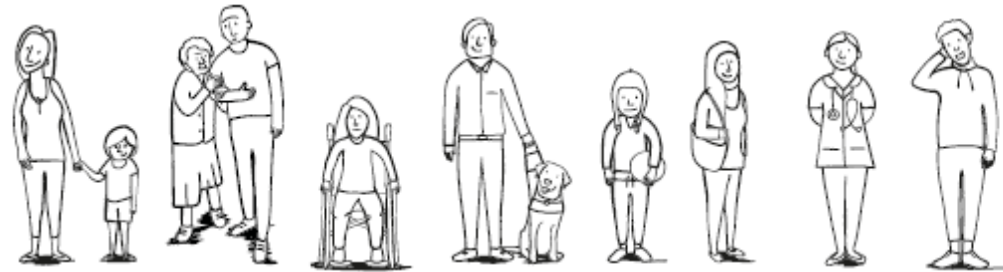




Manchester Safeguarding Partnership Annual Report 2020-2021



Working together to create a place where all children and adults in Manchester are safe, free from abuse and neglect and supported to live happy and healthy lives

Foreword

Welcome to our Manchester Safeguarding Partnership annual report for the period 1st April 2020 to 31st March 2021. This provides information about the work and effectiveness of our local safeguarding arrangements for adults and children during this period.

We are writing this report in unprecedented times, where the demands of a global pandemic have challenged, and continue to challenge us all, both personally and professionally. We are proud of the way we have, and continue, to meet this challenge head on as a partnership.

We hope this annual report demonstrates where we believe safeguarding arrangements have strengthened as a result of our new arrangements which were implemented in June 2019, and where we need to make further improvement.

Finally we would like to take the opportunity to thank everyone who is an intrinsic part of our Safeguarding Partnership and who work tirelessly each day with the children and adults in Manchester with commitment, dedication, care and passion. Our success is through the strengths of our partners, *working together to create a place where all children and adults in Manchester are safe, free from abuse and neglect and supported to live happy and healthy lives*



Joanne Roney OBE
Chief Executive
Manchester City Council



Ian Williamson
Chief Accountable Officer
Manchester Health
and Care Commission

Paul Savill
Chief Superintendent
Greater Manchester
Police

Comments from The Independent Chair

The business year 2020-21 has proven to be a challenging one for the Manchester Safeguarding Partnership. In particular, the challenge of Covid-19 has tested the strength of Partnership bonds in what was only the second year of their reformulation. The impact of Covid on the citizens of Manchester has been disproportionate due to the levels of poverty and inequality that affect the City. The Partnership has responded well to the challenge of the pandemic by:

- Identifying and responding to new levels of safeguarding demand – particularly with respect to harm to infants, increases in levels of domestic abuse and mental health and well-being needs.
- Enhancing the arrangements to enable reflection and learning of good safeguarding practice on a co-ordinated cross-agency basis
- Examining current safeguarding processes and asking how they can better meet the needs of people – the arena of the safeguarding needs of homeless people being a particular point of focus in this.
- Engaging with people so to ensure that the Partnership identifies and responds to their priorities and concerns.

The pandemic undoubtedly interrupted the plans and strategies that the Partnership had made in anticipation of its second year of operation. In particular, the ambitions for closer cross-partnership working were frequently thwarted by the restrictions on people's engagement in core activities. Nevertheless, the legacy of the pandemic is one which has enabled the Partners to re-examine established practice and adapt and refine ways of working which better meet the needs of the people of Manchester.

Henri Giller
Independent Chair

1 Introduction

Manchester Safeguarding Partnership (MSP) provides the statutory function for both Children’s and Adult’s multi-agency safeguarding, fulfilling statutory duties within:

- The Care Act 2014
- The Child and Family Social Work Act 2017 and Working Together to Safeguard Children 2018 (Department for Education).

The MSP was formulated in 2019 to bring together the Children’s and Adult’s Safeguarding Boards and [our published arrangements](#) set out how we will work together to safeguard the most vulnerable people in Manchester. These require the MSP to publish an annual report on the effectiveness of our arrangements and of working together to safeguard and promote the welfare of children and adults in the local area. This report therefore aims to provide a rigorous and transparent assessment of the performance and effectiveness for the 2020/21 year. It also aims to identify areas for further improvement and any proposals and actions being taken to achieve this.

The first part of the report provides context and details of our governance together with an evaluation about the development and implementation of the MSP arrangements, and the work of the partnership and it’s sub-groups during the 2020/21 year. This section includes an annual statement from the Independent Chairperson.

The latter part reviews our 2020/21 strategic priorities together with progress and impact we have achieved against these, and our plans for 2021/22 and beyond.

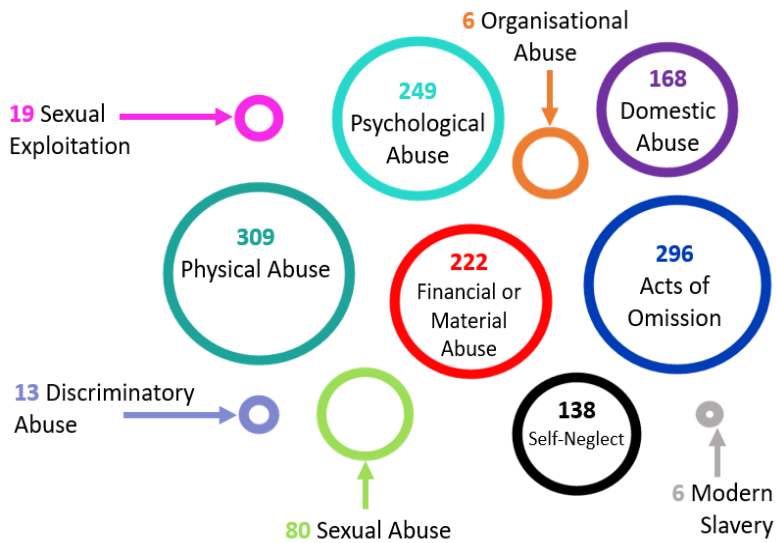


2 Context

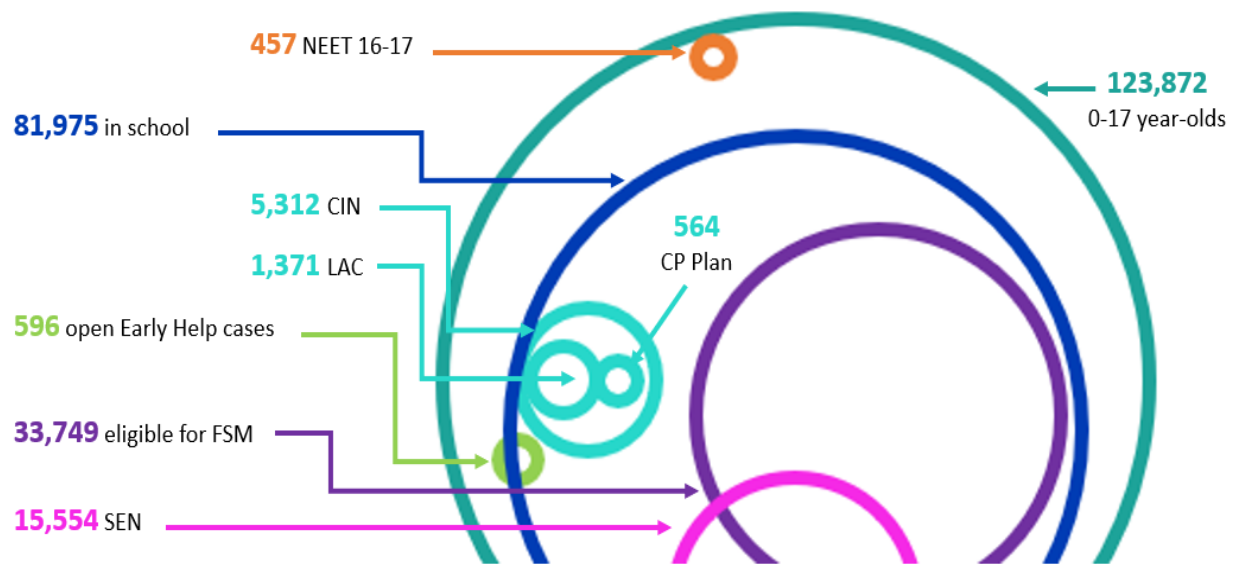
Manchester is a Core City with a population of 0.5m, consisting of a higher proportion of young people aged 20-34 than the England average. An increasing population, together with issues within the city arising from high homelessness, crime rates, and transience of people into Manchester centre, presents challenges for safeguarding partners and the Partnership in terms of demand, need and complexity. A summary of our current context is provided in the figures below.

Adults: Concluded S42 Enquiries during 2020/21 by Type of Risk

Source: Safeguarding Adults Collection 2020/21, Table SG2a
 N.B. Some type of risk categories overlap with each other



Children & Young People in Manchester



Services In Manchester

Manchester University NHS Foundation Trust:
10 Hospitals across **7** sites



86 care homes



54 residential
32 dual-registered for nursing and residential



117 commissioned supported accommodation units

191,891 people supported through Our Manchester Voluntary and Community Sector Grants



63 community and voluntary partner organisations

1,121 Technology-Enabled Care (TEC) devices provided to residents



185 schools



2 all-through
2 nursery
135 primary
2 PRU
14 special
30 secondary
2 sixth form

MMU



2 universities



University of Manchester

RNCM



BIMM

2 schools of music

1 Clinical

Commissioning Group and a range of primary and community health services

Manchester City Council: a Unitary local authority delivering a range of services including early help, housing, and social care, across three neighbourhoods (North, Central and South)

As the COVID-19 pandemic emerged and restrictions were placed upon us, our primary thought was how we keep children and adults safe, and this became our core priority. COVID-19 has put a huge strain on our citizens and the workforce, and made previously straightforward engagement with our service users more challenging with the additional risks of not always being able to see children and adults. School and care service closures from March 2020 and the withdrawal of other services added increased risk for some children and vulnerable adults and reduced their visibility to key agencies supporting them at a time when they need it most. In Manchester our schools worked in partnership to remain open for the most vulnerable children, and we know for many of them this had a significant positive impact.

We have been able to rise to the challenge as a partnership through meeting regularly to plan, implement and review our response together to the pandemic and services provided; maintaining close collaborative working on an individual and strategic level; moving from face to face to virtual training to maintain professional development; and maintained timely and appropriate arrangements for children's case reviews and quality assurance activities to ensure that learning feeds into improvement in the year's ever changing context. Partners have worked tenaciously together to adapt quickly to new ways of working and maintained a rigorous focus on safeguarding our citizens.



We are clear that COVID-19 is still here, and it will continue to impact on delivery and presenting needs. Through continued risk management; co-ordination and working creatively together, we continue to adapt and change to keep children and adults safe from harm.

3 Partnership arrangements

3.1 Manchester Safeguarding Partnership networks

The MSP sits within wider Manchester and Greater Manchester networks, who work closely together on cross-cutting and cross-boundary areas to ensure there is a seamless approach to safeguarding and sharing of best practice.

The four main partnership in Manchester are:

- Manchester Safeguarding Partnership (MSP)
- Children’s Partnership
- Community Safety Partnership (CSP)
- Health and Wellbeing Board (HWBB)

These are supported by an Inter-Board Protocol, refreshed early 2021, which sets out lead responsibilities for each partnership and how they will work together. The CSP leads on domestic violence for the Manchester, with collaboration in the year on implementation of a new domestic abuse strategy and developments such as commissioning of therapeutic intervention services for children who are victims of domestic abuse and a Child to Parent Violence and Abuse intervention programme in response to recognised gaps in service. The CSP also leads on serious violence and will prioritise the development of a Partnership strategy based on a public health approach and rooted in a trauma informed solution to reducing the harm this causes for individuals, families and communities. This is significant for MSP with the emerging profile for reviews of child deaths and the lessons from the national review.









The MSP works collaboratively with other boards in Manchester, such as the Homelessness Board.

Manchester City is one of the ten local areas that form the Greater Manchester (GM) Safeguarding Alliance. In the year, we have worked together on collaborative projects to help partners share best practice and work better together to provide a more consistent service to safeguard children.



3.2 Core Partners

Whilst the MSP is constituted of a variety of organisations and services who all have a key role to play in keeping our children and citizens safe including the voluntary sector (see below¹), there is a much wider array of organisations, services and people that we work and communicate with. This includes those listed in [Working Together to Safeguard Children 2018](#) as relevant agencies.

THREE STATUTORY PARTNERS	ORGANISATIONS AND SERVICES WHICH FORM PART OF THE PARTNERSHIP	CHILDREN AND CITIZENS
<ul style="list-style-type: none">  Greater Manchester Police (GMP)  Manchester City Council (MCC)  Manchester Health and Care Commission (MHCC) 	<ul style="list-style-type: none">  Adult Services, Manchester City Council  CAFCASS  Career Connect  Children's Social Care, Manchester City Council  Community Safety Partnership (CSP)  Early Help Service, Manchester city Council  Early Years Service, Manchester City Council  Education Department, Manchester City Council  Education settings such as schools and colleges  Greater Manchester Child Mental Health  Greater Manchester Fire and Rescue Service  Greater Manchester NHS Mental Health Trust (GMMH)  HM Prison Service  Independent Person (Chair Adult Executive and Children's Executive)  Manchester Health Watch  Manchester Targeted Youth Support Service  Manchester University NHS Foundation Trust (MFT)  National Probation Service  North-West Ambulance Service (Nwas)  Strategic Housing including Homelessness  Youth Justice Service 	<ul style="list-style-type: none">  People of all ages who live, work and enjoy Manchester

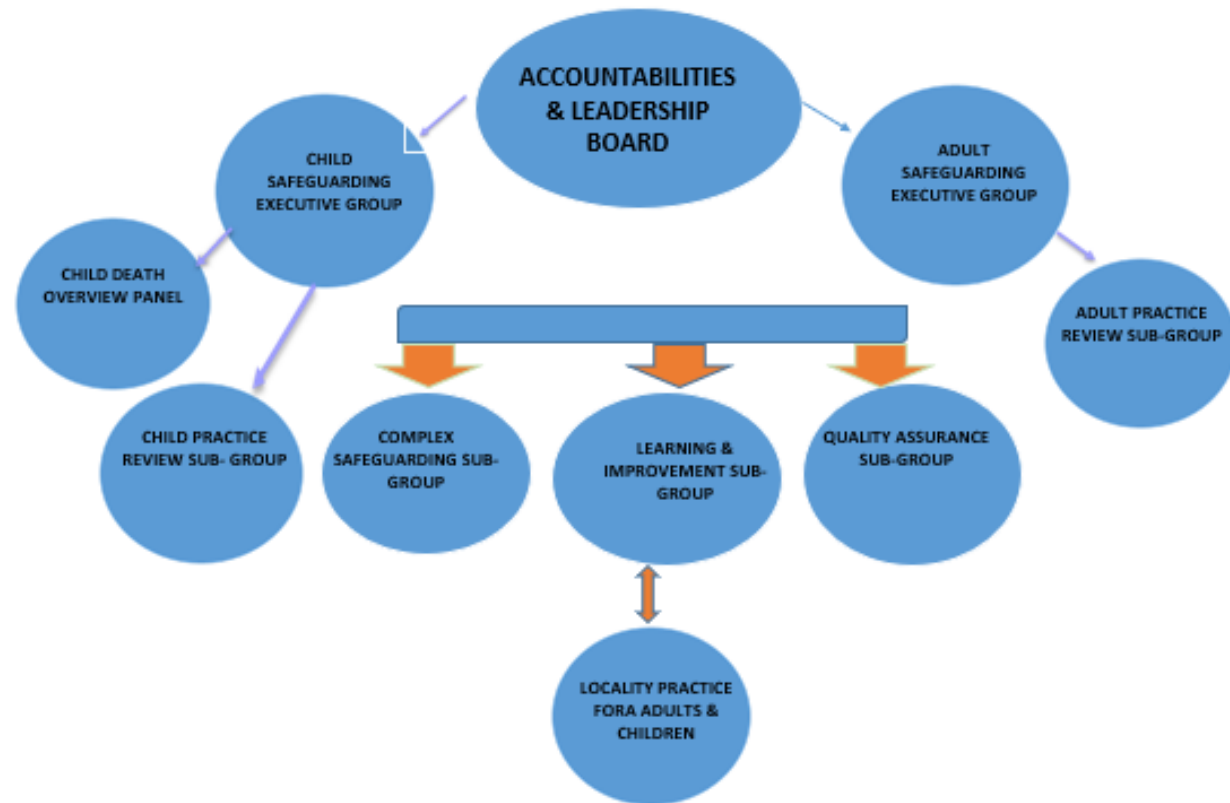
¹ Acronyms for some agencies provided in this table have been used throughout the report.

3.3 Current arrangements

Our current joint partnership arrangements were published in [June 2019](#), with an update in [December 2019](#). They set out how the statutory arrangements for a children’s multi-agency safeguarding arrangements (MASA) and adult safeguarding board arrangements have been brought together under a single Manchester Safeguarding Partnership.

The structure (see diagram) has been in operation since that time. It includes a joint Accountabilities and Leadership Board, comprising of our strategic statutory partners and Independent Chairperson, and separate Child and Adult Safeguarding Executive Groups meeting quarterly to ensure at a leadership level we are able to also maintain a committed focus jointly and individually on Adult and Child safeguarding.

Manchester Safeguarding Arrangements



From 1st April 2020, near the commencement of the COVID-19 pandemic, each group had continued to meet virtually in the year:

Accountability & Leadership 4/4	Quality Assurance 9/11	Learning and Improvement 4/4	Adult's Executive 4/4	Children's Executive 5/5
Adult's Practice Review 4/4	Children's Practice Review 5/5	Child Death Overview Panel 11/11	Locality Practice Fora 7/10	Complex Safeguarding 9/9

3.4 Annual Reports from Sub-Groups

A short summary of each sub-group with examples of work undertaken in 2020/21 is provided below. Achievements for case reviews and quality assurance activities are provided separately in those relevant sections.

Adult Practice Review

The Adult Safeguarding Practice Review Panel (sub-group) undertake the review of Safeguarding Adults Review (SAR) referrals and decide whether a formal review or other learning activity is required. They also undertake or receive other reviews, ensuring that lessons are learned, and practice is developed in the multi-agency partnership.

In 2020/21, the Panel:

- ✚ Published the Homelessness Thematic Report authored by Professor Michael Preston Shoot and the action plan, jointly owned by MSP and Homelessness Strategic Group.
- ✚ Published a range of Safeguarding Adult Reviews and other reviews (see Case Review section below for more detail).
- ✚ Drove forward key areas for Adult Executive Board (AEB) scrutiny: developing commissioning provision for people with complex needs; Chair's report into death by suicide and agreement to undertake Joint Review with Trafford in 2021.

Child Practice Review

The Partnership's process for child practice reviews makes recommendations to the safeguarding partners, initiating practice or learning reviews, and oversee the commissioning and quality of local child safeguarding practice/learning reviews. The sub-group also progresses the decisions, recommendations and notifications to the National Panel and act upon decisions on whether to carry out a local child-safeguarding practice review, complying with requirements of Working Together to Safeguard Children guidance as well as best practice.

In 2020/21, the Panel:

- ✚ Progressed all the outstanding Safeguarding Children Review (SCR) legacy reports in line with the requirements of Working Together 2018.
- ✚ Commissioned a Thematic Learning Review on serious youth violence with Trafford Safeguarding Board to report in 2022.
- ✚ Worked creatively over the Covid-19 lockdown maintaining regular meeting via teams and for development work on rapid reviews started in November 2020.
- ✚ Started to reflect the quality of the information within referrals from Partners into rapid review to improve the decision making process for children and their families.

Complex Safeguarding

The Complex Safeguarding sub-group is jointly led by MCC Social Care and GMP, with close links to the CSP. Their purpose is to co-ordinate and address the complexities within key aspects of safeguarding such as sexual and criminal exploitation, Female Genital Mutilation, trafficking and honor based violence. Complex Safeguarding was an MSP priority for 2020/21, and information about activities and impact in this area is provided later in the report.

In 2020/21, the sub-group:

- ✚ Strengthened exploration of identity and family dynamics within assessments and review of the requirements of the National Referral Mechanism.

- ✚ CSP commissioned Hope for Justice to deliver 15 sessions targeting front line staff including Homeless Services. This is reflected in increased intelligence and crimes reported in 2020.
- ✚ Focused on emerging policy and practice including contextual safeguarding, with a pilot underway in the East of the City, understanding the links between vulnerability, serious youth violence and overrepresentation of minority ethnic groups and re-energising the partnership work in relation to transitional safeguarding.

Learning and Improvement

The Learning and Improvement sub-group takes the learning from quality assurance activity, the Safeguarding Practice Review Panels and other sources to determine the plans and arrangements for effective action to deliver learning and improvement. This may be events / courses, policies, processes and procedures or dissemination of practice issues. The sub-group also oversee the adult and children Locality Practice Forums to ensure new strategies and learning are shared with a wide range of managers and practitioners across Manchester, and strengthen links between the partnership and practice.

In 2020/21, the sub-group:

- ✚ Audited current training provision during lockdown across the partnership.
- ✚ Discussed findings, identified and implemented learning and dissemination from seven case reviews and other themed reviews.
- ✚ Continued to develop and deliver a range of training and engagement activities during the Covid period (see Workforce Development Section).

Quality Assurance

The Quality Assurance (QA) sub-group is responsible for evaluating the effectiveness of Manchester Safeguarding Partnership by providing strategic leaders with a clear line of sight to understand the ways in which children and adults at risk of, or experiencing harm are being effectively protected. This includes identifying, commissioning or undertaking a range of audits and other QA activity in addition to regular quarterly performance reports.

In 2020/21, the sub-group:

- ✚ Developed and commissioned a web-based platform that will enable partner to access in real time action plans, data performance information, audits etc resulting in more efficient use of time and resources.
- ✚ Developed a digital workforce survey tool to complement the s11 and adult assurance statement encompassing frontline practitioner report.
- ✚ Despite Covid 19 lockdown, subgroup and partner agencies completed Section 11 and adult assurance statement.

Child Death Overview Panel (CDOP)

Duties of the CDOP are laid out in statutory guidance and in our published arrangements. The CDOP produces an annual report to the Accountabilities and Leadership Board that includes review of child deaths; effectiveness of arrangements; lessons learnt and actions taken; and effectiveness of the wider child death review process. There were 52 child death notifications reported to the Manchester CDOP and 29 cases reviewed between 1 April 2020 to 31 March 2021 compared to 61 the previous year.

In 2020/21, CDOP:

- ✚ Implemented the Greater Manchester eCDOP system, which went live on 1 April 2021, to support the statutory requirement for professionals to notify the Manchester CDOP of all child deaths aged 0-17 years of age within 24 hours (or the next working day) of the death.
- ✚ Established a direct link between the Greater Manchester eCDOP system and the National Child Mortality Database, to automatically transfer live child death data which assists national initiatives such as COVID-19 related studies to review the impact of the pandemic.
- ✚ Featured as an exemplar case study in the Thematic [Report](#) for the [Manchester Reducing Infant Mortality Strategy](#), detailing how the Manchester CDOP recommendations and local learning, focused on reducing modifiable factors around social deprivation.

Local Authority Designated Officer (LADO)

Whilst not an MSP sub-group, the oversight of the management of allegations against adults who work with children in Manchester is a key statutory function for consideration by the partnership, including scrutiny of an annual LADO report. There were 326 allegation enquiries in 2020/21, compared to 351 the previous year. 171 of these were converted to allegation referrals. 47% were substantiated; 38% unsubstantiated or unfounded; and 15% with ongoing Police investigation / ongoing employment investigation. We know from that professionals find the advice and guidance provided at enquiry stage is service extremely beneficial, and a significant proportion (65%) of all contacts are dealt with as enquiries only.

In 2020/21:

- ✚ There has been an increased attendance from all key partner agencies alongside increased participation from other agencies that would have previously not attended.
- ✚ The service has developed a training package, which has been delivered in the year and plans to continue delivery in 2021/22.
- ✚ Partner feedback was sought following LADO Meetings about how satisfied they were of the meeting. Of 41 partners responding, the general feedback was extremely positive with an average score overall of 4.8 out of 5.



3.5 How did we do?

PARTNERSHIP ARRANGEMENTS	
Achievements	What we can do better
<ul style="list-style-type: none"> ✚ Representatives of statutory partners and other relevant organisations met regularly to assess the impact of Covid on safeguarding and shared intelligence across key partners, identification of risks caused by Covid and strategies to ameliorate them. Where possible, ‘business as usual’ was sustained. Where not possible, strategies to prioritise vulnerable groups were put in place. ✚ Risk register reviewed by the Independent Chair quarterly to identify safeguarding risks faced by the partnership and mitigation. ✚ Refreshed Partnership business plan implemented in April 2020. Business priorities identified in the plan progressed on all fronts and partners ensured priorities were communicated to key stakeholders providing a sound foundation in a period of challenge. ✚ MSP Quality Assurance Sub-group established and working group set up to plan workforce survey. ✚ Learning and Improvement sub-group promoted sharing good practice and learning from reviews to inform agencies frontline practice. ✚ We continued to embed person centered approaches through the develop of the adult fora meetings. ✚ MSP subgroups provided assurance quarterly and highlighted successes and challenges demonstrating that citizens were safeguarded. 	<ul style="list-style-type: none"> ✚ Further work needed to ensure safeguarding priorities are specific and jointly owned where this is not already the case. ✚ Re-focus on multi-agency audits to assure the partnership that agencies work well together for the benefit of our children and citizens. ✚ Promote the voice of frontline practitioner and managers in the work of the partnership, building on the Fora meetings to improve engagement.

4 Communications and engagement

The MSP aims to keep listening and learning from what our children, citizens and professionals tell us, and to work in collaboration with them. The Partnership has continued to ensure service users and their voices remain at the heart of decision making and the partnership's agenda, whether that is ensuring their experiences are conveyed in practice reviews, policy development, or through information sharing. Whilst there has been a range of activity during the 2020/21 year, Covid-19 presented challenges in progressing plans in place to increase communication and engagement, other ways to engage such as through services and virtually were utilized. Communication and Engagement is a key area we plan to improve.

4.1 Engagement with children and citizens

The Partnership considered and acted on a range of different voices, as well as routine feedback from service users, including:

- ✚ Young people have participated in themed conversations focused on Stop & Search, Black Lives Matter, and Living through Covid.
- ✚ A Manchester Carers survey in 2020 resulted in an additional 1,082 unwaged carers identified and added to the GP practices registration lists. There are now a total of 10,740 unwaged carers registered on GP practice lists in Manchester. Other recommendations from the survey have been implemented.
- ✚ Independent evaluation of The Identification and Referral to Improve Safety (IRIS) service delivered with primary care and by Manchester Women's Aid was positive.
- ✚ The MFT Patient Experience team lead on the 'What Matters to me' programme across the Hospitals/Managed Clinical Services/Manchester Local Care Organisation of the Trust. One key discussion was what 'safe' means to the young people and their views on safeguarding information sharing.

'So, IRIS were absolutely fantastic. They were more sort of specialising in domestic violence and more from a medical point of view, because they deal with doctors' surgeries with health professionals rather than an overview, like an all rounded.'

4.2 Engagement with professionals

Children's locality fora continued to meet and were well attended, and adult locality Fora meetings gathered pace in late 2020 following the initial lockdown in March 2020. These conversations invigorated practice development, for example through resource sharing, and discussion from professional curiosity.

- ✚ Adult Locality Fora identified a need for training on Mental Capacity Act; training on risk assessment and personal safety and disengagement from difficult situations; self-neglect and hoarding. These have been progressed by the partnership.
- ✚ Children's Fora meeting in July 2020 explored how Covid-19 had impacted on practice, including increase in Child Criminal Exploitation (CCE) and recent police operation into Child Sexual Exploration (CSE). Change in practice resulted in the South locality who are developing panels around CCE and CSE, which are being led by Complex Safeguarding Hub.
- ✚ Safer Together Model: Domestic Abuse Child Concerns (DACC) practitioner discussions in the partnership and explored what is working well, how the Sign of Safety model fit in well with cases mapping and comprehensive assessment.
- ✚ Linking professionals: Examples include March 2021 wider engagement on street homeless rough sleepers shared with colleagues with a request to engage with the project; Obesity Health Weight Team Pathways Healthy Weight Team working with Children Social Care to support cases of concern.



4.3 Communications

The partnership continued a range of communication activity throughout the year, including a partnership newsletter, with others communications through the website; twitter account; and specific communications through media packages, prepared for all adult and children reviews. 7 minute briefings were produced and shared on the following topics:

Mental Capacity Act	Deprivation of Liberty Safeguards
Interface between MCA & Mental Health Act (MHA)	Best Interest Decision Tree
Difference between Advance Decisions & Advance Statements	PREVENT
MARAC	

During 2020, there were just under 500 hits on the MSP website each week with over 150,000 sessions recorded. A business case to upgrade the website based on feedback was agreed with work to commence in 2021/22.

4.4 Vulnerable children and adults and specific circumstances

The Care Act says that adult safeguarding is about protecting individuals. We agree. The partnership recognises that there are children and adults in Manchester who are living in specific circumstances, who have specific needs, or where there are other conditions that make them some of the most vulnerable people in our society and therefore more at risk of not being safe and well. Additionally, Manchester has an ethnically diverse population with high levels of poverty. We are committed to working together to make sure that safeguarding of *everyone* is *everyone's* business, undertaking activity and seeking assurance to that effect. Our role in supporting how schools and services came together during the Covid-19 pandemic, especially during lockdown and closures, helped to ensure that the impact was minimized for some of our most vulnerable children and service users.

4.5 How did we do?

COMMUNICATIONS AND ENGAGEMENT	
Achievements	What we can do better
<ul style="list-style-type: none"> ✚ Communication and engagement developments paused during the first phase of the Covid-19 pandemic, however families feedback for learning was prioritized. ✚ Adult locality panels/forums set up and continued to operate in the period providing a strong multi-agency professionals network. 	<ul style="list-style-type: none"> ✚ Develop a more comprehensive communications strategy which includes co-production. ✚ Greater use of technology, including website improvements. ✚ Complete the delayed workforce survey. ✚ Improve feedback from users, carers and staff groups on the implications of changing safeguarding practices.

5 Quality Assurance and Scrutiny

5.1 Quality Assurance and Performance

Multi-agency quality assurance and performance improvement activities are key functions of the Partnership and allow us to monitor and evaluate the effectiveness of what is done by our partners individually and collectively to safeguard and promote welfare; and for us to advise on ways to improve. The Quality Assurance sub-group was created and our quality assurance framework was refreshed early 2021. Activities in the year include:

- ✚ Asking partners to self-evaluate and assessing the effectiveness and impact of services
- ✚ Quality assuring practice, for example through audits of case files involving practitioners and identifying lessons to be learned
- ✚ Providing scrutiny and challenge based on a range of evidence, including whether partners are fulfilling their statutory obligations.

The information collected through these activities helps to inform the strategic priorities and plans for the Partnership. There are strong links across other subgroups to ensure learning, development and communication issues identified are addressed effectively.

5.2 Independent Chair

The Independent Chair has been in post since November 2019, to offer independent scrutiny and challenge to the partnership as well as contributing their expertise, advice and guidance to the partnership. They have:

- ✚ Attended the Accountabilities and Leadership Board to account for how they have offered independent scrutiny and challenge to the partnership arrangements and the impact / difference this has made.
- ✚ Provided independent review and recommendations on partnership business such as the risk register, progress on priorities, and other matters.
- ✚ Liaising with other partnerships and partners to promote the MSP and facilitate joint working.
- ✚ Produced an annual assurance statement to Accountabilities and Leadership board as part of the annual report, scrutinising the safeguarding arrangements in Manchester.
- ✚ Chaired the Child and Adult Safeguarding Executive Groups to understand and drive the partnership arrangements forward and to scrutinise the impact that the revised arrangements have made for children and adults at risk of, or experiencing, harm.

5.3 How did we do?

QUALITY ASSURANCE AND SCRUTINY	
Achievements	What we can do better
<ul style="list-style-type: none">✚ Independent Chairperson provided quarterly assurance on safeguarding effectiveness and resilience of partnership working.✚ Created a QA sub-group to provide a greater multi-agency focus and scrutiny on how we are doing.	<ul style="list-style-type: none">✚ Pace of implementation and change interrupted by the Covid pandemic✚ Develop a more multi-agency dataset and evidence base.

6 Case Reviews and learning

Arrangements for both adult and child case reviews and threshold criteria are prescribed in legislation and guidance. There is, however, flexibility of approach to learning reviews below the respective thresholds as understanding of practice is also gained below the threshold for a statutory review through multi-agency audits and themed audits. The MSP has undertaken a number of these reviews during the year. There is no nationally available benchmark data about the 'right' number of statutory reviews to undertake and the number of referrals and reviews varies greatly between local areas.

6.1 ADULTS SAFEGUARDING CASE REVIEW

- ✚ 18 SAR referrals were received. Referrals came from GMP (7); Adult Social Care (4); Manchester Foundation Trust (2); GMMH (2); MHCC (1) and other local authorities (2).
- ✚ SAR AD - Published June 2020. Themes: self-neglect, MCA, advocacy and the importance of multi-agency meetings. 7 minute briefing published and learning pack circulated across Adult Foras
- ✚ Homeless Thematic Review - Published Aug 2020. Themes: Multi exclusion homelessness, substance misuse, self-neglect and mental health concerns. Powerpoint shared across Adult Fora highlighting themes and recommendations, extensive action plan ongoing to improve access to services for those experiencing homelessness in our City.
- ✚ SAR Olia - Published Jan 2021. Themes cultural competence, Think Family, effective pre-birth processes and working with adults who have had children removed. 7 minute briefing regarding Think Family shared across Partnership for attention of both adults and children along with Learning report.
- ✚ SAR Johnny - Published Feb 2021 - Themes of dealing with distressed behaviour, cross border communication, care home issues and multi-agency discussion
- ✚ 7MB around distressed behaviour shared across partnership and with Care Home Improvement Group / plus 7MB and ppt regarding review findings.

6.2 CHILDREN'S SAFEGUARDING CASE REVIEW

- ✚ 12 referrals were received during 2020/21, 50% of which were as a result of a child death and 50% as a result of injury/possible significant harm. Referrals came from GMP (67%); Manchester Foundation Trust (17%); MHCC (8%) and Pennine Care (8%).
- ✚ **U1**- published April 2020. Child sadly died from traumatic injuries caused by an extended family member. MFT to implement their action plan and the actions are embedded into practice, the need for professional curiosity and challenge; non-accidental injury should be considered when bruising is present; at the point of referral or concern about a child's welfare it should be established whether there are any other children cared for by the adults involved and appropriate risk assessments taken. 7 minute briefing published, disseminated via Fora and incorporated into locality learning from reviews event. Action plan produced.
- ✚ **Q1** - published May 2020. Interfamilial sexual abuse and delay in recognising signs of abuse, understanding of safeguarding thresholds across agencies; raise awareness of child sexual abuse across the partnership; MSP is assured that there is effective record keeping by agencies to inform shared multi-agency safeguarding decision making and processes; progressing safeguarding concerns during school holidays; ensuring access to information about safeguarding concerns during school holidays; contact DfE Education Skills and Funding Agency and Regional Schools Commissioner to raise the concerns highlighted in relation to lack of information regarding HR records. Learning Report completed and action plan produced.
- ✚ **W1** - published September 2020. Non-accidental injuries to 4 month old baby. Strengthen approach to chronologies to ensure they are impact focused; planning and interventions are informed by a conceptual model of change; a trauma informed approach to planning and interventions is embedded into practice; Motivational Interviewing incorporating a "Signs of Safety" approach is embedded in thinking and practice; ICON approach is embedded across the partnership; the role of the IDVA is promoted in all responses to domestic abuse. 7 minute briefing published and learning video available on youtube. Learning shared at L&I sub-group and incorporated into locality learning from reviews. Action Plan produced.
- ✚ **Education:** The Covid Safeguarding Audit (replaced S175 audit for 2019-20) was released in September 2020 to gain assurance that safeguarding for the children and young people of Manchester during the pandemic (first phase) had been comprehensive, rigorous and appropriate. It was completed by 93% of all settings, including independent schools and post-16 sector, all of whom provided assurance of how they were continuing to work with agility in response to school closures.

6.3 How did we do?

CASE REVIEWS AND LEARNING	
Achievements	What we can do better
<ul style="list-style-type: none"> ✚ Thematic review of the safeguarding needs of homeless people in the City completed. Good inter-partnership working with the Homelessness Board on this themed review. ✚ A number of SARs, rapid reviews and other themed reviews were undertaken, the learning of which has informed future practice. 	<ul style="list-style-type: none"> ✚ Consistency in quality of independent review reports ✚ Multi-agency audits restricted to regulatory requirements ✚ Ensure timeliness of practice review improves to promote learning and practice improvements ✚ The methodology for ensuring rapid reviews extract learning at the earliest opportunity.

7 Workforce Development

7.1 Our offer and takeup

The MSP provides a free learning programme to anyone who works with a Manchester child, family or adult. The impact of COVID-19 resulted in the MSP adapting the face to face training programme, and a reduced virtual training offer was provided. In January 2021, online learning moved to a new platform `Enable` which provided an opportunity to capture agency usage, make available free Virtual College courses and approve courses to reduce non-completion and non-Manchester usage. The online learning offer, delivered by a range of professionals as well as external organisations or speakers such as The Proud Trust delivering LGBT and Awareness, was expanded and usage significantly increased during 2020/21 to the extent that due to the increased demand the MSP purchased an additional 3,000 licences.

Evaluation and impact of learning is captured through online learner feedback, which remain high at approximately 70% response rate; and impact evaluation survey 3 months post course. The tables below provide a summary of usage by agency and courses.

Number of courses

	2020/21	2019/20
Number of Online Courses accessed	8028	5747
Number of online courses non-completed	888	196
Completion rate	89%	97%

Summary of Agency Usage 2020/21

Agency	No. course modules accessed	%
Education/Nursery/College	5054	63%
Voluntary Sector	1274	16%
Private	461	6%
Manchester Housing Providers	406	5%
MCC	364	4.5%
GMP	79	1%
NHS (MFT=22, GMMH=18, GP services=14)	62	<1%
Other	328	4%

Most popular Children and Adult Online Course Modules

Online Safeguarding Module	No. course modules accessed
Level 1 Safeguarding Children/Refresher	2253
Awareness of Domestic Violence and Abuse	524
Level 1 Safeguarding Everyone	508
FGM (Abuse Linked to Faith or Belief)	460
Gang Related issues and County Lines	399
Radicalisation and Extremism	381
Protecting children from Child Sexual Exploitation	320
LGBTQ Awareness (new course)	260
Level 1 Safeguarding Adults/Refresher	240
Self-Neglect	224
Mental Health and Wellbeing Resource Pack (new free course from January 21)	63

7.2 How did we do?

WORKFORCE DEVELOPMENT	
Achievements	What we can do better
<ul style="list-style-type: none"> ✚ Successful move to virtual platforms: Virtual training offer provided by partners and increased usage of online learning and virtual locality-based Learning Events `Learning from Reviews`. Virtual Learning Circle for Child SF - report and 7 Minute Briefing produced. ✚ Development and support of Adult and Children Fora. ✚ Increased use of social media including You Tube recording to share learning. ✚ Safeguarding Adults week – social media campaign. ✚ Managing High Risk Together pathway launched- mini-training video, when to use MHRT video produced, and screened at Fora and ASC working group. 7-min briefing produced. ✚ Finalised 'Introduction to Adult Safeguarding' course. MSP first live training via teams will be tested with this new course. ✚ Audit of current training provision during lockdown across partnership. 	<ul style="list-style-type: none"> ✚ Develop a Digital Strategy to further increase and improve user access. ✚ Ensure training plan is responsive to strategic priorities for 2021-22. whilst realistic in Covid recovery period (i.e. cannot return to full face to face sessions). ✚ Establish adult multi-agency training pool and explore adult training offer.

8 Scrutinising MSP arrangements 2020/21 – Independent Chairs assurance statement

The safeguarding partnership arrangements in Manchester introduced in 2019 included a requirement that they become subject to an annual cycle of independent scrutiny and challenge. This measure was intended to both meet the requirements introduced into children’s safeguarding by the Children and Social Work Act 2017 and Working Together to Safeguard Children 2018, and to ensure that there was independent assurance of the effectiveness of the arrangements for adult safeguarding under the Care Act 2014. This section of the report provides the scrutiny of the Independent Chair of the Manchester Partnership of the second working year of the new partnership arrangements. As with last year’s scrutiny report the criteria for scrutiny is that proposed by Sir Alan Wood in his report proposing new safeguarding arrangements (para. 69 Wood report: review of the role and functions of local safeguarding children boards (2016)). These criteria are said to reflect the key strategic issues that need to authorise and underpin effective multi-agency practice. Their relevance to effective partnership working is not confined to any specific vulnerable age group.

Determining the physical area of operation covered by the multi-agency arrangements

This issue remained unaltered during the period under review. The issue may need to be revisited during 2022 with the reconfiguration of the NHS into integrated care systems. In particular, the remit and reach of services that will serve the Greater Manchester area may require the Partnership to establish new working arrangements with any newly configured commissioning authority.

Judgement: Green

The authorising vision for multi-agency arrangements, the partnership commitment

The multi-agency vision statement and public commitment to the revised partnership arrangements recognised at the outset of implementation of the Partnership remained current during this period reviewed. The statements were included in each of the Partners’ business plans and associated documentation. The Partners recognised that there will be a need to review and revisit the vision statements in due course. The business development workshop planned for autumn 2020 will examine the extent to which the statutory partners and relevant agencies have delivered on these statements of vision and commitment and whether any revision to the statements will be required in 2022 and the period going forward.

Judgement: Green

The resource framework, e.g., the cost of the multi-agency strategic decision- making body, the cost of agreed initiatives, e.g., joint training, agreed local research, innovation in service design

The Covid pandemic effectively constrained consideration of reframing the resource framework of the Partnership during this period. Service improvements that were taken on by the new Partnership at its inception continued to be progressed. These included improvements to information and advice services, the team around the school resources, improved all age early help services and a strengthening of the children’s social care workforce. The refreshed Partnership business plan, implemented from April 2020 onwards, prioritised the expansion of the multi-agency complex safeguarding hub, a re-structuring of the partnership’s approach to adverse childhood experiences, the development of a neglect strategy and a thematic review of

the safeguarding needs of those experiencing homelessness. The Leadership and Accountability Board also agreed to the funding of a digital strategy to underpin the Partnership understanding of its impact and effectiveness on the safeguarding needs of Manchester residents. Despite these positives, we cannot yet claim that there is a strategic and robust resourcing framework in place across the Partnership.

Judgement: Amber

The method to assess outcomes of multi-agency practice, including how intervention happens if performance falters, and how “independent” external assurance/scrutiny will be utilised.

The Covid pandemic has had a significant impact in impinging upon the work programme of both the Quality Assurance Subgroup and the Learning and Improvement Subgroup and, in turn, on the evaluation of the effectiveness of practice. The demands of the pandemic on staff time and its impact on the prioritisation of agencies business capacity meant consistent membership of these sub-groups suffered. As was reported at the end of the 2019-20 period, the main focus of activity has been primarily on agency-specific safeguarding performance rather than multi-agency practice. Priority points of focus related to domestic abuse, complex safeguarding, mental health, neglect and self-neglect.

Throughout the period of the Covid pandemic the statutory partners and the independent chair have been meeting regularly (initially fortnightly, latterly monthly) to monitor the impact of the pandemic on safeguarding demand and the partners’ response to it. This has provided a significant opportunity for partners to share intelligence and perspectives on the impact of the pandemic, develop and inform the risk register to document the safeguarding risks created by the pandemic and the actions taken to mitigate them and evaluate the effectiveness of modified working practices and how these can be built into new normal ways of working.

The GM safeguarding alliance did not become operational in the period under review. Manchester will engage with the alliance’s proposed programme of shared learning when it commences in the autumn of 2021.

External review of the Partnership arrangements continues to be led by the Independent Chair. This exercise in the evaluation of the Wood strategic criteria is a further iteration of that function.

Judgement: Amber

The strategy for information and data sharing, including to allow for identification of vulnerable children in need of early help.

A protocol for information sharing between the statutory partners and between the partnership and key stakeholder organisations was operationalised during this period. This has proven to be robust and effective and has enabled information to be shared both in the arenas of safeguarding need and for the purposes of early help. Guidance on retention and destruction of personal information held by safeguarding stakeholders continues to be under development and further work is on-going with respect to the implementation of GDPR.

The backlog of legacy serious case reviews involving both children and adults has undoubtedly put information sharing under pressure, particularly when the originator of the information may have departed the provider organisation. It remains to be seen how well the revised protocol and procedures meet the revised environment for case reviews.

Judgement: Amber

High level oversight of workforce planning, e.g. gaps in skilled areas.

Active strategies to enhance the quality and quantity of the workforce were significantly interrupted by the Covid pandemic, with the primary emphasis being on supporting the workforce, thereby enabling staff to continue to provide support and services for those with significant safeguarding risk. The demands created by Covid undoubtedly affected the capacity of the workforce to engage with the strategic agenda of the Partnership, their priority understandably being to discharge the operational imperative of safeguarding.

A full programme of virtual on-line training was provided throughout the period, with significantly increased capacity commissioned from the Virtual College. In excess of 5,000 individual on-line learning courses were registered in the period.

Further work was undertaken in the period on the potential for cross-agency and multi-agency workforce planning in the arenas of complex safeguarding, the reach of the ACES programme and the work undertaken to raise awareness of mental health issues for both children and adults in a wide variety of settings. Further opportunities for an integrated all-age offer are emerging from the neglect strategy and the homelessness thematic review.

The aspiration of the Learning and Improvement Subgroup to better assess the training needs of the workforce via a safeguarding workforce survey was thwarted by the Covid pandemic in this period. The sub-group continues to be committed to the survey as a platform upon which to produce a strategic plan for further developing a knowledgeable workforce, confident in its ability to deliver safeguarding services to all ages of potentially vulnerable people in the City. This survey will be rolled out in early 2022.

Judgement: Amber

A multi-agency communication strategy on protecting children

The partnership in this period had continued to scope the priority issues of communication that needed to be addressed and the remit and composition of a group that would be able to take this forward. The partnership further recognised the need to improve and upgrade the partnership website and commenced an exercise to examine the options and costs of delivering on this.

Prior to lockdown three locality events took place to disseminate the learning from recent serious case reviews in children's cases. These were well attended from across the representative partnership agencies.

Judgement: Amber

Risk strategy, identifying and adapting to challenges including new events, and establishing a core intelligence capacity.

The identification of risk to effective partnership working is a core component of the approach to leadership and accountability within the safeguarding arrangements for the City. The independent chair produces a regular report for the statutory partners on the risks that require ameliorative action. In this period the risks posed by Covid have been a major consideration. The independent chair met with statutory leads on a regular basis to document the impact of the pandemic on safeguarding practice. This, in turn, facilitated a report to the leadership and accountability group on the following issues:

- The impact of Covid on the demand for safeguarding services and the implications this had on staff practice, morale and availability
- The impact of Covid on face-to-face interaction and the limitations of electronic communications
- The impact of Covid on the engagement of key stakeholder groups with the partnership business agenda.

In addition to Covid-specific risks, on-going issues affecting business capacity have included:

- Implementation of the information governance protocol of the partnership
- Agreeing an MSP performance data set
- Tracking effective implementation of recommendations from case and thematic reviews
- Having an effective mechanism to review and refresh partnership policies and procedures
- Testing the quality of safeguarding service delivery on a cross-agency basis.

Judgement: Green

The model of local inquiry into incidents

The legacy cases inherited by the Manchester Partnership at its inception continued to occupy significant activity in this period. Substantial inroads were made into the backlog of legacy cases for children and steady progress achieved in the adult arena as well. The rapid review group established guidance on the thresholds for reviews in the period and elaborated the variety of methods that may be employed to discharge the requirement for learning. In the adult arena further work was undertaken on the interpretation of the criteria for mandatory and discretionary safeguarding adult reviews.

The securing of effective practice change recommended from reviews remained a priority for the partners, and one that required audit and evaluation. The Learning and Improvement Group is currently overseeing implementation of changes to practice proposed from the legacy cases concluded under the new arrangements, although the impact of the Covid pandemic significantly curtailed the scope of the work undertaken.

Judgement: Amber

Henri Giller
Independent Chairperson

9 REVIEW OF MSP JOINT STRATEGIC PLAN 2020/2021

9.1 About the plan and our priorities

The MSP strategic plan 2020/21 sets out our vision as *“Working together to create a place where all children and adults in Manchester are safe, free from abuse and neglect and supported to live happy and healthy lives”*. Each Executive Board also has a commitment:

Adult Executive Board Commitment	Children Executive Board Commitment
<p>Ensuring every citizen in Manchester is able to live in safety, free from abuse and neglect. Everyone who lives and works in the City has a role to play.'</p>	<p>Every Child in Manchester is Safe, Happy, Healthy and Successful. To achieve this, we will: Be child-centred, listen to and respond to children and young people, focus on strengths and resilience and take early action.'</p>

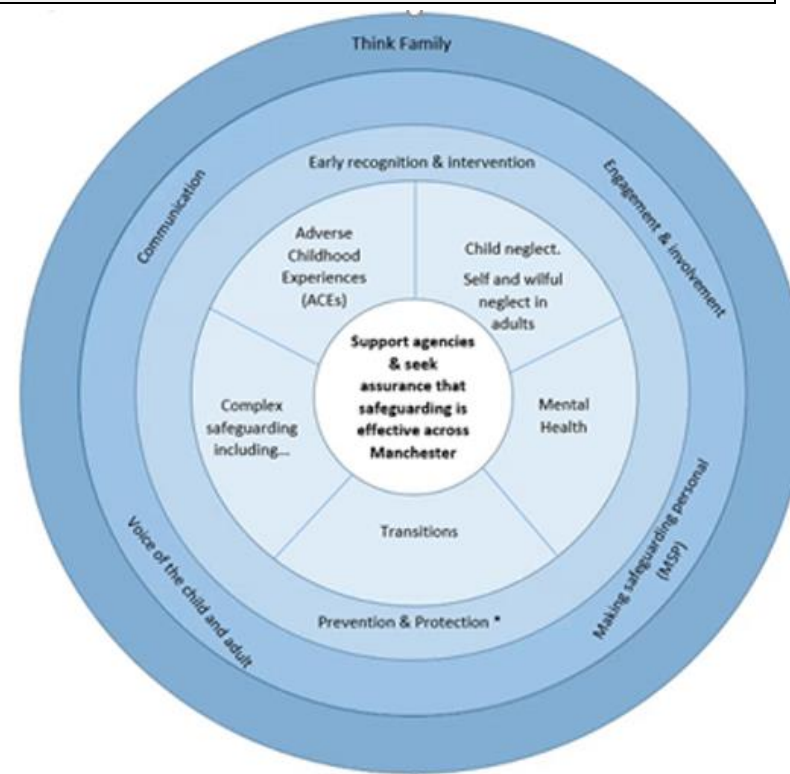
The MSP drives progress through three distinct pillars of activity:

- ✚ Strategic and System Leadership
- ✚ Effective Assurance
- ✚ A Learning System

This diagram sets out our approach around our MSP priorities of:

- ✚ Adverse Childhood Experiences
- ✚ Child Neglect
- ✚ Mental Health
- ✚ Transitions
- ✚ Complex Safeguarding

The MSP is driven to achieve the very best we can, even in adverse conditions such as the COVID-19 pandemic. Progress against our priorities together with key achievements and challenges in 2020/2021 stated below will inform future priorities and the work of the partnership.



9.2 Reviewing our priorities

The following pages detail what we set out to do and what we have achieved for each of our priority areas.

Priority: Embedding our partnership approach, partnership effectiveness and independent scrutiny

We set out to embed a partnership approach, focussing on Making Safeguarding Personal, Keeping in Touch, and Think Family.

We set out to improve partnership effectiveness and independent scrutiny so that:

- ✚ The three core partners lead strategic planning and implementation.
- ✚ MSP arrangements serve children, young people and citizens and are resilient to change, with assurance that safeguarding arrangements are effective, MSP understands its safeguarding story including trends, strengths and areas for development.
- ✚ There is a robust process for identifying and investigating learning from local and national case reviews, and SCRs, SARs processes are reviewed and refined to ensure learning reviews are identified, undertaken and completed promptly.
- ✚ Learning informs the workforce developments plan for MSP multi-agency learning hub as well as influence single agency training.
- ✚ Children, young people and families are aware of and involved in transforming safeguarding arrangements.

How did we do?

Whilst individual agencies were active in making safeguarding personal, keeping in touch and adopting a think family approach, it was agreed that the MSP footprint in this work was to be delayed due to the pandemic and other priorities.

Embedding our partnership approach, partnership effectiveness and independent scrutiny have been intrinsic to the work of the partnership all year. This is reflected in the information provided in the previous sections of this report. The new arrangements were implemented and driven by core partners with developments to improvement in this area, such as introduction of QA group, the continued focus of the case review sub-groups and themed reviews undertaken either individually or with other partnerships or local areas. We know there is more that needs to be done to ensure children and citizens are an intrinsic part of the partnerships work, and further develop our quality assurance.

Priority 1: Adverse childhood experiences

We set out to: We want our workforce to be ACE aware and trauma informed and to use this approach in their everyday work. Ultimately we want Manchester to be a trauma informed city.

How did we do?

Achievements	What we can do better
<ul style="list-style-type: none"> ✚ Completed 2 train the trainer courses. Positive feedback was received from on-line courses which as a departure necessitated by covid restrictions. ✚ ACES introduced into the GP primary care standards via training. ✚ We delivered training (predominantly online) to over 1,000 delegates from a range of sectors, including 400 City of Manchester Police frontline responders and over 100 individuals working with young people as part of the Healthy Schools Behind the Behaviour training. ✚ Two primary schools participated in ‘The Art of Resilience’, a 6-week pilot project with the Manchester Art Gallery exploring resilience through pieces of art. The evaluation showed pupils increased levels of control, confidence, empowerment, identity expression, communication skills, connections, and positive attitudes. The Gallery was viewed as a new place where pupils could experience something new and express themselves. Children’s feedback showed high levels of enjoyment and many positive emotions. The project is being extended in 21-22 to 12 schools with funding from the Violence Reduction Unit. ✚ Thrive Manchester (our commissioned voluntary sector partner) distributed over 200 play packs to schools and Sure Start centres and ran regular well-being walks, including sessions for people seeking refuge. ✚ Delivered a series of train the trainer sessions that will enable staff from 10 registered housing providers to deliver the training to colleagues and act as champions within their organisation. 	<ul style="list-style-type: none"> ✚ Build upon successes to embed understanding of ACEs and trauma informed practice to increase earlier intervention.

Priority 2a: Child Neglect

We set out to: Have a consistent approach to child neglect across the Partnership, improved outcomes for children experiencing neglect, and families accessing local services at the right time. Multi-agency workforce development (MSP and single agency) ensures our workforce is knowledgeable, confident and competent in preventing, intervening and protecting families where neglect is evident.

Priority 2b: Neglect in adults including self-neglect

We set out to: Have a consistent approach to adult self-neglect across the Partnership; focussing on homelessness and on carers where self-neglect a feature. Workforce are aware of the self-neglect pathway and related escalation processes: multi-agency workforce development; (MSP and single agency) ensures our workforce is knowledgeable, confident and competent in preventing, intervening and protecting Adults where neglect is evident.

How did we do?

Achievements	What we can do better
<p>Childhood Neglect</p> <ul style="list-style-type: none"> ✚ Progress on the MSP Neglect Strategy, to be finalised in 2021/22. ✚ Development of the toolkit included Graded Care Profile 2 and signs of safety. ✚ Section 11 2019/2020 workforce developments sustained. ✚ Single agency audits demonstrate improvements. 	<p>✚ Neglect remains one of our biggest challenges for both children and adults and we know there is more to do to finalise the strategy and develop a robust delivery plan.</p>
<p>Neglect in adults, including self-neglect</p> <ul style="list-style-type: none"> ✚ Self-neglect and hoarding strategy shared with partners promoting a consistent approach to improve outcomes. ✚ Local practice forums disseminated learning from thematic self-neglect review and rich discussions helped practitioners improve practice. ✚ Links made across to other learning reviews and implementation of action plans e.g. homelessness enriched partners practice improvements. 	

Priority 3: Mental Health

We set out to: Have consistency in practice across the partnership using the Thrive framework for children’s services and in adults. Children requiring more help, and getting risk support and support adults who require support to engage with services. Develop our workforce to feel knowledgeable, confident and competent in working with children, young people, adults and their families where mental health issues feature.

How did we do?

Achievements	What we can do better
<ul style="list-style-type: none"> ✚ Children's i-thrive embedded with the workforce better informed on pathways, tools and interventions. ✚ Links made across to other vulnerabilities such as impact of domestic abuse in the home, neglect and ACES this approach enriched practitioner learning and enhanced application of the tools. ✚ Adults referral pathways refined through commissioning with GMMH to improve user access and experience. ✚ Launched the “You Matter, We’re Here’ campaign promoting how services have adapted and reminding people that mental health services were still open. ✚ GMMH have developed a 24/7 helpline for all our service-users and their carers, staffed by mental health practitioners; launched the “You Matter, We’re Here’ campaign promoting how services have adapted and reminding people that our services were still open. ✚ Developed and delivered a range of training including: Safeguarding & Decision-making; Mental Capacity Act and Reflective Practice; Mental Capacity Act (MCA) and Physical Health. 	<ul style="list-style-type: none"> ✚ Mental well-being will be a key area in 2021/2022 as we continue to respond pro-actively to impact of Covid.

Priority 4: Transitions

We set out to: Ensure MSP is assured that partners service arrangements are appropriate providing safe transitional arrangements. Workforce has a clear understanding MSP transition approach. Service delivery reflects commitment to seamless transitions. Early identification of lifelong service, effective transition to independence, transition across services and step up/down. Consider eligibility for adult services.



How did we do?

Achievements	What we can do better
<ul style="list-style-type: none"><li data-bbox="203 815 1323 914">✚ The transitions planning team functions were reviewed in late 2020/early 2021 and a plan implemented to refocus the team on completing assessments towards preparation for adulthood.<li data-bbox="203 922 618 954">✚ Pathway planning tool agreed.<li data-bbox="203 962 725 994">✚ Roles and responsibilities guide agreed.<li data-bbox="203 1002 1162 1034">✚ Transitional safeguarding further developed with complex safeguarding hub.<li data-bbox="203 1042 1066 1074">✚ Performance framework agreed to demonstrate evidence of impact.	<ul style="list-style-type: none"><li data-bbox="1386 815 2047 882">✚ Develop a convergence of legislation in transitions rather than divergence.

Priority 5: Complex safeguarding

We set out to: Ensure every child, young person and adult in Manchester with complex safeguarding needs at risk of exploitation have access to an established multi-agency support pathway. Effective Complex Safeguarding Hub builds on our strong foundations and applies learning to improve. Improve the multi-agency pathways for adults at risk of exploitation (criminal and sexual). Strategic and operational response to issues of DV&A are robust, comprehensive and effective. Workforce feels knowledgeable, confident and competent in working with children, young people, adults and their families where complex safeguarding issues feature. High standard of assurance by effectively and consistently reviewing services and engaging stakeholders.

How did we do?

Achievements	What we can do better
<ul style="list-style-type: none"> ✚ Multi-agency complex safeguarding hub expanded resulting in capacity to identify and respond to complex safeguarding need enhanced. In November 2020, a GM Peer Audit on the hub confirmed the strong partnership working, effectiveness of the trusted relationship model and management oversight. ✚ Effective offer to 17 year old development of a pilot testing transitional safeguarding. ✚ Case formulation led by the psychologist and the GM 'Listen Up' Project are providing a wider understanding of family dynamics, barriers and greater understanding of equality, diversity and inclusion. ✚ Focused sessions for newly qualified Social Workers on exploitation and complex safeguarding. Bespoke training on reporting NRM for partners and Hub staff. ✚ The outcomes data shows the impact of interventions: improved numbers of young people who have stable accommodation, are in employment, education or training, have a trusted relationship and take part in positive activities. By achieving these outcomes young people are well equipped to manage impact of trauma they have experienced, and these outcomes are priorities in our partnership and intervention work. ✚ The well- established partnership with AFRUCA has continued to ensure awareness raising in relation to modern slavery, criminal exploitation and human trafficking within communities is robust. Successful use of social media and digital platforms reached 4,200 people. The impact from the sessions demonstrated that: 95% report an improvement in awareness whilst 96% report positively on the skills and knowledge of the Anti- modern Slavery Community Champions. 	<ul style="list-style-type: none"> ✚ Better use of the National Referral Mechanism to improve outcomes for young adults at risk of exploitation. ✚ Strengthen the offer for young adults over 18 years at risk of/being exploited and ensuring the 'transition' is 'smooth' and effective.

10 STRATEGIC PRIORITIES 2021/22

10.1 Strategic Priorities 2021/22

Our strategic priorities for the next year, 2021/22, are summarised below. We recognised early in 2021 that our three partnership priorities require attention for longer than one year, and we have therefore retained Neglect, Mental Health and Complex Safeguarding as our partnership priorities. More detail about what we aim to achieve is provided in the 2021/22 plan itself.

MSP STRATEGIC PRIORITIES	
Our strategy for results Think Whole Family Promote Trauma Informed Practice Learn from Practice Improvements	
PARTNERSHIP PRIORITIES <i>(Governance: report quarterly by sponsor to Leadership and accountability)</i>	SPONSORED PRIORITIES <i>(Governance: report 6 monthly by sponsor to Leadership and accountability)</i>
Neglect Adult and Child Mental Health Adult and Children Complex Safeguarding	Mental Wellbeing (Health and Wellbeing Board) Transitions (Transitions Board) Homelessness (Homelessness Strategic Board)
PARTNERSHIP EFFECTIVENESS (Governance: report quarterly by sponsor to Leadership and accountability)	
We want strong and effective arrangements to improve safeguarding outcomes for adults, children and their families through constructive challenge and collaborative solutions.	

10.2 How we will achieve these

Our priorities will be a key focus for the partnership and monitored through respective sub-groups, development sessions and reported into the Accountability and Leadership Board. We will:

- ✚ Make best use of resources. The MSP has continued to receive ‘benefit in kind’ from partners as well as financial contributions listed in the table here. We will continue to use our funds as effectively as we can.
- ✚ Continue to provide our training offer, further developing our training pool within children’s safeguarding and introduce a training pool within adults services, with a focus around our priorities.
- ✚ Continue to share and help shape plans for change within individual partners as appropriate, undertaking ‘horizon scanning’ to determine factors in the future that may influence achievement of our priorities and require a different approach. At present, these include:
 - The role of the Greater Manchester Combined Authority, impact of changes to administrative boundaries and organisations, for example the advent of Integrated Care Systems from July 2022, and those currently underway in GMP, are also likely to ‘reset’ the context for Manchester
 - Covid: We know the immediate and long term effects of the COVID-19 pandemic are likely to continue to affect how services are delivered as well as the needs of our children and citizens.
- ✚ Develop greater influence and collaboration with our citizens and staff about what we can do in these areas to improve their lived experiences and to draw on their knowledge and experience.
- ✚ Define measures of success that are qualitative as well as quantitative, that tell us the impact of the work we are doing.

	2020/21	2021/22 (PROVISIONAL)
INCOME		
GMP		£63,723*
Manchester CCG		£105,000
Housing		£9,450
MCC		£226,608
Probation		£4,382*
Total	£514,181	£409,163
EXPENDITURE		
Employee costs		£311,395
Premises		£21,230
Transport		£3,000
Supplies and services		£108,467
Transfer to reserves	27,195	0
Revenue Expenditure	£513,588	£444,092

**= under review/may be subject to revision*

In addition to our priorities, the MSP have a critical role to play in ensuring changes, challenges and potential enablers ensure that children and citizens continue to be safeguarded – every person, every day.



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