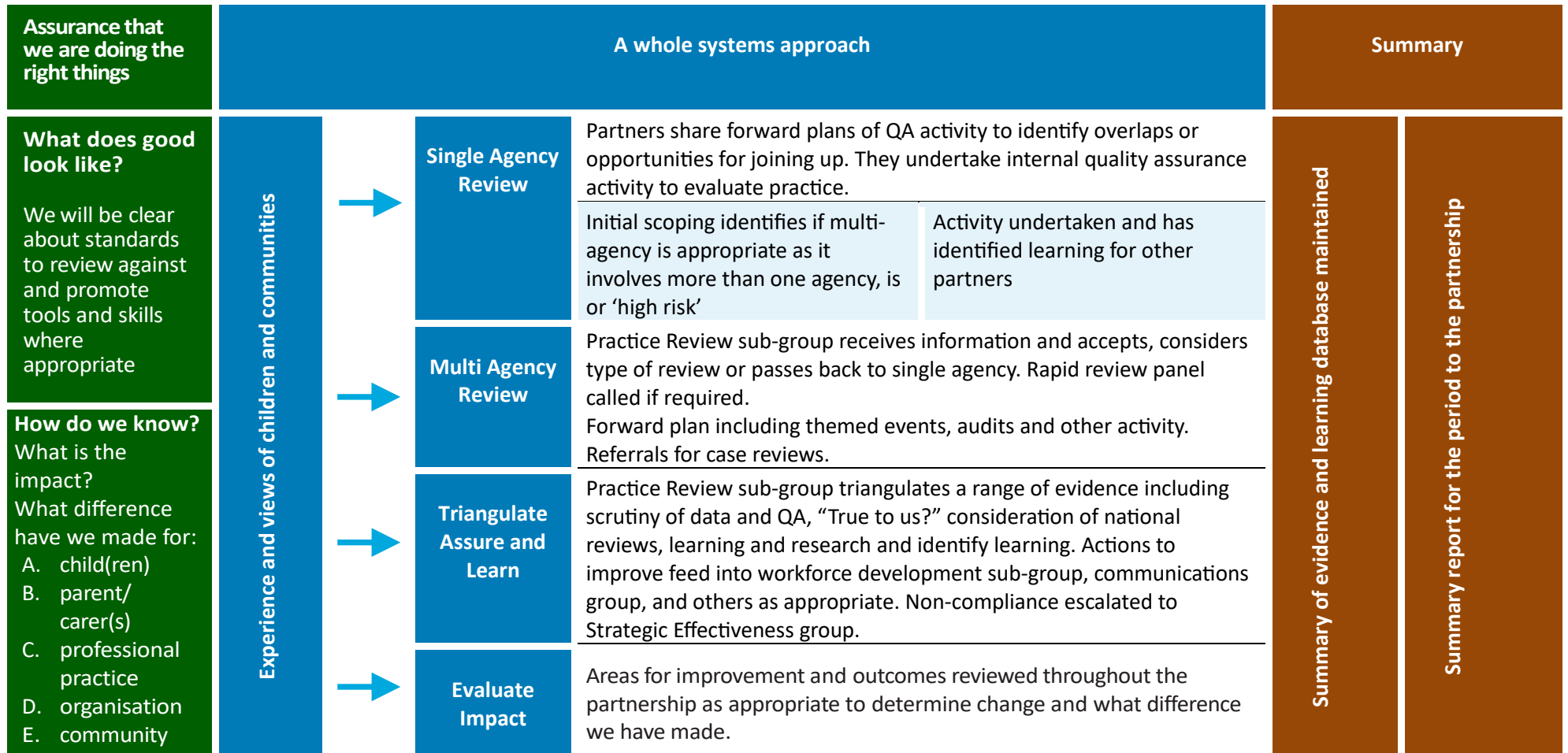
The SSCP is committed to a strengths-based approach, learning from work that has been successful in safeguarding children and the risks that they face, as well as reviewing and reflecting on where we can make improvements.

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

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



Safeguarding Effectiveness Framework



8.3 Quality Assurance

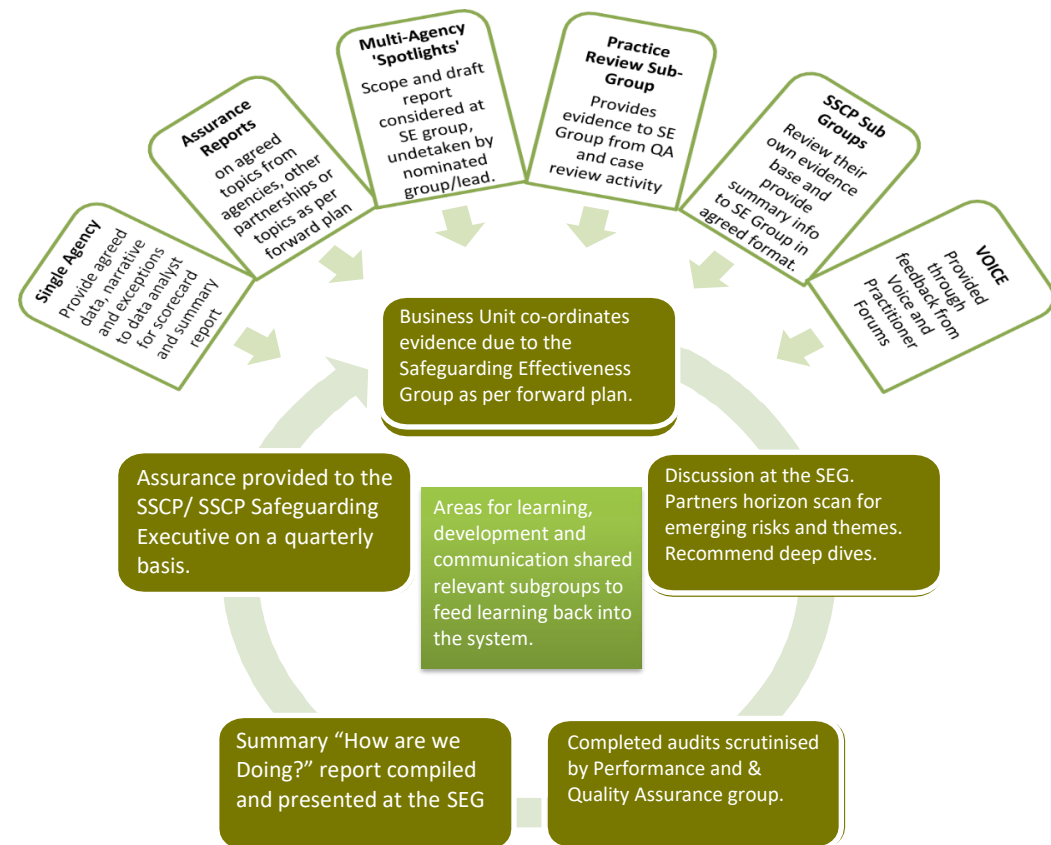
Applying our principle of proportionality, the Salford Safeguarding Children Partnership does not seek to replicate quality assurance standards or activity that has already been undertaken in single agencies. We consider organisations' own methods for quality assurance, and our framework will gather and utilise existing evidence, supporting agencies to consider key messages from quality assurance activity and undertake a range of targeted activity such as multi-agency audits.

The Performance and Quality Assurance subgroup oversee a multi-agency audit calendar and forward plan. This collates all partnership quality assurance activity. An annual impact summary is compiled and scrutinised by the group and shared with the DSP's (at the SEG and SSCP) for insight and assurance on the quality of safeguarding practice locally. Any concerns or emerging risks are escalated where appropriate.

Some thematic audits are led by the subgroups. The SSCP host a bi-annual SSCP Quality Assurance Board, where, supported by the Independent Scrutineer, partners come together to audit, review and reflect on a sample of children, in response to thematic reviews and spotlight reports. In other circumstances, the Independent Scrutineer may support with undertaking an audit through the lens of the partnership. This supports the strategic quality assurance function of the partnership.

Headline data, supported by analysis and intelligence through the local Contact Challenge process, provides partners with line of sight on practice in the Bridge (Salford's multi agency safeguarding hub) and on aspects of the wider safeguarding system. This assists partners to identify trends in prevalence or demand for services, identify pressure points for the Bridge response to new referrals, benchmark Salford against national data and identify aspects of practice that require further interrogation.

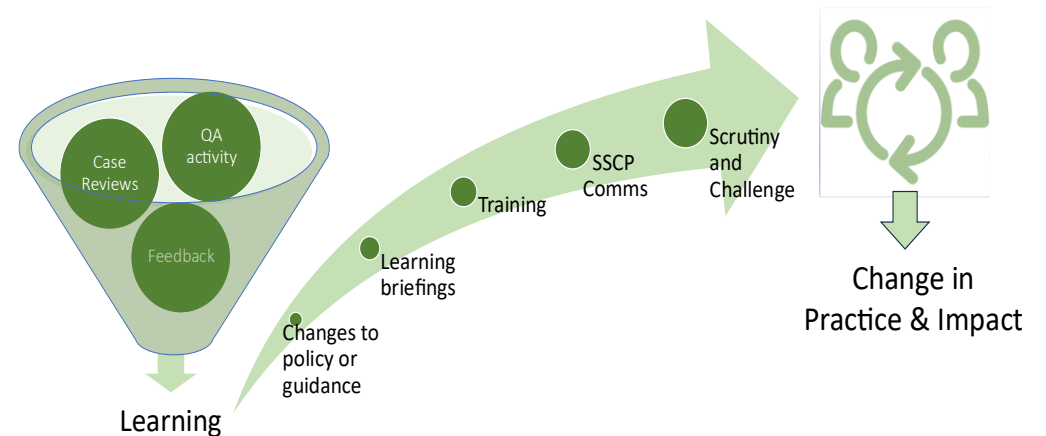
Relevant agencies are asked to identify from their own quality assurance activities, including complaints and compliments processes, any issues which have implications for the safeguarding of children which need to be escalated for consideration by the Performance and Quality assurance group.



8.4 Reviews of Practice

Local policies and processes are in place for a range of practice reviews. These may be thematic in nature or used to review a specific incident. The Practice Review Subgroup has the remit for considering all cases where a referral is made to the partnership for a practice review. This includes cases of good practice for moderation and to share learning.

The type of review to be undertaken is determined by the SSCP Screening panel, with delegated representatives from the three statutory partners. Following a review, a multi-agency action plan is developed and overseen by the Practice Review Subgroup. Themes from local case reviews are shared with the Workforce Development Subgroup. The safeguarding effectiveness framework ensures that there is a direct link between learning identified from practice reviews and the workforce development offer. Learning is shared with staff, changes made to policy, process and practice where appropriate, and assurance is sought by the Practice Review Subgroup as to the impact of this activity. An annual spotlight report from the practice review subgroup is shared with the SSCP and Executive for assurance.



8.5 Using data and intelligence

We use data and intelligence to assess the effectiveness of help being provided to children and families across the early help and safeguarding systems in Salford. The data and intelligence are a combination of single agency data, alongside multi- agency performance indicators.

The Local Authority data analyst and partnership Performance and Quality Assurance Officer support the local safeguarding partners to effectively and accurately analyse and interpret data and intelligence. This takes place at the Performance and Quality Assurance subgroup, with a summary “How are we doing?” report being shared with the Strategic Effectiveness Group (SEG). This supports safeguarding partners to judge the effectiveness of the local safeguarding arrangements. It is the responsibility of partner agencies to provide a detailed analysis of cross partnership data.

The lead safeguarding partners will use the Joint Strategic Needs Assessment to help them understand the prevalence and contexts of need, including specific needs relating to disabled children and those relating to abuse and neglect, which in turn, should help shape services.

8.6 Participation & Engagement Feedback and Evaluation

Single and multi- agency consultation and engagement activity with children, families and practitioners, is fed into the Listening Hub via the listening hub squad. This is overseen by the SSCP Participation Lead and used to inform the strategic planning for the partnership. Regular updates are provided to the DSP's through spotlight reports into the SSCP meeting.

Targeted feedback and consultation on thematic issues is sought from children and young people through the Youth Council and the Voice of the Child subgroup. The Mind of My Own (MOMO) app offers children and young people a direct feedback route to their social workers and this information is shared with the partnership to help us to understand issues that matter to children and young people.

In September 2024, an annual Youth Summit provided direct scrutiny of the work of the four SSCP subgroups. This feedback has been shared across the partnership to inform our plans.

We are committed to the use of listening loops to feed-back to children and young people in a “you said, we did” format to continue to build trust and confidence in the work of the partnership.

Parents 4 Positive Change (P4PC) provide direct feedback to the SSCP both through consultation requests and through the projects that they generate as a group. The SSCP is committed to developing co-production opportunities to ensure that our services are informed by those who have experienced them and so we can learn from what does and doesn't work.

The SSCP is also committed to hearing and listening to the views and voices of Salford practitioners. The SSCP co-ordinates the bi-annual practitioner survey to understand the impact of the work of the partnership upon front line practice. Regular training needs analysis are undertaken by the strategic workforce development subgroup to ensure that we understand the needs of the workforce, to enable them to respond to safeguarding issues. Evaluations from training support this activity.

The triangulation and scrutiny of how we are doing across the system enables us to test out assurance or identify where additional activity may be required.



9. Learning and Improvement

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

The strategic workforce development subgroup (SWDG) is a joint group with the SSAB. The group works to develop an effective, confident and skilled workforce across Salford, through the provision of learning and development opportunities. The group maintains the strategic overview of training and workforce development activity relating to all aspects of safeguarding and supports the Practice Review Subgroup to embed learning identified from practice reviews.

The subgroup co-ordinate regular training needs analysis and use this information to inform the workforce development programme.

9.1 Multi Agency Safeguarding Training

The lead safeguarding partners are responsible for considering what multi- agency training is needed locally and how they will monitor and evaluate the effectiveness of any training they commission.

The SSCP delivers a programme of multi-agency training facilitated, with support from a pool of trainers from relevant agencies. The well-established Training Pool of internal trainers provide on-going and valued support to deliver and evaluate learning and improvement. Opportunities for professionals to develop knowledge and skills are varied, with a proven track record in Salford of delivering opportunities such as training courses, newsletters, briefing documents, bitesize briefing sessions, social media and the website, which form part of our communications strategy to ensure that there are varied opportunities for learning.

The multi-agency training provided by the SSCP can be accessed on the website.

9.2 Evaluating the Impact of learning

Evaluations from training courses delivered are monitored by the Strategic Workforce Development Subgroup and an annual spotlight report is considered by the Strategic Effectiveness Group (SEG). To ensure that local and national learning impacts positively on practice, and that changes are embedded, sustainable over time, and have the desired effect, monitoring is undertaken as detailed within the Safeguarding Effectiveness Framework through quality assurance activity and triangulation of scrutiny activity to evidence impact.

10. Responding to child deaths and serious incidents

10.1 Child Death Reviews

The lead safeguarding partners are required to respond to notifications from the Child Death Review partners that a child has died, and abuse or neglect is known or suspected, to determine whether the case meets the criteria for a child safeguarding practice review (as referenced in Child Death Review Statutory and Operational Guidance (England) 2018 page 27). The Child Death Review partners are the local authority and the local Integrated Care Board.

The lead safeguarding partners are required to respond to notifications from the Coroner that a child has died and that the Coroner has decided to investigate the death or commission a post mortem (as referenced in Working Together 2023 page 149). In these circumstances, where abuse or neglect is known or suspected, the safeguarding partners will need to determine whether the case meets the criteria for a child safeguarding practice review.

The lead safeguarding partners are required to respond to any safeguarding issues that are identified by the child death review process, including the Salford, Bolton and Wigan Child Death Overview Panel which reviews the deaths of all children in Salford.

10.2 Child Safeguarding Practice Reviews

The lead safeguarding partners are responsible for ensuring that there is a defined and clear process in place to conduct a review following serious child safeguarding incident, and for commissioning a subsequent local child safeguarding practice review where necessary. At the core of this work, is the commitment to ensuring that local agencies understand the events leading to a death, and the ways in which those same agencies and others can help to protect children in the future.

The SSCP has established a screening panel made up of delegated representatives from the three statutory safeguarding partners, which has delegated responsibility for receiving and considering referrals for a child safeguarding practice review.

The duty to make a notification to the National Child Safeguarding Practice Review Panel, following a serious incident or child death, lies with the local authority. However, whenever possible, the decision for whether this threshold has been met should be a joint agreement made by the delegated safeguarding partners.

Following a rapid review, the Salford rapid review panel will make a recommendation to the DSP's on the suggested outcome, and whether a local child safeguarding practice review should be commissioned. This will also be shared with the Independent Scrutineer. It is the joint responsibility of the DSPs to agree this decision, which is then shared with the National Child Safeguarding Practice Review Panel.

The Salford Safeguarding Children Partnership will:

- Promptly undertake a rapid review of the case in line with regional and national published guidance in order to make a recommendation about whether a local child safeguarding practice review should be commissioned;
- Identify immediate learning for individual partner agencies and monitor the implementation of single-agency actions to improve practice;

- Identify any key messages from the rapid review for dissemination across the wider workforce;
- Have clear processes for how it will work in parallel with other investigations and work collaboratively with those responsible for carrying out those investigations;
- Agree with the reviewer of a local child safeguarding practice review the method by which the review should be conducted;
- Seek to ensure that practitioners are fully involved in local child safeguarding practice reviews, and that families, including surviving children, are invited to contribute to the review;
- Ensure the final report of a local child safeguarding practice review includes a summary of recommended improvements and an analysis of any systemic or underlying reasons why actions were taken or not in respect of matters covered in the report;
- Develop and monitor actions to implement changes arising from the findings of the review.

The lead safeguarding partners will consider carefully how best to manage the impact of the publication of local child safeguarding practice reviews on children, family members, practitioners and others closely affected by the case.

The lead safeguarding partners will make arrangements to inform the National Panel and the Secretary of State of the reasons for a delay of a local child safeguarding practice review, set out any justification for any decision not to publish either the full report of information relating to improvements and have regard to any comments from the Panel and Secretary of State in respect of the publication.

A copy of the full report of the local child safeguarding practice reviews will be sent to the National Panel and Secretary of State.



11. Thresholds Document

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

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



12. Escalation

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

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

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



13. Resources and Infrastructure

The lead safeguarding partners have an equal and joint responsibility to ensure that there is sufficient and effective resourcing to support these arrangements

13.1 Partnership Business Support Unit

The Partnership Business Support Unit, let by the Head of Business and Impact lead, help to provide the infrastructure for successful operation of the SSCP. Duties will be varied but include the following:

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

13.2 Funding

The lead safeguarding partners should agree the level of funding secured from each partner, which should be equitable and proportionate, and any contributions from each relevant agency to support the local arrangements.

The lead safeguarding partners make payments towards expenditure incurred in conjunction with local multi agency arrangements for safeguarding and promoting the welfare of children. Details of the SSCP annual budget and how it is spent can be found in the corresponding annual report.

Financial contributions are just one way in which partners provide resources to the SSCP. Partners contribute their time and expertise as members and

chairs of the subgroups and nominated representatives lead on time limited pieces of work. In addition, representatives from relevant agencies support the SSCP pool of trainers who deliver multi agency safeguarding training.

13.3 Shared intelligence and information sharing

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

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

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

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



Appendices

Appendix 1
Salford Safeguarding Children Partnership Subgroups
The Inter-Board Chairs Meeting
<p>The Inter-Board Chairs meeting consists of the Chief Executive of Salford City Council and the Delegated officers for the three lead safeguarding partners for the SSCP. The Lead Member for Children's Services is invited to provide independent challenge but not in a decision-making role, along with the Independent Scrutineer and the chairs of the other statutory safeguarding boards/ partnerships in Salford (SSAB/ CSP). The SSCP Head of Business supports the meeting and provides a quarterly update report and summary of the business plan. The group discussions highlight any cross cutting themes in Safeguarding practice and enable joint targeted approaches.</p>
The Salford Safeguarding Children Partnership (SSCP)
<p>The delegated officers for the three lead safeguarding partners meet quarterly and have invited representation from Education and Public health in recognition of the important roles they have in ensuring effective multi agency safeguarding arrangements in Salford. Membership also includes relevant agencies and the Independent Scrutineer.</p> <p>This group will meet at least four times per year and have a more strategic focus, leading the subgroups who will be expected to report on a workplan for their area. A thematic approach throughout the year is adopted. A DSP is appointed as the Partnership chair to lead the group. The SSCP Head of Business supports the meeting and provides a quarterly update report and summary of the business plan.</p> <p>The group is responsible for setting the local strategic plan for the Salford Safeguarding Children arrangements. They focus on the key issues affecting safeguarding practice and this supports them in having a direct line of sight to the effectiveness of the arrangements. Where necessary, matters will be escalated to the GM Alliance for oversight of the LSPs.</p> <p>The SSCP will agree the priorities for the multi-agency partnership and monitor progress and provide leadership to promote continuous learning. They will act as conduit between the LSP's (through the GM Alliance Group) who will approve the annual report; agree the independent scrutiny arrangements and delegations; set the budget. The DSP's must focus on driving improvements in practice and delivering the agreed priorities and ensuring the practice of Police, Health and Local Government Children's Services is effective as it can be to help and protect children. Like the LSP's, the DSP's must act as a team and not a spokesperson for their agency alone.</p>
Performance and Quality Assurance (P&QA)
<p>Representatives from across the partnership meet quarterly to monitor performance. The group co-ordinates activity detailed within the Safeguarding Effectiveness Framework, to ensure that there is an effective performance management cycle in place, to evidence impact. The group maintain a forward plan of multi- agency audits and other related quality assurance activity, including the SSCP QA Board and the S11 audit. Findings from quality assurance activity and a summary of key issues from the performance scorecard (multi agency dataset) are summarised in a "How are we doing?" performance report, which is shared with the SSCP quarterly.</p>
Themed Subgroups (focussing on local priorities)
<p>Themed subgroups are convened in line with the agreed local multi agency safeguarding priorities. Each subgroup is led by a strategic lead from a relevant agency. The thematic subgroups have been selected as those which are priorities to Salford, and where a multi-agency response is most needed. Where appropriate and feasible, these groups will be joint with the other partnerships and boards.</p> <p>For 2025/2026, the local thematic priorities are:</p> <ul style="list-style-type: none"> Neglect Child Sexual Abuse

Children Affected by Domestic Abuse Exploitation
Education Subgroup
The SSCP has a dedicated education subgroup which reports directly to the SSCP. The subgroup enables designated safeguarding leads to come together to discuss safeguarding, the work of the partnership and its priorities, legislation, transition from primary to secondary and any other relevant issues for schools. Any identified safeguarding issues are escalated to the Strategic Effectiveness Group (SEG) and/ or SSCP where appropriate. The subgroup has representation from across the sector, including primary, secondary, special, further and independent education and early years. The group links with the Salford School Partnership, which aims to enable timely provision of early help for children, young people and their families, helping reduce the number of young people referred to children's social care and other specialist services.
Practice Review Subgroup (PRSG)
<p>This group leads on the co-ordination of all reviews of practice in Salford. This includes statutory and non- statutory reviews. Learning from case reviews is triangulated with other quality assurance activity and shared with the Strategic Workforce Development group (SWDG) where necessary to ensure that the workforce development offer is robust and effective.</p> <p>The group is responsible for identifying themes from reviews, monitoring the implementation of review actions and learning, and providing assurance of what difference this has made to safeguarding practice to the SSCP. The group will also consider good practice to learn from "what works".</p> <p>The Child Death Overview Panel (CDOP) feeds into the PRSG. Salford is part of a CDOP tripartite with Bolton and Wigan and functions in line with statutory guidance.</p>
Strategic Workforce Development Subgroup (SWDG)
The joint strategic workforce development subgroup will provide strategic leadership to commission, design, deliver and monitor both attendance and impact of training and development. The group covers both children's and adults safeguarding partnerships and engages with other local partners to ensure that professionals working across the city have opportunities to learn and network together.
Voice of the Child subgroup and Listening Hub
<p>There are different groups and mechanisms for engaging, listening and sharing information with children, young people and citizens in Salford. The voice of the child subgroup meets regularly. Statutory partners will also ensure that key staff are available to attend by invitation to the Youth Council, Community Parenting Panel, Youth Commission and any other group that can provide the views of young people directly to inform the partnership.</p> <p>The Listening Hub sits alongside the voice of the child subgroup. The multi-agency listening hub squad meets regularly to ensure that all partners seek to engage and listen to key stakeholders at regular intervals. These meetings facilitate networking and collaboration opportunities in addition to planning and supporting consultation and engagement activities.</p> <p>The overarching remit of the multi-agency Listening Hub is to develop shared standards of listening, to build upon good practice, and collectively make improvements to our response and services in Salford. We feed back to children and young people, families and practitioners in a "you said, we did" format to promote their trust and confidence in the work of the partnership.</p> <p>The Listening Hub works in partnership with Parents 4 Positive Change (P4PC); a group of parents and carers who have all had experience of Children's Social Care and wish to work to advocate for changes in the system and processes.</p>
Appendix 2

List of Relevant Agencies			
Salford City Council			
Children’s Social Care		Early Help and Schools	
Youth Justice Service		Commissioning	
Adult Social Care		Strategic Housing, Homelessness and Safeguarding	
Neighbourhood Services including Public Health		Environmental Services including Licensing and Private Sector Housing	
GM NHS Integrated Care Board			
Who strategically represent:			
Northern Care Alliance		Northwest Ambulance Service	
General Practitioners		Primary Care	
Greater Manchester Police			
Salford District		British Transport Police	
Other Key Partners			
National Probation Service		Registered Providers of Social Housing	
UK Visas and Immigration		Home Office	
Governor of Forest Bank HMP		Registered providers of Fostering Agencies in Salford	
Greater Manchester Fire and Rescue Service (GMFRS)		Greater Manchester Mental Health	
CAFCASS		Registered providers of children’s homes in Salford	
Registered providers of Adoption support agencies and/ or registered Adoption Society			
Early Years and Education Providers			
Before and After School			
Angels Childcare After School Club	Beech Tree OOS	Crackerjacks at Grosvenor Road Primary (Before and After School)	
Daisy Club - Out of School	Early Learning Out of School Club	Evergreen Out of School	Holy Cross & All Saints Treehouse
Holyrood Out of School Swinton Primary	Kickstart Childcare at Barton Moss	Kickstart Childcare at Mesne Lea	Kiddiewinkles at Godfrey Ermen
Kids Planet Irlam - Before and After School Club	Kiddiewinkles Christ Church OOS	Kids Kapers at Mossfield Primary (Before and After School)	
Mojo 5 at Irlam Endowed Primary School Club	Kidz Corner After School	Little Acorns Out of School Club	Little Sprouts Before & After School
Mojo 5 at Irlam Endowed Primary School Club	Mojo 1 - Before and After School	Mojo 3 at Irlam Primary	Mojo 4 at Fiddlers Lane Primary
Playkidds at North Walkden Primary School	Mojo 6 at Cadishead Primary	Mojo 7 at St Mary's Primary	Nurturing Hands Breakfast & After
School of Play @ Branwood Preparatory School	Nurturing Hands Childcare Eccles Before & After School Club	Playkidds Out of School	Playkidds at Broadoak
Smilies Out of School (temp closure)	Playkidds at St Augustine's	SKIPS Out of School	Satmar Kids - Out of School
WASP@Guild Hall OOS	Schools Out Before and After School Club	Sylvan Court OOS Club at St Marks	Smilies Out of School
Yogurt Pots After School Club	St Mary's After School Club - Premier Sports	WASP@St Marks	Treehouse at St Teresa's Primary
	WASP@St Andrew's Primary Boothstown		Wow Kids Before & After School Club
Day Nurseries			

Aim Habonim Nursery	Angels Childcare Day Nursery	Ateres Elisheva Day Nursery	Barton Moss Nursery
Beis Ruchel Creche	Belvedere Nursery	Belz Cheder	Bpcs Creche
Busy Bees Nursery - Univ of Salford	Care Chiefs Nursery	Cassel Fox Kindergarten	Claremont Neighbourhood Nursery
Early Learning Childcare	Early Learning Childcare Day Nursery, St George's Way		Evergreen Children's Day Nursery
Fayge Sufrin Kindergarten	Habonim Day Nursery	Happy Childcare	Happy Feet Day Nursery
Higher Broughton Nursery	Holly House Day Nursery	Holyrood Nursery Salford	Holyrood Nursery Swinton
Holyrood Salford Royal	Kids Adventures - Angel Centre	Kids Adventures Forest School	Kids Planet Eccles
Kids Planet Hazelhurst	Kids Planet Day Nursery Higher Broughton	Kids Planet Day Nursery Langworthy	Kids Planet Day Nursery Salford Quays
Kids Planet Day Nursery Swinton	Kids Planet Irlam	Kidz Corner Childcare	Kidzrus Monton
Kidzrus Nursery – Irlam	Kidzrus Nursery Media City	KidzRus Private Day Nursery - The Lodge	
Kidzrus Private Day Nursery Swinton	Ladybird Day Nursery Folly Brook	Ladybird Private Day Nursery Springfield House	
Little Explorers Day Nursery – Eccles	Little Explorers Day Nursery – Pendlebury	Little Gems	Little Hulton Nursery
Little Sprouts Day Nursery	Magical Moments	Manchester Junior Girls Creche	Media City Nature Kindergarten
Merlin Childcare	Monton Village School	Nurturing Hands Childcare	Nurturing Hands Childcare Eccles
Oaklands Day Nursery	Our Precious Tots	Pomegranate Nursery	Rainbows Day Nursery
Roobyloos Nursery Worsley	Schools Out Day Nursery	Stepping Stones Day Nursery	Sylvan House Day Nursery
Tashbar Creche	The Cottage Nursery	The Stables Day Nursery Monton	The Stables Day Nursery Swinton
Tinytots at Emmanuel Centre	Tinytots Grecian Street	Winton Nursery	Woodlands Day Nursery and Family
Centre	Wow Kids Day Nursery	Yogurt Pots	
Holiday Scheme			
2 Kool 4 Skool Holiday Club	Beech Tree Holiday Club	Care Chiefs Holiday Club	Community Little Hulton HAF scheme
Crackerjacks Holiday Club Grosvenor Rd	Daisy Holiday Club	Early Learning Holiday Club	Endorphins Superstars at Springwood
Happy Feet Holiday Club	Holyrood Holiday Club Swinton	Kiddiewinkles Holiday Club	Kids Adventures Forest OOS
Kids Kapers (Holiday Club)	Kids Planet Irlam - Holiday Club	Kidz Corner Holiday Scheme	Kidzrus Nursery Media City Holiday Club
Kings Holiday Camps	Little Acorns Holiday Club	Little Sprouts Holiday Club	Lubavitch Day Camp - Holiday Scheme
Nurturing Hands Childcare Eccles Holiday Club	Nurturing Hands Holiday Club	Playkidds Holiday Scheme	Premier Sport Holiday Club Bridgewater
Premier Sport Holiday Club The Deans	Rainbows Holiday Club	Schools Out Holiday Club	Skips Holiday Play Scheme
Smilies Holiday Scheme	Smilies Holiday Scheme (temp closure)	St Mary's Treehouse Holiday Club	The Kids Activity Hub Holiday Club
Tinytots Holiday Club @ The Emmanuel Centre	Treehouse at St Teresa's (Holiday Club)	WASP@Guild Hall Holiday Club	Wow Kids Holiday Club
Yogurt Pots Holiday Scheme			
Independent School (Early Years)			
Aim Habonim IS	Ateres Elisheva Independent Girls Primary School	Beis Malka Belz Girls School	Beis Rochel Manchester Girls School
Beis Ruchel Independent Girls School - Orthodox Jewish Chassidic		Bnos Margulis Viznitz Girls School	Bridgewater IS
King of Kings School	Bnos Yisroel IS Branwood Preparatory School	Clarendon Cottage IS	Kerem Shloime
Manchester Junior Girls IS	OYY Lubavitch Girls School	Talmud Torah D'chassidie Belz	Talmud Torah YL
Tashbar of Manchester IS	Talmud Torah Chinuch Norim IS	Tiferes	Toras Emes -Ind School

Pre- School/ Playgroup			
Auntie Steph's Playgroup Partnership	Big Steps Childcare	Boothstown Playgroup	Fairhills Pre-School
Kiddiewinkles Eccles-Christ Church	Little Explorers Playgroup – Langworthy	Mice To Meet You Playgroup	Mojo 4 - Preschool at Fiddlers Lane
Mojo 6 - Pre School Cadishead Primary	St Luke's Playgroup	St Mary's Treehouse Preschool	St Paul's Peel Playgroup
WASP Guild Hall Playgroup	WASP St Marks Playgroup	Westwood Smarties	
Childminders			
126 registered childminders in Salford (full list available from Starting Life Well Team)			
Primary			
Barton Moss (Academy)	Beech Street	Brentnall (Academy)	Boothstown Methodist
Bridgewater	Broad oak (Academy)	Broughton Jewish (Academy)	Cadishead
Cathedral School	Christ Church	Christ the King RC	Clarendon Road
Clifton	Dukesgate (Academy)	Ellenbrook	Fiddlers Lane (Academy)
Godfrey Ermen CE	Grosvenor Road (Academy)	Hilton Lane	Holy Cross and All Saints RC
Holy Family RC Irlam Endowed	Irlam (Academy)	James Brindley (Academy)	Larkhill
Lewis Street	Light Oaks Infants	Light Oaks Juniors	Lower Kersal
Marlborough Road (Academy)	Mesne Lea (Academy)	Monton Green	Moorside
Mossfield	Moss Valley (Academy)	North Walkden	Peel Hall
Primrose Hill	River View	St Andrew's CE (Eccles)	St Andrew's CE (Boothstown)
St Andrew's (Methodist)	St Augustine's CE (Academy)	St Boniface RC	St Charles' RC
St Edmund's RC	St George's CE	St Gilbert's RC	St John's CE
St Joseph's RC (Ordsall)	St Joseph's the Worker RC	St Luke's CE	St Luke's RC
St Mark's CE	St Mark's RC	St Mary's CE (Cadishead)	St Mary's RC (Eccles)
St Mary's RC (Swinton)	St Paul's CE (Cross Lane) (Academy)	St Paul's CE (Nevile Road)	St Paul's CE (Crompton Street)
St Paul's CE (Heathside Grove)	St Paul's Peel CE	St Peter's CE	St Philip's CE
St Philip's RC	St Sebastian's RC	St Teresa's RC	St Thomas of Canterbury RC
Summerville Primary School	The Deans	The Friars	Wardley CE
Westwood Park	Wharton (Academy)	Willow Tree	
Secondary			
Aldridge UTC @ Media City All Hallows RC	Beis Yaakov Jewish (Academy)	Buile Hill (Academy)	Co-op Academy Swinton
Co-op Academy Walkden	Ellesmere Park High (Academy)	Irlam & Cadishead Academy	Moorside High (Academy)
Oasis Academy	Salford City Academy	St Ambrose Barlow RC	St Patrick's RC
Star Salford Academy	The Albion (Academy)	The Lowry Academy (formally Harrop Fold)	
Specials/ PRUs			
Alderbrook PPC (short stay) Primary (Academy)	Arbour Academy (short stay) (previously Canterbury Centre)	Broadwalk Green (short stay)	
Chatsworth (Academy)	New Park (Academy)	Oakwood High (Academy)	

Springwood Primary (Academy)	The Clifton Centre High (short stay)		
Independent			
Ahavas Torah Boys Academy	Aim Habonim	Alteres Elisheva	Beis Hatalmud
Beis Malka Girls	Beis Rochel Manchester Girls Ltd	Beis Ruchel Girls	Bnos Margulis Viznitz Girls
Branwood Preparatory	Bnos Yisroel	Bridgewater	Clarendon Cottage Preparatory
Edstart	Etz Chaim Boys	Kerem Shloime	King of Kings
Manchester Junior Girls	Manchester Senior Girls	Menchinoh	Me’or High
Oholei Yosef Yitzchok Lubavitch	OYY Lubavitch Boys	Talmud Torah Chinurch Norim	Talmud Toarh D’chassidie Belz
Tashbar of Manchester	Talmud Torah Yetev Lev	Tiferes	Toras Emes
Further Education			
AldridgeUTC@MediaCityUK University of Salford	Chatsworth Futures Limited	Langdon College	Salford City College
VCSE Providers Commissioned by Salford City Council			
Advocacy Focus	Binoh (The Centre for Specialist Educational Assistance Ltd)		Crossroads in Care in GM Endorphins
Hershel Weiss Children’s Centre	I AM- Autistic Society of Greater Manchester (ASGMA)		Safe Families for Children
Salford Community Leisure (SCL)	Salford CVS	Salford Foundation	Special Spirits
The Federation of Jewish Services	You Can Community Club (Oakwood Youth Club)		
Other VCSE Providers in Salford			
Charities	Faith Groups	Religious Organisations	Sports and Leisure Providers

For more information please contact:

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>

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