

SSCB Meeting 19th March

Report of the SSCB Independent Chair

Updated proposals for discussion - Working towards revised safeguarding children arrangements by April 2019

Process to date

- 121 structured discussions with SSCB Board members and support staff using template
- SSCB Board papers from Chair March 2015, July 2016 and April 2017
- Chair attendance at Wood review consultation
- Chair attendance at DfE consultation meetings London Sheffield
- Children and Social Work Act 2017 received Royal Assent, this included the abolition of LSCB in their current form
- GM LSCB meeting consideration of initial ideas for GM Safeguarding Standards Board – May 2017
- Salford Strategic Chairs Meeting and Inter-Board protocol - Aug 2017
- Chair Meeting with Vol sector Board member and Lay Member to explore community and vol sector arrangements – Aug 2017
- Chair received feedback from attendance at further DfE consultation meetings Sheffield and London - Sep 2017
- October 2017 SSCB development day with Board members and business unit staff including Safeguarding Adults Business Manager. Draft paper sent to Independent Chair of SAB and Assistant Director, Integrated Commissioning NHS Salford CCG and Salford Council.
- WT 2018 Guidance Consultation document published and circulated to SSCB
- November – Independent Chair and business manager SSCB attended DfE WT 2018 consultation event
- Nov /Dec proposals considered by SSCB and SAB
- Jan 2018 Joint development session held SSCB/SAB/CSP
- February 2018 -Initial scoping meeting – Independent Chair and nominated statutory partner leads
- Mar 2018 Government response to WT 2018 Consultation published
- Mar 2018 update proposals presented to SSCB

Forward Plan Timetable

May 2018 - DfE Revised WT 2018 Guidance expected to be published and enactment date known

13th June 2018 – Joint workshop with Safeguarding Adult Board

October 2018 – Final proposals for the new Safeguarding Children Arrangements to be submitted to the Executive for approval

Jan 2019 – Salford Local Safeguarding Children Arrangements published

April 2019 - SSCB ceases and new arrangements become fully operative

September 2019 - The latest statutory date for full implementation of the new Safeguarding Children arrangements

Revised Vision

“All partners are committed to working together so that every child in Salford has a safe and happy childhood”

Update

This report proposes that once agreed the new arrangements should be maintained for the next three years. The aim is to create a realistic and stable set of arrangements and avoid undue time being spent on process and systems; enabling a continuing focus on critical safeguarding matters. It must be recognised that during the transition period there will need to be flexibility to respond to developing national expectations, regulations and changes in inspection regimes. Change is complex with many dimensions with often opposing forces pulling and pushing. It is not linear, there isn't a set place to finish, but systems should be continuously evolving. It is critical to remember that until any changes in legislation, regulations and guidance come into force we must meet our current statutory duties set out and build on our “Good” board inspection rating.

Key principles (Draft WT Guidance 2018)

Effective safeguarding arrangements in every local area should be underpinned by two key principles:

- a child-centred approach: for services to be effective they should be based on a clear understanding of the needs and views of children
- safeguarding is everyone's responsibility: for services to be effective each practitioner and organisation should play their full part

What should be included in the new plan of arrangements for Safeguarding Children?

- a. Establishing vision, mission and values and reviewing partnership goals and strategic policies.
- b. Setting strategy and structure by assessing strengths, opportunities, threats and risks with the current Board arrangements. This includes identifying strategic weaknesses which may exist across partners and developing the options for addressing them and the risks that entail.
- c. Delegating authority to the management of the individual partners and encouraging joint working arrangements.

d. Exercising accountability to strategic and individual stakeholders by communicating effectively with them, understanding their interests and monitoring the way in which partners work individually and together. Stakeholders should be enabled to influence decisions about strategies and risks to services.

e. Leading the process of critical review and learning when there is significant concern about agency failings in specific cases – particularly Child Practice Reviews.

f. Identify Relevant Agencies

state who the relevant agencies the safeguarding partners will work with, why these agencies are relevant and how they will work together to improve outcomes for children and families e.g.

- how all schools (including independent schools, academies and free schools) and other educational partners will be included in the safeguarding arrangements
- how any youth custody and residential homes for children will be included in the safeguarding arrangements
- how the safeguarding partners will use data to assess the effectiveness of the help being provided to children and families, including early help
- how the arrangements will be funded
- the process for undertaking local practice learning reviews, setting out the process for how lessons will be learnt, and how any changes made will impact on outcomes for children and families

SSCP Board Support Unit Functional Responsibilities

The statutory partners should have an equal and joint responsibility to ensure that there is sufficient and effective business support and administration resourcing to support the arrangements. These as a minimum should include, to prepare agendas, administer and minute meetings of all group that sit within the arrangements, chase action plans, support practice reviews, research and coordinate information, coordinate audits, support the statutory practice review process, collate performance information reports, draft annual reports etc.

- Coordinate and administer multi-agency audits
- Maintain and update policy and procedures, inc. GM links
- Co-ordinate training pool and delivery of multi-agency training programme and learning events.

- Safeguarding Training Needs Analysis of requirements of the Salford workforce.
- Support and Service the Partnership and sub groups
- Prepare Annual Report
- Budget Monitoring
- Inter-board scheduling and co-ordination
- Communicate learning and key messages to all agencies
- Maintain web presence

Salford Safeguarding Children Executive (Transitional from April 2018)

Following the SSCB Independent Chair meeting with the key leaders of the statutory partners in February 2018 to discuss the establishment of a Transitional Safeguarding Executive. It is proposed that this will be a decision-making body, formed of the local authority Chief Executive, GM Divisional Police Commander and Chief Operating Office of Salford CCG. This will meet as a minimum twice a year in March and September. The primary function of this will be to agree the local Safeguarding Arrangements to be published, approve the Annual Report. Agree the independent scrutiny arrangements and delegations, set the budget, agree priorities for the annual Business Plan, monitor progress mid-year and provide leadership to promote a culture of learning.

Inter-Board Chairs group and protocol

An inter board protocol is now in place but requires further refinement. It is proposed that this meeting is formalised as part of the wider safeguarding arrangements with terms of reference and the protocol revised to take account of legislative changes. This is a mechanism to facilitate joint working and a “family/community” focus but is not a formal part of the published Safeguarding Children arrangements

Salford Safeguarding Children Partnership

The current SSCB be redefined as the Salford Safeguarding Children Partnership. The partnership will have a more strategic focus. Keeping a thematic approach but ensuring more time for detailed discussion and less administrative activity. There will be a slimmed down core membership of the following;

There will be less meetings i.e. 4 per year, with some partners receiving papers only with the option of attending for specific items only. For 2018/19 we are trialing a workshop approach to linking with the Safeguarding Adults Board with

meetings to be scheduled where possible on the same day, but in any event a quarterly joint workshop should be held after one or other of the meetings. The first joint workshop is on 13th June 2018.

The Safeguarding Children Partnership should receive quarterly assurance reports from the statutory partners and consider requesting assurance reports from designated relevant agencies where deemed necessary. These reports should provide information and evidence of the performance regime of the agency and highlight successes and key areas for continuing attention.

Safeguarding Children Coordination and Delivery Group

The Safeguarding Children Coordination and Delivery Group should maintain its current functions. Bringing together the work of all sub groups and leading implementation of the business plan. It should report any concerns by exception to the SSCP. This will require increased delegation of detailed oversight to the Children's Coordination and Delivery Group. The group should include all relevant partners who are implementing plans and should continue to meet frequently, six times per year. This will only work if the Chair has capacity in between meetings to drive implementation statutory partners and members of the strategic partnership put trust in their delegation and do not seek to duplicate the work of the group.

Independent Scrutiny

During 2018/19 an Independent Chair will continue to be in place as required by the current statutory guidance. Consideration and decisions about the type of independent scrutiny will be agreed by the statutory partners for implementation from April 2019. Other ways in which independent scrutiny will be reflected in the arrangements are:

- Independent scrutiny of plans before publication
- Thematic local multi-agency audits based on regulatory requirements.
- Independent leads of safeguarding practice reviews.
- Peer review
- The LA Lead members role provides a wider perspective and link to LA scrutiny.
- Designated professionals provide independent challenge within the health economy.

The current Children's Performance sub-group should be re-designated as the Safeguarding Effectiveness and Audit Group

This group should no longer focus on data and statutory performance indicators as they often largely focus on process, compliance with Government targets and KPIs in regulated services and not outcomes.

These are already scrutinised by the statutory agencies and external regulators. This group should monitor quality, performance and give feedback by exception against agreed plans and outcome measures and recommend action to address any performance concerns.

The focus of this group should move to ensure that regular audit scrutinises the quality of what is happening at the front line, the partnership needs access to qualitative information in a systematic way. Sources for qualitative information should include:

- children and young people and their families as service users
- front line staff from partners agencies
- multi-agency case audits
- analysis of complaints/ serious incidents
- independent reviewing officers
- the Local authority designated officer

Detailed multi-agency performance scrutiny should take place in the Safeguarding Effectiveness Group and report by exception to the partnership. This should only focus on interagency working not replicate monitoring done elsewhere. Agencies should include any issues from their own monitoring in their own assurance reports.

Scrutiny and understanding of frontline practice focus should be done through multi-agency audits and areas for improvement with plans agreed by the sub group. A schedule of thematic local audits based on regulatory requirements. Leadership of practice reviews should be independent of the agencies involved.

This group would plan the multi-agency quality audit programme for the partnership. It should commission and receive quality audit reports from multi-agency audits and receive external audits and inspection reports of safeguarding or related issues from bodies such as HMIs, Ofsted and CQC and monitor progress against action plans to address any significant continuing safeguarding risks identified during the above processes. It should advise single agencies to carry out quality audits on themes where performance is considered to be a significant risk.

It should receive assurance reports from organisations that Children's Act 2004, Section 11 standards and other similar standards are being achieved. Section 11 of the Children Act 2004 requires local authorities and other named statutory partners (see appendix 4 for named agencies) to make arrangements to ensure that their functions are discharged with a

view to safeguarding and promoting the welfare of children. There is a similar requirement imposed on schools. This duty remains. The aim of this is to promote high standards of safeguarding work and to foster a culture of continuous improvement, whilst each partner retains its own existing line of accountability for safeguarding.

Safeguarding Practice Review Panel

Safeguarding partners are responsible for overseeing the review of serious child safeguarding cases which, in their view, raise issues of importance in relation to their area. WT 2018

The current case review group should be renamed the Safeguarding Practice Review Panel and revise its terms of reference to align with the new WT 2018 guidelines for local Child Safeguarding Practice Reviews when enacted. Until WT 2018 is fully enacted the existing statutory guidance still applies.

This should have four key functions:

1. To consider cases referred to it, oversee the concise 5-day investigative exercise and share any immediate learning
2. To liaise with the National Child Safeguarding Practice Review Panel where necessary.
3. To commission and oversee local case reviews.
4. To disseminate learning from reviews and monitor implementation of actions arising from review and report progress to the SSCP.

Resources

The resource framework for the partnership needs to be maintained and be transparent. Funding arrangements for 2018/2019 are still to be confirmed. In future agreement of this should be the function of the Safeguarding Executive.

Child Death Overview Panel

Child death review partners are defined as local authorities and any clinical commissioning groups for the local area. Child death review partners for two or more local authority areas may combine and agree that their area be treated as a single area to carry out certain functions. It is proposed the Board recommends to the Transitional Safeguarding Executive that this function should be supported and report direct to the Health and Wellbeing Board not the revised partnership. CDOP is currently joint with Bolton and Wigan and therefore proposals in relation to CDOP will require consultation with appropriate bodies in that area. This can be facilitated through the CDOP itself and the local Safeguarding Children Boards. This should be included in the statement of safeguarding arrangements. The draft Statutory Guidance on Child

Death Review 2018 has been considered by the existing CDOP which has its own Independent Chair. This is currently part of the remit of the SSCB. They will continue to report to the existing SSCB until the future arrangements are agreed.

Stakeholder Engagement

Adult social care services

Salford Council provides services to adults who are themselves responsible for children who may be in need. These services are subject to the duties set out in section 11 of the Children Act 2004.

Schools - The Safeguarding Children arrangements should also describe the structure to bring together school safeguarding leads to promote consistency of application of statutory guidance, engagement and how these link to the new partnership. This should remain as now with continued efforts to get full engagement of independent and faith schools

Engagement with Children and Young People - The Independent Chair and Business Manager should attend by invitation the Youth Council, Corporate Parenting Board, Youth Commission and any other group that can provide the views of young people directly to inform the partnership.

Practitioner Engagement – This will be through annual learning events and communication through Safeguarding matters and the website. This can be facilitated by the continuation and development of the current Children’s Practitioner forum. At least twice per year there should be independent engagement to enable reporting of views of frontline practitioners directly to the partnership. This should be facilitated by the statutory partners.

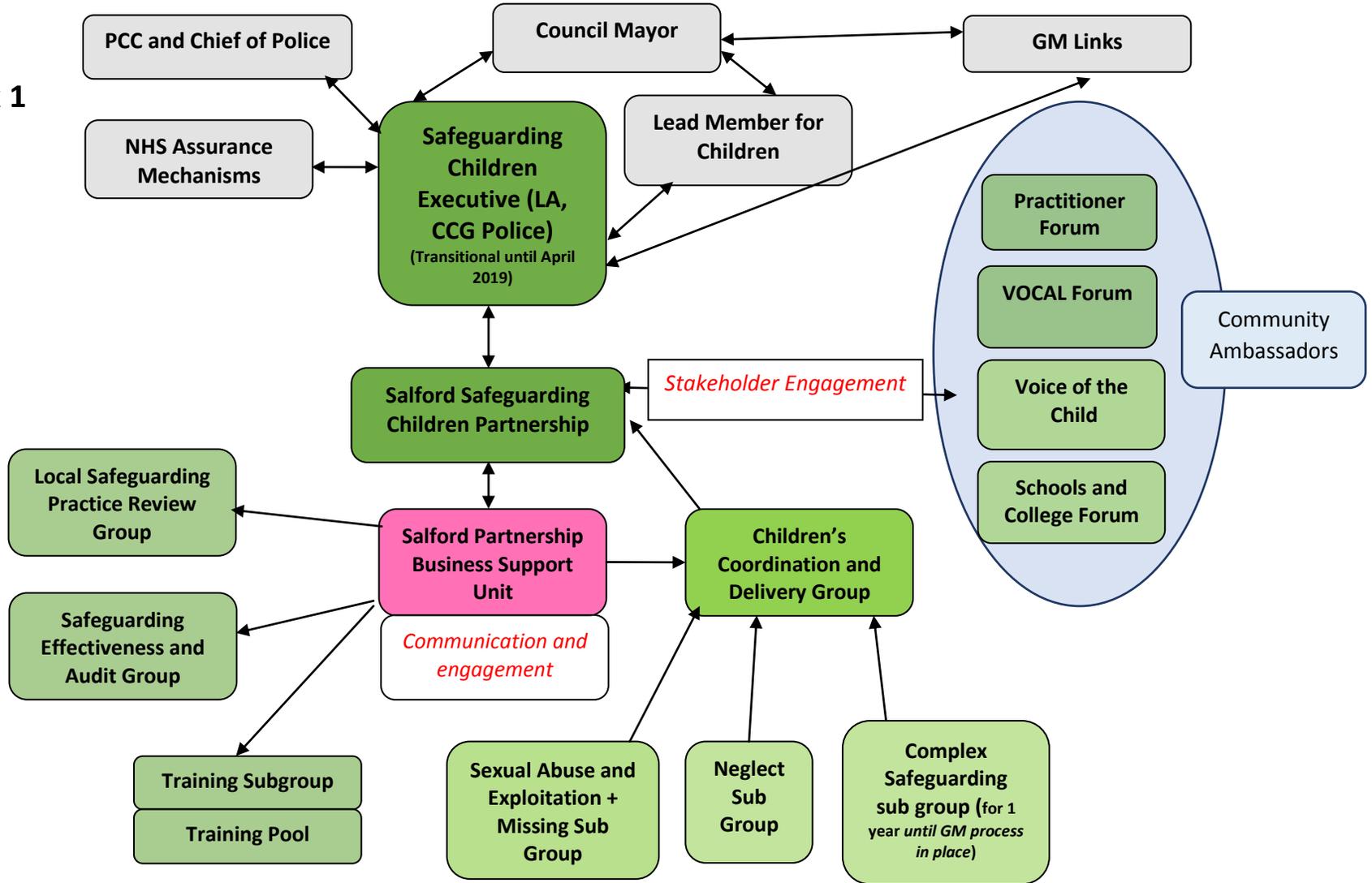
Voluntary Sector - Engagement with voluntary organisations will continue as now via Vocal but recognised as a formal reference group to the partnership

Community engagement - The partnership should hold at least one public meeting a year when an annual report would be presented to a wide range of stakeholders and to which the public would be invited. The current lay member role should cease when the SSCB ceases. Consideration should be given to formalising links with existing community fora for this purpose.

Next Steps by September 2018

1. Assess strengths, opportunities, threats and risks of the proposed arrangements and agree proposals to mitigate risks
2. Specify membership and leadership of each functional group clearly define parameters of decision making and accountability between the Executive and the Partnership
3. Revise terms of reference for each functional group
4. Describe revised performance assurance framework
5. Prepare a rationale for moving to the new arrangement before the statutory deadline of September 2019
6. Once final statutory instrument, guidance and regulations are published the Independent Chair to prepare a statement for publication of how the new arrangements meet the statutory responsibilities
7. Prepare a plan of arrangements for publication
8. Prepare a communication plan and schedule for updating website, logos and and other public facing information
9. Prepare a data transfer agreement from the SSCB to the Transitional Executive, including dealing with archiving historical data.

Appendix 1



Key	
Children's Groups	
Facilitation	
To be developed	
Exec and GM	
Processes	

Proposed Salford Safeguarding Arrangements 2018/19