

Safeguarding Early Adopters programme

Learning example

Early Adopter name	Salford
Multi-agency learning theme/issue	Safeguarding effectiveness – how are we doing?

Introduction

Salford has a strong partnership working and learning culture. The implementation of the new multi-agency safeguarding arrangements provided an opportunity to implement new ways of working that spent less time on processes and more on understanding how, as a partnership and individually, we are improving lived experiences of children and young people and know what difference we are making for them. We wanted to better understand impact.

Over the past five months, we have been developing our Safeguarding Effectiveness Framework to achieve this. We are not there yet and have more to do, but we are happy to share our journey so far.

Background, aims and objectives

The related early adopter bid objectives are:

- Implementing an effective Quality Assurance and Learning and Improvement Framework for cases under the threshold of local practice reviews, but where multiagency learning is evident.
- Implementing an evidence-based framework for understanding the impact of learning upon outcomes for children, young people and families.
- Improve the new partnership communications and community engagement in respect to case learning. Develop understanding of the role of the community in regards to supporting children and young people's outcomes in the city.
- Engaging with other local partnership boards (Salford Safeguarding Adults Board, the Community Safety Partnership and the Emotional Health and Wellbeing Board) and the new national Child Safeguarding Practice Review Panel to share and embed learning.

Approach

We recognised that this needed to be more than a new process, and there are quite a few interdependencies (for example availability of a range evidence, understanding what good looks like, links to training and workforce development, and communications).

The first stage was to understand what we are doing well, and what we can improve. This consisted of:

- an independent review of our case review processes, documentation and audit of a selection of case reviews and questionnaires within and external to Salford. This included our first rapid review. A case review 'audit template' was developed as part of this.
- discussions at our case review sub-group, early adopter project group meeting and

other consultation.

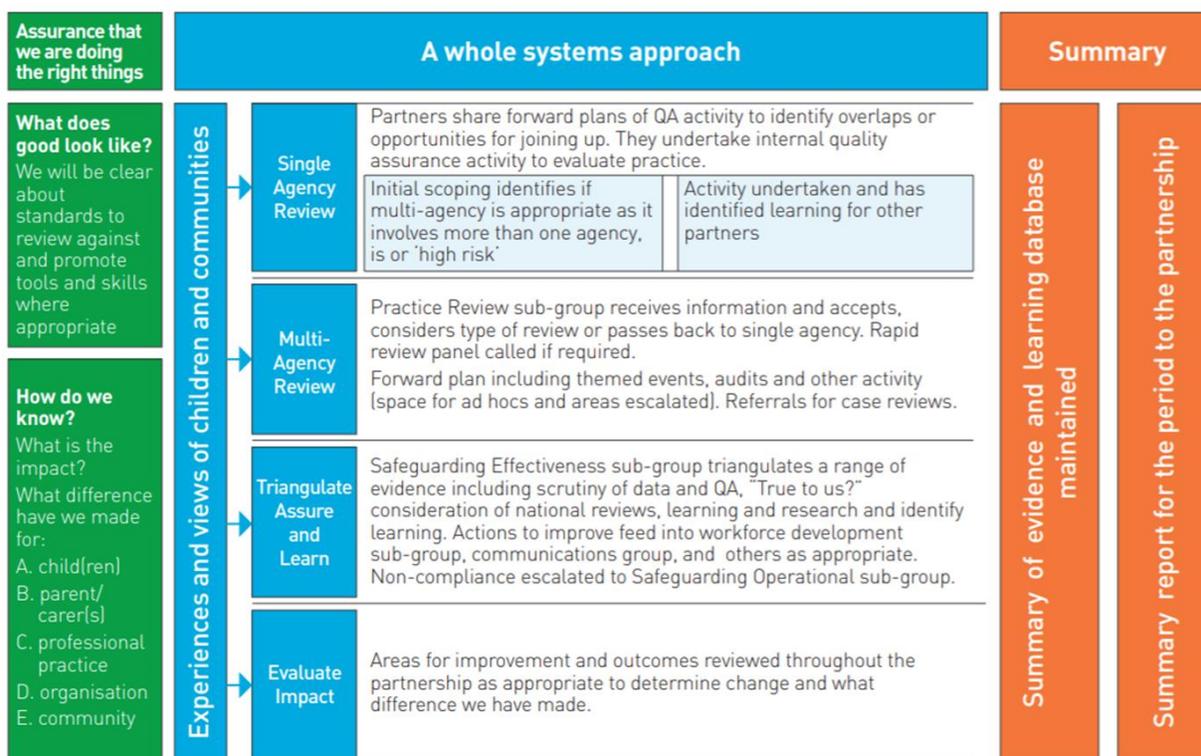
- looking at good practice elsewhere.

The Safeguarding Effectiveness Framework was thus developed, to bring together three key strands of understanding how we are doing and what we can do better and how we can learn from this:

- We *evaluate* practice and its impact to ensure professionals and organisations within Salford keep all children safe.
- We are *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.
- We *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.

The framework diagram is provided below.

Safeguarding Effectiveness Framework



This was launched at a workshop on 31st January to discuss and develop together the framework and be clear about objectives, roles and activities within it. At the end of the workshop, three senior statutory partners attended to hear progress and agree next actions.

We continue to undertake and implement those actions now, recognising some will take longer than others. We are:

- developing standards and outcomes frameworks for each sub-group which include

assurance questions (some generic, some related to their theme).

- revising case review documentation and processes, including the addition of guidance pre-referral for a case review. This is a big strand of work which has a small, time limited cross-partner task and finish group to ensure we get it right.
- developing the database, which will include a dashboard of case reviews and audits to reduce time monitoring progress and action plans, and provide clearer overview of lessons and impact.
- having conversations inter-Board about sharing evidence, accountability and learning. The latter is already a strength in Salford (see Learning example of our Learning Event on 14th December).
- strengthening voice of the child, exploring possibility of a shadow board. We are excited to have been successful in a local innovation bid to help develop voice of the child and participation further.
- developing stronger links with the partnerships Strategic Workforce Development and inter-board Communications Sub-group to 'feed' through learning and improvement, so that learning can be disseminated quicker and more effectively.
- trialing the 'how are we doing' summary report, compiled by the Safeguarding Effectiveness sub-group, to bring together a range of evidence discussed there, which will be presented to the main partnership meeting and circulated widely across the partnership. This will provide an overarching narrative of how we are doing in terms of core business, and our priorities. A blank example is provided in Appendix A.

Challenges

- There have been limited challenges, due to the strengths of the partnership and strong culture. The main challenges have been time and pace, but it has been important to ensure that the developments are based on a strong evaluation of current practice. A frequent saying during the last five months has been "we don't want to throw the baby out with the bath water", recognising that a common fault of change programmes has been to lose what is working well in the process.

Successes

- Partnership engagement and 'can do' attitude.
- There have been no 'protected spaces' where people have been reluctant to 'give up' or change the way they do things, providing they can see the rationale.
- Improving the focus on the lived experience, outcomes and impact.

Conclusion

Many aspects of the Early Adopter work allow a refocus on outcomes and clearer understanding of impact based on 'what good looks like' to be established. Some local areas may be doing similar work, and we have considered how to do things differently and more radical where appropriate. Within this, however, we have also kept a close focus on the need to be realistic in terms of what can be achieved across the partnership and using resources effectively.

It is too early to evaluate the success of the new framework, and we recognise that having a 'go live' date for implementation is just a milestone in our journey. We will spend the summer ensuring it is embedded, and a review is planned for November 2019. Our focus until then will be on ensuring all layers of staff understand the new arrangements and are a part of the impact of them being implemented into practice.

HOW ARE WE DOING?

SAFEGUARDING EFFECTIVENESS REPORT

SSCB Meeting Date	25 March 2019
Report author	Sub-group Chair Safeguarding Early Adopter Programme Lead
Purpose of report	To provide the Board with a summary of current performance as discussed at LIPQA sub-group on 26 th February 2019
Period covered	October to December 2018 (Quarter 3)

1. INTRODUCTION

This report summarises discussions based on evidence presented to the last sub-group meeting about how we are doing as part of our safeguarding effectiveness framework. We are still in the piloting phase, and there is more to do, pending full implementation in April 2019. In future, this report will include a range of information triangulated together to provide the partnership with a summary of how we are doing, and recommendations.

2. OUR STRATEGIC PRIORITIES

- Themed Priority Area 1: **Neglect**
- Themed Priority Area 2: **Child Sexual Abuse and Exploitation**
- Themed Priority Area 3: Complex Safeguarding
- Themed Priority Area 4: Missing from Home, Care and Education
- Assurance Area 1: Early Help
- Assurance Area 2: Children Affected by Domestic Abuse
- Assurance Area 3: Emotional Health and Wellbeing

3. SUMMARY OF EVIDENCE AVAILABLE IN THE PERIOD

Evidence available for scrutiny by LIPQA:

- SSCB Q3 scorecard
- Case review summary information

Here, we add a list of all evidence discussed that period. Each quarter, there is a focus on a specific topic.

4. REVIEW OF PERFORMANCE

4.1 Data

Here, we summarise in a narrative current performance from the evidence. It is analytical narrative that picks out headlines only. We do not use the term 'poor performance' or 'areas for improvement' until we know that this is the case. Instead, 'areas for further exploration' indicates where more information, analysis or explanation from the responsible lead may be required.

Areas to note:

What we are doing well:

Areas for further exploration:

4.2 Qualitative Evidence, including audit, research and evaluation

4.3 Voices (children, families, professionals)

5. OTHER INFORMATION AND EMERGING ISSUES FOR NEXT PERIOD (HORIZON SCANNING)

6. RECOMMENDATIONS FOR THE PARTNERSHIP

This includes recommendations for workforce development, communications and other sub-groups

Date:

Version: