

Salford Inter-Board Protocol

Serving and Safeguarding the People of Salford

The relationship between Salford's 'Core Four' Partnerships:

- **Safeguarding Adults Board**
- **Safeguarding Children Partnership**
- **Community Safety Partnership Board**
- **Health and Well-being Board**



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Contributors	Strategic Business Managers	-	-	-
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1. Introduction

This protocol outlines the co-operative relationship between Salford's 'core four' partnerships, these being: Safeguarding Adults Board (SSAB), Safeguarding Children Partnership (SSCP), Community Safety Partnership Board (SCSPB) and the Health and Well-being Board (SHWB), in their joint function to ensure the safety, well-being and welfare of the people of Salford.

The protocol confirms for these 'core four' partnerships, their:

- role and responsibility,
- accountability and governance arrangements,
- lead board responsibilities,
- scrutiny and challenge framework, and
- forward planning and reporting arrangements.

In addition to the 'core four' partnerships, there are other specialist multi-agency boards and groups that co-operate and collaborate to ensure the well-being of the people of Salford and for whom the principles within the policy will apply:

- 0-25 Advisory Board (S025AB),
- Strategic Housing Partnership (SSHP),
- Skills and Work Board (SSWB),
- Youth Justice Board,

2. Principles

This protocol sets out the principles underpinning how the 'core four' partnerships work within their defined remits, the interface between them and the practical means by which effective co-ordination and coherence between them will be sustained. The core principles are:

- **Safeguarding is the business of all partnerships.**
- **The partnerships will know each other's business.**
- **A culture of scrutiny and challenge will exist across the partnerships.**
- **The partnerships will work together to avoid duplication and ensure consistency.**
- **At the heart of their decision making, the partnerships will remain focused on delivery that benefits the people and the place.**
- **The partnerships share a commitment to a strategic approach to understanding needs, including analysis of data and engagement with stakeholders.**
- **The partnerships are committed to developing a joined-up approach to assessing the effectiveness of services and identifying priorities for change, including where services need to be commissioned, de-commissioned, improved, reshaped or developed.**

3. Partnership functions

The statutory framework of the respective partnerships is attached at Appendix One and the primary functions of the respective partnerships are described here:

Safeguarding Adults Board (SSAB)

The primary focus of the work of SSAB is to monitor and evaluate the effectiveness of local arrangements for safeguarding for an adult who:

- has needs for care and support (whether or not the local authority is meeting any of those needs), and
- as a result of those care and support needs is unable to protect themselves from either the risk of the experience of abuse or neglect and promoting a personalised approach to safeguard issues.

The role of the SSAB is to ensure effective safeguarding arrangements are in place in both the commissioning/ de-commissioning and provision of services to adults at risk by individual agencies and to ensure effective interagency working in this respect. In this regard, the local authority has a responsibility to carry out or cause others to carry out an enquiry if an adult has needs for care and support; is experiencing, or at risk of, abuse or neglect; and as a result of those care and support needs is unable to protect themselves from the experience or risk of abuse. The SSAB is not a delivery or commissioning body but has a scrutiny and challenge role.

Safeguarding Children Partnership (SSCP)

From 1st April 2019, SSCP replaced Salford Safeguarding Children Board (SSCB). The Partnership vision is:

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

The purpose of the local arrangements is to support and enable local organisations and agencies to work together in a system where:

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

Health and Well-being Board (SHWB)

The SHWB is a forum for leaders from the health and care services to work together to improve the health and well-being of the local population and reduce health inequalities. It has strategic influence over local commissioning across health, public health and social care through the development of the

Joint Strategic Needs Assessment (JSNA) and the Locality Plan. It also has a statutory function to enable integration across health and care services.

Key to the role of SHWB is delivery of the [Locality Plan](#) which articulates the vision, for the improvement of well-being, health and care outcomes for residents in the city, across a timescale of short, medium and longer-term impacts. The Plan sets out specific programmes and objectives which are in place to deliver against that vision, using a life course approach (Starting Well, Living Well, and Aging Well). It also reflects the need to tackle the demographic, financial and clinical challenges facing the city.

Community Safety Partnership Board (SCSPB)

The SCSPB provides a governance structure for partners to work together to prevent and reduce crime, offending and substance misuse and the fear of crime in Salford, as laid out in the [Salford Community Safety Strategy](#). Its key functions are to:

- promote collaborative partnership working between statutory and non-statutory partners,
- commission and implement a strategic assessment and partnership plan to reduce crime and disorder, and
- approve Domestic Homicide reviews as required.

4. Strategic Priorities and Engagement

4.1 Vision and Strategic Priorities

Our collective vision is to 'create a Better and Fairer Salford', via the City Mayor's 'Great Eight' strategic priorities, with each board having their own linked priorities to generate improvements specific to them:



Our respective inter-board priorities can be found in the separate Salford Partnership Board's Combined Forward Look 2019/20.

A range of strategies and intelligence, such as the Local Plan, Affordable Housing Strategy, Homelessness Strategy, Poverty Strategy, State of the City Report and Ward and Neighbourhood profiles, provide the framework for achieving the best quality of life for the people of the city.

The core principle underlying this protocol is that all the partnerships are committed to making a real difference to the lives of Salford people and specifically that safeguarding is everybody's business. As such, all strategic plans, whether formulated by individual agencies or by partnerships, should include safeguarding as a cross-cutting theme. The two Safeguarding Boards have the responsibility to scrutinise and challenge the other partnerships on their safeguarding arrangements.

4.2 Effective joint-working and engagement

It is essential that in drawing up strategies there is effective interchange between all the partnerships, including formal interfaces with the Safeguarding Boards at key points including:

- sharing annual needs analyses that drive the formulation of the Health and Well-being Strategy (Locality Plan), the Community Safety Strategy and the Safeguarding Boards' Business Plans. This needs to be reciprocal in nature ensuring that the Safeguarding Boards' needs analyses are fed into the Joint Strategic Needs Assessment (JSNA) and strategic threat assessment (STA) for the CSP and that the outcomes of the JSNA and STA are fed back into Safeguarding Boards' planning,
- annual evaluations of performance on plans to provide the opportunity for reciprocal scrutiny and challenge and to enable all Boards to feed any improvement and development needs into the planning process for future years' strategies and plans.

To achieve this, the Chairs of the respective partnerships will:

- agree a shared Forward Look to streamline business and reduce unnecessary duplication or overlap of business,
- agree lead/ supporting partnerships for specific areas, as identified in Appendix Three of this protocol,
- share needs analyses that drive the formulation of business plans and strategies,
- share annual evaluations of performance on plans to provide the opportunity for reciprocal scrutiny and challenge and to enable all partnerships to feed any improvement and development needs into the planning process for future years' strategies and plans,
- develop joint development sessions and communication for shared priority issues,
- review governance arrangements at the highest level and streamline business at all levels, and
- meet regularly to further develop business arrangements.

This approach will enable the respective partnerships to understand their core responsibilities and identify lead partnerships for thematic areas of responsibility. It will also provide the platform for a rational overview of sub-groups that sit beneath the strategic partnerships.

The benefits of this protocol can be summarised as follows:

- securing an integrated approach to the JSNA and the STA,
- aligning business plans and strategies and related priority setting,
- ensuring safeguarding is embedded throughout the governance arrangements,
- identifying a co-ordinated approach to communication, learning and improvement, performance management, change and commissioning arrangements,
- evaluating the impact of strategies and commissioning decisions on outcomes for the citizens of Salford, and
- enabling cross-partnership scrutiny and challenge and 'holding to account'.

Respective business managers, including those from other partnerships as appropriate, will meet quarterly or more frequently as required to share issues of common interest and to assist in implementation of the protocol and co-ordination of each partnerships business. Minutes of the partnership meetings will be circulated to all Chairs and business managers.

5. Practical arrangements to secure co-ordination of business

The following arrangements detail how the effective co-ordination and coherence in the work of the partnerships will be achieved.

- **Between September and November** each year, the Independent Chairs of the two Safeguarding Boards will present their Annual Reports to the SHWB and the SCSPB, outlining performance against Business Plan objectives in the previous financial year and may include recommendations and areas for the SHWB, the SCSPB and the SSHP to address.

The 025AB will have an opportunity to contribute towards the Annual Report and to make comment on its content before it is presented to the SHWB. The plan will be supplemented by a position statement on the partnerships performance in the current financial year.

This will provide the opportunity for the SHWB, the SSHP and the SCSPB to scrutinise and challenge the performance of the partnerships, to draw across data to be included in the JSNA and CSP strategic analysis and to reflect on key issues that may need to be incorporated in the refresh of the Health and Well-being Strategy (Locality Plan) and the CSP Strategy.

- **Between October and February** each year, the SHWB, the SSHP and the SCSPB will present to the Safeguarding Boards the review of their respective strategies, including the refreshed JSNA and CSP analysis and the proposed priorities and objectives for each, including any response to issues raised in the Safeguarding Boards annual reports.

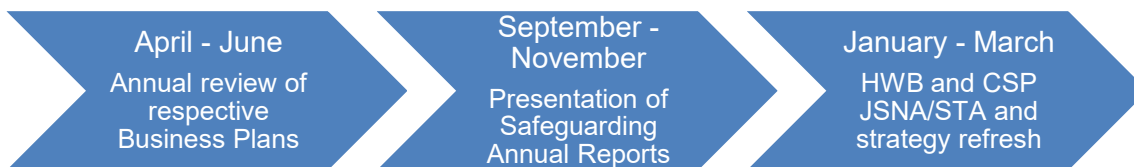
This will enable the Safeguarding Boards to scrutinise and challenge performance and to ensure that the refreshed Safeguarding business plans appropriately reflect relevant priorities set by the SHWB, the SSHP and the SCSP.

- **Between April and June** each year the partnerships will share their refreshed plans for the coming financial year to ensure co-ordination and coherence.

The Chairs of all the partnerships will meet annually for a joint development day that will enable priority setting and lead partnership responsibilities to be defined.

Respective business managers will maintain an informal network to share issues of common interest and to assist in the co-ordination of each partnerships business. The network will include the business managers for Skills and Work, Strategic Housing Partnership and 0-25 Board, thus enabling closer collaboration and alignment of all the partnerships.

The Business cycle



6. Governance arrangements

The overarching governance for the city is led by the City Mayor with a group of City Leaders who drive forward the vision and ambitions for the city.

The SSAB and SHWB are set up by the local authority and the Responsible Authorities for the SCSPB hold shared responsibility for their statutory function.

The SSCP is hosted by the Local Authority and accountable under Working Together to Safeguarding Children 2018 to the three statutory partners: Clinical Commissioning Group, Police and the Local

Authority. Governance for specific areas of responsibility is shown in Appendix Three. The diagram is representative rather than prescriptive. Lead partnerships will provide scheduled updates on their thematic responsibilities, both to other partnerships and fora as appropriate in an iterative cycle. All partnerships will apply the core principles, in particular the culture of scrutiny and change, understanding the effectiveness of services and identifying priorities for change, including where services need to be improved, reshaped or developed.

Chairs of respective partnerships will evaluate progress of the objectives of this protocol on an annual basis.

7. Sign off and Review

This protocol is signed off by the undersigned on behalf of Salford’s Safeguarding Adults Board (SSAB), Safeguarding Children Partnership (SSCP), Community Safety Partnership Board (SCSPB) and Health and Well-being Board (SHWB).

A review of the protocol will be co-ordinated by Board Chairs on an annual basis or when national guidance affecting any of the Boards/ Partnerships is revised or introduced.

This protocol signed off:

Board	Signed	Date
Safeguarding Adults Board (SSAB)		8 th October 2019
Safeguarding Children Partnership (SSCP)		30 th September 2019
Community Safety Partnership Board (SCSPB)		18 th September 2019
Health and Well-being Board (SHWB)		10 th September 2019

Appendix One

Salford Partnership Statutory Functions

Salford Safeguarding Adults Board

Under the **Care Act 2014**, local authorities must set up an Adult Safeguarding Board.

Safeguarding Adults Boards have three core duties under the Care Act. They must:

- develop and publish a strategic plan setting out how they will meet their objectives and how their member and partner agencies will contribute,
- publish an annual report detailing how effective their work has been, and
- commission safeguarding adults reviews (SARs) for any cases which meet the criteria for these.

Under the Care Act, local authorities take on new functions. These are to make sure that people who live in their areas:

- receive services that prevent their care needs from becoming more serious, or delay the impact of their needs,
- can get the information and advice they need to make good decisions about care and support, and
- have a range of providers offering a choice of high quality, appropriate services.

Responsible Authorities/ Statutory Board Members

- Local Authority
- GMP
- Clinical Commissioning Group
- SRFT ASC

Contact:

Salford Safeguarding Adults Board
St. James House
Pendleton
Salford

Email: SSAB@salford.gov.uk

Call: 0161 212 6176

Salford Safeguarding Children's Partnership

The **Children and Social Work Act 2017**, The **Child Safeguarding Practice Review and Relevant Agency (England) Regulations 2018** and **Working Together to Safeguard Children 2018** guidance legislate for changes, which include all local areas to publish new multi-agency Safeguarding children arrangements led by three statutory agencies.

These are the local authority, clinical commissioning groups and police. It also establishes a national Child Safeguarding Practice Review Panel.

In addition to the strengthened role of these agencies, the role of every organisation and every individual in keeping children safe remains critical and legislated under **Section 11 of The Children Act 2004**. Each agency is also subject to their own legislative frameworks and guidance about safeguarding children. Examples include Keeping Children Safe in Education (DfE, 2018); Safeguarding and Protecting People for Charities and Trustees (The Charity Commission, 2018); Safeguarding Children and Young People – Roles and Competences for Healthcare Staff (Royal College of Paediatrics and Child Health, 2014).

- **Evaluate** practice and its impact to ensure professionals and organisations within Salford keep all children safe.
- **Be assured** that safeguarding is as effective as possible, using a range of mechanisms to co-ordinate, monitor, challenge and improve both our services, and outcomes for children and young people
- **Learn** from every opportunity and ensure we have a skilled workforce who have access to up to date, relevant information to help them to keep children safe and happy.

Contact the [Salford Safeguarding Children Partnership](#)

Responsible Authorities/ Statutory Board Members

- Safeguarding Partners: (Local Authority, GMP, Salford CCG)
- [Relevant Agencies List as stipulated in The Child Safeguarding Practice Review and Relevant Agency \(England\) Regulations 2018](#)

Contacts:

Salford Safeguarding Children's Partnership
The Beacon Centre
8a London Street
Salford
M6 6QT

Email: sscp@salford.gov.uk

Call: 0161 603 4322

Salford Community Safety Partnership Board

Section 17 of the Crime and Disorder Act 1998 provides a legislative duty on responsible authorities to take account of crime and disorder within all planning and decision-making processes.

As amended by the **Crime and Disorder (Formulation and Implementation of Strategy) (Amendment) Regulations 2011 (Statutory Instrument no. 2011/1230)**, responsible authorities have a duty to:

- have a strategy group to govern the review of expenditure of partnership monies and the economy, efficiency and effectiveness of this expenditure (CSP Executive Group),
- commission and implement a strategic assessment and partnership plan and produce a publicly accessible summary plan,
- the strategy group shall have, as a minimum, two or more persons appointed by one or more of the responsible authorities, and
- hold at least one public meeting a year.

As amended by the **Police and Justice Act 2006**, every local authority shall ensure that it has a committee (the “crime and disorder committee”) with power to:

- a) review or scrutinise decisions made, or other actions taken, in connection with the discharge by the responsible authorities of their crime and disorder functions;
- b) make reports or recommendations to the local authority with respect to the discharge of those functions.

Responsible Authorities/ Statutory Board Members

- Local Authority
- GMP
- National Probation Service/ Community Rehabilitation Company
- Fire and Rescue Service
- Clinical Commissioning Group

Contacts:

Salford Community Safety Partnership
Salford City Council
Unity House
Chorley Road
Swinton
Salford
M27 5FJ

Email: roselyn.baker@salford.gov.uk

Call: 0161 925 1102

Salford Health and Well-being Board

The **Health and Social Care Act 2012** gives health and wellbeing boards these specific functions. These are a statutory minimum and further functions can be given to the boards in line with local circumstances. The statutory functions are:

- to prepare Joint Strategic Needs Assessments (JSNAs) and Joint Health and Well-being Strategies (JHWSs), which is a duty of local authorities and clinical commissioning groups (CCGs).
- a duty to encourage integrated working between health and social care commissioners, including providing advice, assistance or other support to encourage arrangements under section 75 of the National Health Service Act 2006 (i.e. lead commissioning, pooled budgets and/ or integrated provision) in connection with the provision of health and social care services.
- a power to encourage close working between commissioners of health-related services and the board itself.
- a power to encourage close working between commissioners of health-related services (such as housing and many other local government services) and commissioners of health and social care services.
- any other functions that may be delegated by the council under section 196(2) of the Health and Social Care Act 2012. For example, this could include certain public health functions and/ or functions relating to the joint commissioning of services and the operation of pooled budgets between the NHS and the council. Such delegated functions need not be confined to public health and social care. Where appropriate, they could also, for example, include housing, planning, work on deprivation and poverty, leisure and cultural services, all of which have an impact on health, well-being and health inequalities.

Responsible Authorities/ Statutory Board Members

- At least one councillor from the relevant council*
- Director of adult social services
- Director of children's services
- Director of public health
- A representative of the local Healthwatch organisation
- A representative of each relevant clinical commissioning group (CCG)
- Any other members considered appropriate by the council

* Requires that the councillor membership is nominated by the executive leader or elected mayor with powers for the mayor/ leader to be a member of the board in addition to or instead of nominating another councillor.

Contacts:

Salford Health and Wellbeing Board
Unity House
Salford Civic Centre

Chorley Road
Swinton
Salford
M27 5AW

Email: nicola.leak@salford.gov.uk