



Salford
**Safeguarding
Children Board**

Keeping children safe IN Salford

Salford Safeguarding Children Board

INTERIM Business Plan

Autumn 2009 – March 2010

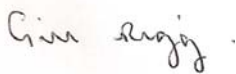
Keeping children safe

IN Salford

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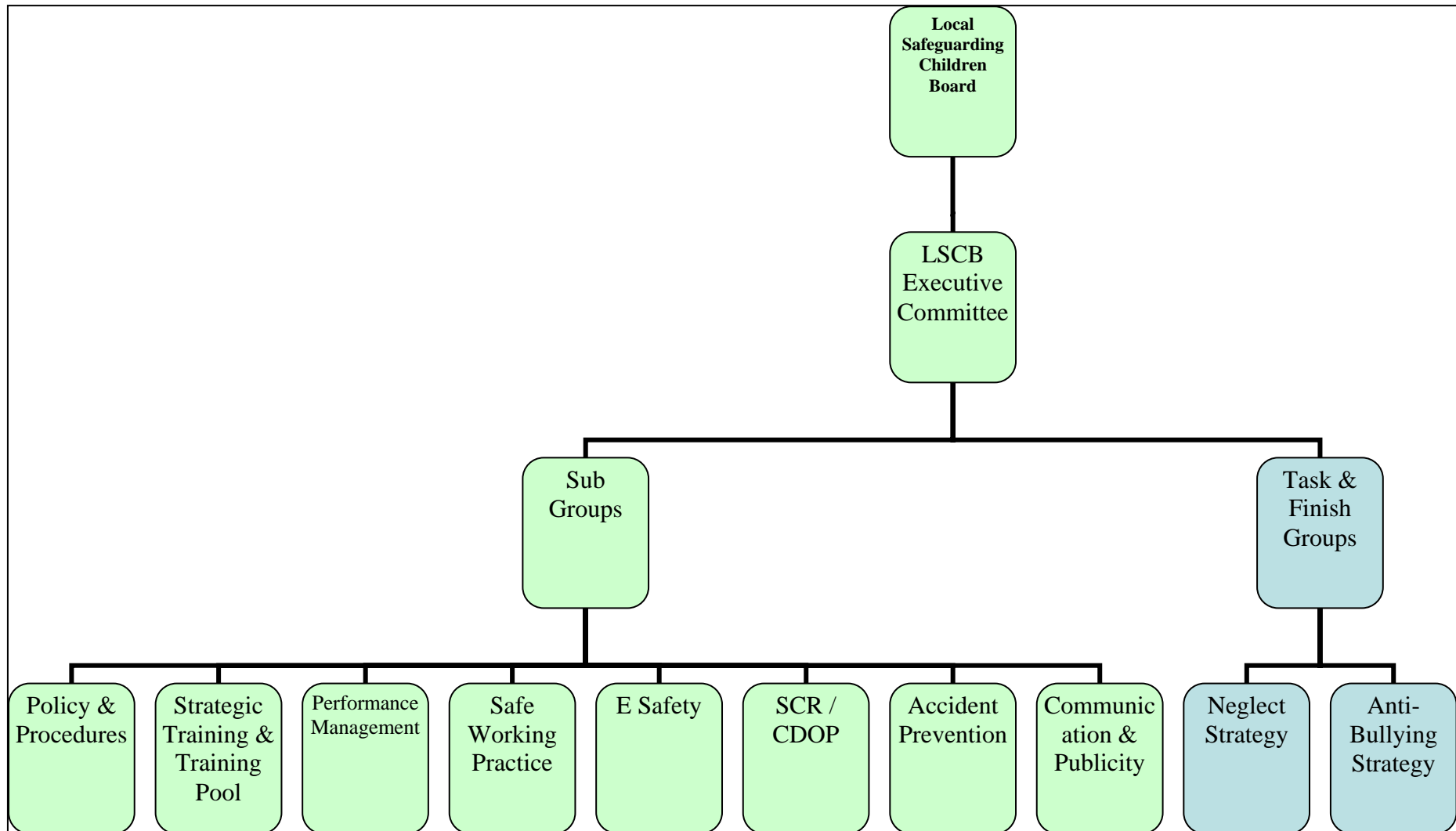
1. Foreword from the Chair

- 1.1. Salford Safeguarding Children Board (SSCB) was established in April 2006 to comply with the requirements of The Children Act (2004) and in line with what is set out in the Statutory Guidance, *Working Together To Safeguard Children* (2006).
- 1.2. In line with national recommendations, arrangements were put in place to appoint an Independent Chair of SSCB and I took up the role in April 2009.
- 1.3. Nationally, Local Safeguarding Children Boards (LSCBs) have faced a number of challenges since April 2006, including the growing demands being made of them, capacity issues and the exacting requirements of Serious Case Reviews and monitoring the implementation of the ensuing detailed action plans. Salford's experience has been no different.
- 1.4. In November 2008, a core group of SSCB met to consider the priorities for SSCB in the year ahead. These were accepted by SSCB in December 2008 and centred on establishing a robust monitoring and reviewing process for the work of SSCB, establishing a framework for engagement, and creating a culture of providing appropriate information to keep children and young people safe.
- 1.5. We continue to address these priorities through the objectives and key actions in the attached *Interim Business Plan*, which will take us through to March 2010. The process is underway and a Development Day has been arranged for January 2010, when priorities will be agreed and the Business Planning process for 2010-2012 started.
- 1.6. The Performance Management Sub Group is currently working on a multi agency dataset which will enable relevant performance data to be gathered, compared and utilised to measure the effectiveness of safeguarding in Salford.
- 1.7. In addition, a current key priority is the review of SSCB, its membership, the work of its Executive Committee (Exec Cttee) and the need to enhance the SSCB's capacity to become more strategic and effectively execute its enhanced scrutiny function.



Gill Rigg
Independent Chair
Salford safeguarding Children Board

2. Structure and Membership of Salford Safeguarding Children Board



Salford Safeguarding Children Board Members and Agencies Involved

<u>Name</u>		<u>Designation</u>	<u>Agency</u>
Lorraine	Ashton	Principal Solicitor, Family & Community Law	Salford City Council
Marie	Boles	Deputy Director of Contracts & Performance Named Nurse for Child Protection	Greater Manchester West Mental Health NHS Foundation Trust
Julie	Bond	Self Employment Team Manager, Customer & Support Directorate	Salford City Council
Debbie	Brown	Assistant Director, Employment and Workforce Planning	Salford City Council
Don	Brown	Head of Service Community Safety	Salford City Council
Eileen	Buchan	Youth Service Locality Manager	Salford City Council
Julie	Carson	Head Teacher, Fiddlers Lane Primary School	Salford City Council
Linda	Clegg	Assistant Director (Safeguarding)	Salford City Council
Andrew	Clough	Director of Nursing	Salford PCT
Antony	Edkins	Head Teacher, Harrop Fold High School	Salford City Council
David	Entwistle	Head of Social Work, Adult Commissioning	Salford City Council
Glen	Hagan		CAFCASS
Andy	Hampson	Head of Strategy & Accountability, SCU	Salford City Council
Tom	Healy	Youth Offending Service Manager	Salford City Council
Simon	Hood	North Locality Manager, Children's Services Directorate,	Salford City Council
Annette	Hughes	Connexions Manager	Connexions - Salford
Michael	Kemp	Head of Service, Courts & Child Protection	Salford City Council
Thelma	Kennedy	Children's Services Manager	NSPCC
Shelley	Lewis	Team Manager, Children & Families Team	Manchester Jewish Federation
Tim	Littlemore	Interim Head of Sure Start & Extended Schools	Sure Start
William	McGreavy	DCI	GMP, Salford
Glyn	Meacher	Senior Manager, Strategic Housing Services	Salford City Council
Louise	Murray	Voluntary Sector Representative	CVS
Nick	Page	Deputy Director of Children's Services	Salford City Council
Chris	Purcell	Operations Manager	Connexions - Salford
Gill	Rigg	(Independent Chair)	
Kate	Rose	Head of Safeguarding Children Unit	Salford City Council
Manjit	Seale	District Manager	GM Probation
Pamela	Shelton	Independent Chair	CDOP

Hilary	Smith	Designated Doctor, RMCH, CMMC	Salford PCT
Bev	Tabernacle	Nurse Consultant	SRFT
Jill	Taylor	Strategic Director of Quality & Learner Services	Salford City College
Neil	Thomson		Prison Service Forest Bank
Pat	Walton	Voluntary Sector Representative	Representing VOCAL (Together Trust Children & Adult Services)
Dave	Wilkinson	Superintendent	GMP, Salford
Jill	Yates		Crown Prosecution Service

- 2.1. The **Terms of Reference** are included in the detailed COMPACT which was agreed and accepted by all partner agencies, and to which a link is attached: <http://www.salford.gov.uk/sscb-compact.htm>
- 2.2. The COMPACT will be reviewed and refreshed as necessary, as part of the wider review of SSCB which is currently underway.

3. National and Local Contexts

- 3.1. Nationally, the current focus for LSCBs is increasingly on the scrutiny of the work on safeguarding, which LSCBs are expected to carry out, following the impact of the 'Baby P' case, Lord Laming's subsequent Report and the Government's response to it.
- 3.2. As identified in the Sustainable Community Strategy Priorities, Salford is a city where children and young people are valued, and the LAA priorities highlight *Improving Parenting & Family Life* and *Reducing the Number of Looked After Children*, amongst other measures linked to safeguarding.
- 3.3. Learning from Salford Serious Case Reviews informs the priorities and objectives which SSCB identify and agree. The outcome of the Unannounced Inspection in August 2009 and the ensuing action plan have informed the objectives in the Interim Business Plan.

4. Achievements and Review of 2008 – 2009 Business Plan

Objective	Action	Review: November 2009
To Review/update all policies and procedures relating to safeguarding	1. To complete the outstanding policies and procedures to be incorporated into the web based manual.	All actions to review and update safeguarding policies and procedures were completed on target. They reflect national developments and local recommendations. The Policy & Procedures web-manual was launched in September 2008. http://services.salford.gov.uk/sscb-manual/
	2. To develop a system to ensure all existing policies and procedures are reviewed on an annual basis	This is in place, all procedures have a lead identified and a date by which the review is to be completed as part of a rolling programme
	3. To develop an Audit tool to ensure SSCB policies and procedures are being actively shared and used by member agencies	This has not been achieved due to capacity limitations. It is hoped that the work of the performance sub group may assist with this next year together with an audit lead to the Board funded through a requested uplift to agencies contributions
	4. To develop a system to ensure lessons learned for Serious Case Reviews are incorporated into existing policies and procedures	The recommendations from serious case and critical incident reviews are linked to the group for consideration and progress tracked through SSCB Exec Cttee
	5. To ensure the development and implementation of Greater Manchester Safeguarding Policies and Procedures	The Greater Manchester procedures are on the web site, all Salford procedures are consistent with these. Any new Pan Manchester procedures are brought to the sub group for review and adoption.
To ensure effective interagency procedures are in place relating to safer recruitment practice and investigations into allegations of abuse against people who work with children	1. To continue to establish safer recruitment and allegations management procedures in line with national developments.	Inter-agency procedures are in place and systems are being developed to audit and monitor the effectiveness of arrangements for managing allegations.
	2. To develop a framework to monitor and	Actions related to safer recruitment and the

Objective	Action	Review: November 2009
	review safer recruitment practice and report on allegations management	investigation of allegations of abuse against people who work with children are on target and a system of reporting performance on the management of allegations is in place.
To develop a joint performance and quality assurance monitoring process	1. To establish a group with board partners to develop an effective performance management framework	Action completed and group operational by Sept 2009
	2. To develop a performance framework for SSCB to aid the monitoring function and business planning	Extensive work done to modify London dataset and implement its usage in Salford
	3. To develop a multi-agency audit tool	As above
	4. To monitor agency progress against LSCB standards	Action completed by means of a Section 11 Audit and analysis was presented to SSCB in June 2009.
	5. To monitor the recommendations of Serious Case Reviews	Action continues to be achieved. SCR single agency action plans are reviewed regularly by the SSCB Exec Cttee and are reported to SSCB.
	6. To undertake a rolling programme of interagency audits and any directed by SSCB	Action commenced: Peer Challenge exercise agreed and agency links identified
	7. To ensure performance management indicators in respect of child protection are collated, reviewed and monitored on a quarterly basis	Requirement continues to be met by the Head of Safeguarding, who reports to both SSCB and the Exec Cttee.
To ensure appropriate arrangements are in place for Child Death Overview Panels in line with government guidance	1. To contribute to the development of the Greater Manchester Rapid Response Team	Actions have been completed and remain ongoing. The Chair of the CDOP presented the annual report to SSCB on 2 nd November 2009.
	2. To submit an annual report on child deaths in Salford	The Chair of CDOP presented the annual report to SSCB in Nov 09
To promote a culture of 'being safe,' looking at	1. To write an accident and prevention	An accident prevention sub-group has been re-

Objective	Action	Review: November 2009
the community and environmental safety concerns	Strategy – sub group established May 2008	established and a new Chair identified to ensure a broader focus on safeguarding. A key action for the group is the drawing up of a strategy and the development of guidance for professionals, on accident prevention in the home.
	2. To develop guidance for professionals on accident prevention in the home	Work now in progress: see above
	3. To provide an e-safety lead via an e-safety sub-group to promote a culture of technological safety for the children of Salford.	Achieved and operational by Sept 09: see below
	4. To develop an e-safety strategy in line with national guidance and local need	An e-safety sub-group has been established and a Chair identified: terms of reference have been agreed and they will be working to produce an e-safety strategy in line with national guidance and local need.
To ensure the community and other agencies have an understanding of the work of SSCB in keeping children and young people safe	1. To develop a consultation strategy to engage children and young people in the work of SSCB	Work is ongoing on the development of a consultation strategy to engage children and young people (CYP), and a media protocol has been produced.
	2. To produce a media protocol	Achieved - see below
	3. To develop an information sharing system inclusive of news bulletins, publicity events and leaflets in line with the Communications Strategy	The Publicity and Communication Sub-Group continues to communicate the role, function and activities of the SSCB across the directorate, partner agencies and to our communities. Noteworthy has been the development of a design style for publicity, E-Bulletin, Engagement Surveys, Media Protocol, redesign of Web Pages, linkage with Salford's Family Information Service and the development of a range of information leaflets supporting the

Objective	Action	Review: November 2009
		function of the SSCB
	4. To develop and maintain the profile of SSCB via website, newsletter and information material	Achieved: see above http://www.salford.gov.uk/sscb.htm
To ensure multi-agency training needs are met in relation to safeguarding and the provision of a skilled workforce	1. Maintain and support the multi-agency training group to progress and ensure effective delivery of SSCB training priorities.	Multi-agency safeguarding training needs continue to be met. A Training Strategy has been produced and courses continue to be well attended and are consistently highly evaluated by participants. http://www.salford.gov.uk/acpc-training.htm
	2. To produce a Training Strategy,	Achieved: see above
	3. To ensure that capacity requirements are met with the provision of a full time SSCB trainer and administrative support.	This is achieved; however there is a need for an increase to the training support if the Board is to sustain the development that is required. A request has been made to make this a priority in any uplift to the budget for the forthcoming year

5. Interim Business Plan: Autumn 2009-March 2010

Key	Status	(progress against timescale)
	Blue	completed
	Green	on target
	Amber	in progress
	Red	work not achieved within timescale

Key Activities	Lead	Timescale	Status	Review
OBJECTIVE	1. To ensure that SSCB is adequately resourced to operate effectively under Sect 13 of The Children Act (2004)			
1. Review current budget arrangements and present options to SSCB for consideration	Assistant Director (Safeguarding) Linda Clegg	August 2009	GREEN	Completed and presented to SSCB 17.08.09
2. Secure uplift to facilitate additional training and audit	SSCB Chair: Gill Rigg	October 2009	AMBER	GMP & CAFCASS have not agreed to uplift. Discussed at SSCB 2.11.09: possible impact on training and audit capacity
OBJECTIVE	2. To develop SSCB's effectiveness and strategic focus			
1. Review SSCB membership and function	SSCB Chair	March 2010	GREEN	Core group established and met 17.08.09. Review paper produced and circulated 16.09.09 and consultation process underway
2. Review and strengthen SSCB Exec Cttee	SSCB & Exec Cttee Chairs	March 2010	GREEN	Development Day planned for 20.01.2010
3. Develop SSCB members' roles and responsibilities by introducing an induction process for new members and an annual appraisal for all members.	SSCB Business Manager	March 2010	GREEN	Induction process drawn up and draft Induction Pack produced, ready for introduction
4. Review arrangements for SSCB and Exec Cttee meetings, to streamline agenda-setting and the number of agenda items, and reduce the volume of	SSCB Business Manager	March 2010	AMBER	Agenda Request and Action Log templates have been devised for introduction at SSCB & Exec Cttee meetings w.e.f Dec 09/Jan 2010

Key Activities	Lead	Timescale	Status	Review
paperwork circulated				
5. Plan and arrange Development Day for existing SSCB members and sub-group Chairs, when SSCB COMPACT will be reviewed and priorities identified for 2010 – 2012 Business Plan	SSCB Business Manager	January 2010	GREEN	Development Day arranged for 20 th January 2010
6. Establish a robust SSCB monitoring and reviewing process against agreed standards and targets	Performance Management sub-group	March 2010	GREEN	Dataset produced and implementation agreed
OBJECTIVE	3. To inform and improve partnership working on safeguarding, incorporating Aug.09 unannounced Inspection recommendations for SSCB			
1. Dissemination of learning from SCRs	SSCB Business Manager and relevant sub-groups	October 2009 and ongoing	GREEN	Dissemination of summary from Biennial review of SCRs 2005-2007. Child D SCR learning event for frontline staff – October 2009
2. Inform practice by access to legislation, guidance and research	SSCB Business Manager	Ongoing	GREEN	Process underway, with collation and submission of responses to revised Ch. 8 Consultation , dissemination of information from Loughborough University research and from <i>Safeguarding the Young & the Vulnerable</i>
3. Monitor attendance and engagement of partner agencies in SSCB & Exec Cttee meetings and their equitable involvement in	SSCB & Exec Cttee Chairs (with admin support)	March 2010	GREEN	Attendance at every meeting recorded. Monitoring process to be agreed as part of SSCB Review process. Annual appraisal system to be introduced for SSCB

Key Activities	Lead	Timescale	Status	Review
the sub-groups which carry out SSCB's work.				Chair and members
OBJECTIVE	4. To implement and monitor inter and intra-agency safeguarding performance, ensuring that Child D SCR SSCB recommendations are incorporated into objectives and actions			
1. Ensure compliance with section 11 and that components of 2004 Children Act are fully integrated into the core business of partner agencies	Kate Rose	June 2009	GREEN	Section 11 Audit completed - June 2009
2. Establish independent audit of performance and safeguarding	Kate Rose	Ongoing	GREEN	An Independent Consultant was commissioned to conduct the audit. Her report and the related action plan will go to the Exec Cttee in January 2010. Further work will depend on capacity
3. Track, monitor and report SSCB and agency progression against SCR recommendations	SSCB Business Manager	Ongoing	GREEN	Bi-monthly updates are requested from Lead Agencies and are reviewed at each SSCB meeting. Quarterly scrutiny exercise conducted by GONW
OBJECTIVE	5. To take forward the work of SSCB through the sub-groups			
1. Establish and maintain Exec Cttee to ensure operational implementation of SSCB's objectives and scrutiny of sub-groups	Exec Cttee Chair	Ongoing	GREEN	Bi-monthly, minuted Exec Cttee meetings continue to take place
2. Regular meetings of all sub-groups with identified Chairs, agreed terms of reference (reflecting the functions of SSCB, according to <i>Working</i>	Sub-Group Chairs	Ongoing	GREEN	Bi-monthly, minuted Exec Cttee meetings occur, at which sub-group chairs report on the work of their group.

Key Activities	Lead	Timescale	Status	Review
<i>Together to Safeguard Children</i> , Chapter 3), and appropriate action plans linked to SSCB objectives				
3. Regular reports from sub-group Chairs to Exec Cttee	Sub-Group Chairs	Ongoing	GREEN	Written and/or verbal reports provided at each Exec Cttee meeting
4. Annual report and review process for all sub-groups	Sub-Group Chairs	March 2010	AMBER	Template for Annual SSCB Report is a work in progress: the annual report and the review of sub-groups will be taken forward at the Development Day in Jan 2010

Appendix 1
Summary of Safeguarding - Quarterly Report Oct-Dec 2009

Key

Status:		Statistical Direction compared to Yr-End 2008-09	
At Risk	Red	Same/similar	◀ ▶
Action Needed	Amber	Above	▲
Optimum	Green	Below	▼

Indicator	Q3 Oct-Dec 2009	Prev Yr End 08-09	Q2 09-10	Statistical Neighbour (08-09)	Targets	Current Star Rating Against National Indicators	Status
Table 1: PAF A3/LPI 36: Re-Registration subject to CPP.	7%	13%	13%	14%	10-15%	5★	Green
Table 2: PAF C20: Reviews of CP cases	100%	100%	100%	99%	100%	5★	Green
Table 3: PAF C21: Duration with a CPP	0%	2%	0%	1%	0<10%	4★ (opt perf)	Green
Table 5: Ethnicity of children subject to CPP	W=89.5% O=10.5%	W=89.8% O=10.2%	W= 94.9% O= 4.8%		N/a	N/a	N/a
Table 6: Local BVPI: No. of children subject to CPP per 10,000 population	68.25	49	62.63	45%	35.8	N/a	Green (monitor)
Table 7: QPii Percentage of children on CPR without a qualified s/w.	0%	0%	0%	0%	0%	N/a	Green
Table 8: Percentage of children subject to CPP who are looked after.	6%	4%	7%	6%	10%	N/a	Amber (monitor)
Table 9: Initial Conferences	53	115	47	N/a	N/a	N/a	N/a
Table 10: Initial Conference Timescales	97%	84%	98%	N/a	N/a	N/a	Green
Table 11: LPI 2: Circulation of Initial Conference Minutes.	94%	89%	85%	N/a	95%	N/a	Amber (monitor)

Indicator	Q3 Oct-Dec 2009	Prev Yr End 08- 09	Q2 09-10	Statistical Neighbour (08-09)	Target is	Current Star Rating Against National Indicators	Status
Table 12: LPI 1: Percentage of CP Reviews attended by a Parent or Carer.	70%	73%	58%	N/a	75%	N/a	Amber (monitor)
Table 13: Allegations data New referrals		151	49	N/a	N/a	N/a	N/a