

Minutes of the Salford Safeguarding Adult Board (SSAB) Meeting

Meeting Date: 3rd March 2021

Location: Virtual meeting, Microsoft Teams

Time: 10:00am to 12.30pm

Chair: Dr Stephen Pugh

Minute taker: Adam Heitman

Core partners Present

Steve Pugh, Independent Chair

Mark Albiston, Divisional Director of Adult Social Care, Salford Royal Foundation Trust

Cath Gormally, Director Adult Social Care, Salford Royal Foundation Trust

Gareth Jenkins, Detective Chief Inspector, Greater Manchester Police (GMP)

Judd Skelton, Assistant Director Integrated Commissioning, Salford City Council (SCC)

Francine Thorpe, Director of Quality and Innovation, Salford CCG

Attendees

Jane Bowmer, Board Manager, Salford Safeguarding Adults Board (SSAB)

Michelle Warburton, Voice and Influence Manager, Salford Community Voluntary Sector (CVS)

Liz Walton, Designated Adult Safeguarding Nurse, Clinical Commissioning Group (CCG)

Michelle Hulme, Training and Development Officer, SSAB

Adam Heitman, Senior Business Support Officer, SSAB

Jane Whittaker, Adult Safeguarding Lead, North West Ambulance Service (NWAS)

Andy Pownall, Community Safety Manager, Greater Manchester Fire and Rescue Service (GMFRS)

Andrew Roberts, Head of Cluster, National Probation Service (NPS)

Cathryn Buckley, Head of Adult and Child Safeguarding, GMMH

Linda Collins-Izquierdo, Associate Director of Governance and Corporate Nursing, Northern Care Alliance

Guy Twemlow (GT), Shared legal service, Manchester City Council (MCC)
Cath Barningham, Director of Care & Support Service, Age UK Salford
Alex Leach, Chief Officer, Healthwatch Salford
Carole Holland, Assistant Director of Nursing, Salford Royal Foundation Trust
David Cope, Finance Manager, Salford City Council
Anthony Shimelt, Head of Safety and Decency, Sodexo, HMP Forest Bank
Danielle Buckley, Community Rehabilitation Company
Gail Winder, Assistant Director of Nursing, Salford Royal Foundation Trust
Diane Ferris, Advocacy Service Manager, MIND in Salford

Apologies

Charlotte Ramsden, Strategic Director Children and Adults, Salford City Council
Emma Ford, Head of Safeguarding Children, Salford City Council
Jacquie Purser, Head of Continuing Care, Salford CCG
Councillor Reynolds, Lead Member for Adult Services, Health and Wellbeing
Ben Whalley, Head of Operations, Gaddum centre
Julie Craik, Principal Officer, Housing, SCC

Guest speakers

Claire Mayo, Integrated Commissioning Manager, Integrated commissioning, CCG
Maria Roberts, Service Improvement Manager, Integrated commissioning, CCG

Item 1 Introduction and Apologies

Apologies were noted and Steve Pugh thanked everyone for joining the meeting.

Item 1.1 Previous Minutes

The previous minutes were agreed to be an accurate record of what happened at December's meeting with no amendments.

Action log

The action log was reviewed and updated (copy circulated with minutes and available on request).

Cath Gormally said that relating to the complex safeguarding action 118 she has a meeting booked with Rachel Tanner to review leadership around the subject of complex safeguarding and adults and she advised that if anyone had anything they would like to raise they should let her know.

SSAB Workplan

Jane Bowmer said progress has been made on the work to obtain examples of lived experience. Adult Social Care are due to start sending letters asking for people to submit feedback upon case closure and an update on this is due to come to the next Impact and Implementation Network.

Policy review work is ongoing, and the SAR Policy will be shared once signed off. The Self Neglect policy is the next to be reviewed and a multiagency policy meeting is due to be scheduled.

Business Manager Update



March 2021
Business Managers I

Jane asked if anyone had any questions about the information in the document.

Francine Thorpe felt this was a useful summary that contains just the right amount of detail and she thanked Jane for development of this document. The other board members supported this.

Jane said if anyone had any comments or questions, they could contact her outside of the board meeting.

SSAB Budget

The budget document was reviewed and David Cope explained money coming in and going out and the projected funds to be carried forward into Financial Year 21/22. JB explained the budget

forecast included in the SSAB has been update further so the revised document will be shared within the minutes.



20-21 ASB
Monitoring Report 1

There is going to be a planned overspend in the next two financial years to address the surplus with the aim of bringing this down to around 80k in Financial year 22/23

Judd Skelton spoke about capacity in the SSAB team and the structure outline which had been set out in the work previously completed by Carole Brooks. There is going to be a paper brought to June board meeting to further set out the capacity requirements for the SSAB.

Judd said there are going to be developments for the Greater Manchester Integrated Care System (ICS), and additional funding requested from the CCG had been secured for the next 12 months but this needs to remain under review once allocation of funds are agreed within the ICS.

Steve Pugh asked about staffing costs and the High-Risk Panel cost. Judd explained that a budget has been created for the administration of this panel, an indicative amount of £8K per annum has been allocated. An initial 2K is being paid to cover the first quarter with a review to take place to understand what is needed on a long-term basis.

Steve asked about planned changes to the CCG and whether the financial contribution from the CCG will carry on once these changes take effect. Francine Thorpe said the current CCG Chief Accountable Officer and Finance Officer are pushing for financial resources to remain in place for a set period after changes take effect however, she couldn't say what the long-term commitments would look like.

Steve said that the board will need to remain aware of the potential changes to funding and it was agreed that this should be added to the risk register so that it is sighted and can be monitored. Francine Thorpe and Mark Albiston acknowledge that it's a broader risk as it will not just impact finances but the operational element.

Action – SSAB to add organisational structure and funding changes to the to the SSAB risk register

Mark Albiston said that creation of the Integrated Care System will not affect the statutory functions and he felt it important to ensure the board continues to support primary legislation.

The board agreed to accept the budget in is current format. David Cope left the meeting.

Item 2. Suicide Prevention

Claire Mayo and Maria Roberts delivered the below presentation



SSAB

Presentation.pptx

The presentation focused on these actions and themes.

- Membership of the GM Suicide Prevention board
- Salford is striving toward zero deaths by suicide
- Socioeconomic factors and Covid have played a key part in addressing this issue
- A pilot for linking up local services with Samaritans is being developed.
- Work is planned with housing to address issues of isolation
- There is a focus on educating staff and giving them access to training and supporting workplace suicide prevention
- Good practice from other areas has been reviewed to identify how this can be adopted
- There will be a pilot of a counselling services for bereavement support
- Work being done within the CVS and student communities
- Communication campaigns have been utilised and further work is planned to get this message out
- This has been a popular campaign on social media.

It was agreed that Probation should be included as a member of the Suicide Prevention partnership and Danielle Buckley's contact details have been shared with Maria Roberts.

Judd Skelton advised the partnership had aimed to get 8k people to complete the suicide prevention training, but the uptake had been excellent and over 25k people have now completed the training

<https://shininglightonsuicide.org.uk/learn-to-save-a-life/>

Greater Manchester Fire and Rescue advised they could be linked into the partnership via their New Road Safety officer.

Action – Andy Pownall to share these details with Maria Roberts.

Maria said that Manchester University research has showed there has not been a rise in Suicide in Salford during Covid however there is evidence that people will be under further stress during recovery from Covid which is being factored into the action plan.

Maria advised that understanding the lived experience has been integral to the work that has been done and this is being embedded into the ongoing work of the partnership. Ethnographic research is also going to be incorporated. Samaritans have commented on the strong partnerships in place in Salford and the positive activity of the board has been noted.

Cath Gormally said this was a good piece of work but asked if there is a Salford Care Organisation/ Adult Social Care rep on the partnership? She also asked if there might be specific links between suicide and domestic abuse or other high-risk indicators.

Clare said these would be interesting areas to consider creating more formal links. Maria said this is something that has been captured on the action plan and further conversations are due to take place about making these links.

Francine Thorpe felt the presentation gave a clear picture and she supported further promotion of this through social media. She felt it was positive that work was being done to prevent the potential stress of Covid and she suggested the GP safeguarding leads forum could be linked in to get the GPs involved as this is a good example of prevention. Liz Walton said this would be welcomed by GPs. She also asked this is something that could benefit from linking with the children's partnership.

Judd Skelton chairs the Suicide Prevention partnership and he felt this is a good example of the benefits of introducing a strategy that the whole system can sign up to. He said that the work in Salford is informing developments across Greater Manchester. He advised the designated Safeguarding Nurse for Manchester has been doing work on the scoping of serious incidents linked to children.

Steve Pugh thanked Clare and Maria for this work and said he had seen Salford ranked in the top 20 regions in the UK for health inequalities. He asked if it was known where Salford placed locally and nationally in terms of recorded suicides? Clare said that local data suggested numbers had been higher last year, but that Salford were not a particular outlier. She said the partnership focus is currently on levels of deprivation and particular areas of concern rather than looking at data by region.

Judd said that there had been an increase in 2020. The numbers are normally around the mid-20s but rose to 31 last year. He advised it is difficult to draw broad themes from a data sample of that size, but some thematic analysis is being done on a GM level.

Clare and Maria left the meeting.

Item 3 Safeguarding strategic leadership in Greater Manchester (GM) Integrated Care System (ICS)

Francine Thorpe introduced this item and explained that from April 2022 local CCGs will cease to exist, and the statutory functions will be transferred to an Integrated Care System operating at a GM level.

GM are trying to identify what this will look like for Salford and are in a unique position as they are much further along the process of Integrating Health and Social Care due to their devolved status and the creation of the Salford Care Organisation.

The designated nurses have done a piece of work to scope what the local and GM construct would look like and this is what has been shared with the agenda and is available upon request.

Liz Walton summarised the options document that had been drafted for creating a GM ICS which covered the following key areas

- Executive Summary
- Methodology
- Designing the Future
- Conclusion

Steve Pugh asked if the changes recently outlined by the Health Secretary were incorporated as part of this suggestion. Francine Thorpe said they were, and she felt the planned command-and-control structure of the NHS had informed recent developments in central government.

Judd Skelton said this was a helpful paper and that it was difficult to articulate a position while we don't know exactly how things will progress. He felt it was valuable to put down these suggestions now and take some ownership of these developments.

Francine wanted to reinforce the notion of the primacy of place and locality. She felt that everyone in her network was supportive of this work especially when considering that safeguarding needs to maintain a focus on place and locality.

Cath Gormally supported the focus on place, and she liked the document and acknowledged the difficulty in creating a framework when not all of the details are known.

Steve Pugh said that Salford has a really good reputation for agencies working well together and he wants this to continue regardless of any changes made to structure.

There was a discussion regarding the changes within the CCG and creation of ICS will be added to the SSAB risk register as a risk in the boarder sense because the statutory functions of the

CCG have not changed within the Care Act 2014 but the changes may bring some risk to the function of the SSAB.

Item 4 Assurance from GMP

Gareth Jenkins advised that GMP had recently been investigated by HMIC and as a result the force had been placed in special measures.

One of the recommendations was that the force was not responding appropriately to the vulnerable/at risk and were not safeguarding or securing evidence at the scene, thus putting people at risk.

The investigation findings were broken down into six headings.

Inappropriate recording of crime

It was estimated in the report that 80,000 crimes had gone unreported. Gareth said recording crime is highly complex, especially around domestic abuse. This is an issue of recording 'behavioural' crime like stalking, harassment, and control-and-coercive behaviour. He advised the challenge arises due to the way an incident is first being reported. It has never been a case that GMP are walking away from incidents without reporting what they have observed.

He advised that a crime progression team has been created to follow up on incidents to make sure that they are being monitored and logged appropriately within a 24-hour period. Going forward the plan is to introduce a centralised team for recording crimes at the point they are reported as opposed to them being logged and processed later.

Salford have uplifted 15 officers to operate this quality checking service and they are a team of subject experts who will consider each piece of information.

Inappropriate use of Outcome 16

Gareth explained that finalised crimes are assigned an outcome code and 'outcome 16' is when a victim does not support the outcome. However, this code is being used when victims are not engaging, and this has distorted reporting on this outcome.

To remedy this all crimes can now only be closed by people in the crime progression teams who are subject matter experts and who have received additional training around these subjects. Frontline officers have also been training on outcome codes and GMP are now seeing a reduction in the use of this outcome.

Inappropriate use of out-of-court-disposal

Salford are running a pilot to address this matter. There are currently six possible options available as out of court disposals, but the government are expected to reduce this to two later this year and

Salford are working on fine tuning these options. Gareth Jenkins and a dedicated change team are working to review all out of court disposals and they are looking at the behaviours behind these to consider what other interventions may be utilised.

Standard of investigation plans

This related to lower-level uniformed investigations. A skills and experiencing gap has been identified in frontline policing where 60-65% of uniformed officers are student officers and there is a shortage of experience in frontline policing.

There have been funds made available for training and resources to provide support on crime assessment and crime management based on the needs of the victim and the suspect. There also diarised monthly 1-2-1s with all members of staff and Salford's crime management policy has been redrafted and relaunched.

Crime governance

Gareth advised Salford have led the way on crime governance structures and these are informing work being done across GM.

In Salford the DCIs re accountable for crimes which sit in their teams. There is a monthly crime governance meeting with DCIs and inspectors and these inspectors then run subgroup meetings with the aim of addressing issues that are flagged as important for each area.

Guidance has been issued on this to reinforce the rigid crime governance structure which was already in place and Salford have been on top of this compared to other areas

Leadership

The report said that GMP leadership didn't have the right numbers or focus. Gareth Jenkins said that Salford was part of a cluster with Stockport and Trafford however this cluster arrangement has been terminated.

There are now 6 clusters with Salford forming its own cluster due to its city status. Shaun Donnellan will remain as Chief Superintendent for Salford and will no longer oversee Stockport and Trafford.

Cath Gormally asked how the board can support this work and also what formal assurance can be passed back on how these suggestions are improving things.

Action – Gareth Jenkins will share the organisational structure of GMPs new teams once finalised.

Gareth said that domestic abuse was something he has been working on since he joined Salford. There is a delivery plan around Domestic Abuse which will be expanded to include the recommendations from the HMIC investigation. This delivery plan will be shared at subsequent boards and he suggested this could be a standing item at the Safeguarding Effectiveness subgroup in the same way it is for Children's safeguarding.

Francine Thorpe said she like the Salford approach Gareth had outlined and she felt it valuable to understand this from a local level and not just on the basis of Greater Manchester work. Gareth said that he and Chris Packer would be overseeing this work locally and will ensure that they remain linked into the relevant subgroups.

Action – Jane Bowmer to add an assurance item to the September board to see how this is progressing in six months.

Steve Pugh felt Gareth was focused on assuring the board that safeguarding arrangements were being maintained and he thanked him for this and for his report.

Gareth wanted to add that the CID and PPIU units had merged in the past and following this there was an ISR review into how effectively this was working. It has now been confirmed that there is going to be a dedicated adult safeguarding unit set up and based in Swinton who will operate in a similar way to the PPIU. This new team are aiming to be embed by the 1st of July. He felt this will bring significant benefits to adult safeguarding within GMP.

Item 5 High Risk Advisory Panel Policy

This document has been shared with the board before and Ann Brooking spoke about the origins of this work and the changes that had been made to the latest version of the policy which included;

- Group name changed to Salford High Risk 'advisory panel'
- This was an action from SAR Andy and linked to recent thematic analysis of SARs showing significant numbers of people were experiencing mental health and substance misuse issues
- The group were aiming to get this policy signed off today and to review this in 6 moth time or as-and-when needed
- The policy does not override statutory duties or functions.
- The panel is advisory and does not constitute and immediate conflict-of-interest for staff who may sit on subsequent review panels
- The views and wishes of the individuals are to be sought but their consent is not needed for discussion as it forms a safeguarding issue.
- Partner representation has been updated and CCG and ASC reps are core partners with Mark Albiston chairing. GMP are a core member but they will engage with the panel meetings as circumstances require, due to resource demands.

- The review and extra care team will oversee administration of this process in the first instance and this will remain under review while the process develops.

Jane Bowmer advised that this is the final version of the 7 min briefing



High risk panel 7
MB Feb 2021.docx

There will be an extraordinary SSAB newsletter to launch the policy/process and also a comms launch of the new policy and updates on the SSAB website.

Ann Brooking said teams had been asked for potential cases to review as part of a soft launch and three had been identified. The first meeting will take place the afternoon of 3rd March 2021.

Mark Albiston said that there has been some feedback sought from practitioners about how this will impact practice and a one page evaluation is being developed for staff to complete at the point of referral, so learning can be obtained on how this new process operates.

Steve Pugh said he would also like to see some work done to identify feedback from people who are not referring, and he would like to consider ways to capture this information.

Steve asked if this could be reviewed in 6-9 months to do some thematic analysis of the outcomes from this policy and the work of the group. Jane Bowmer said she had planned for this to come back to the December 2021 meeting for review.

Ann said she is in consultation regarding a research project to better understand the strength-based, person-centred approach to high risk work and she advised she would look into this with Jane Bowmer.

Action – Jane and Ann to meet to discuss research of this area.

The board approved the High-Risk policy.

Item 6 Subgroup updates

Impact and Implementation Network (IIN)

Michelle Hulme advised the Impact and Implementation Network pathway has been created and a draft Multi Agency Escalation Policy has been shared at the January Impact and Implementation Network meeting.

A process for identifying practice or positive outcomes has been drafted and is currently in the process of being signed off.

Action - Jane Bowmer said that all the new processes being developed will be compiled in an overview document and shared before the next board meeting.

Safeguarding Effectiveness Group (SEG)

Liz Walton suggested that in the future it might be good to use Jane Bowmer's managers update template as a way to deliver subgroups updates in the future and the group agreed.

At the last SEG there was a deeper dive into the new version of the dashboard.

Once this dashboard work is fully established there will be a clearer picture of what engagement is needed based on the information that is revealed.

Liz said Jane had obtained valuable information relating to complex safeguarding and this had been discussed at the meeting.

The first spotlight report had been completed around the BAME community and Michelle Hulme added this together after looking at the local and national pictures. This will now be taken to the Impact and Implementation Group who will look into the details behind this work.

Strategic Development Workforce

Michelle Hulme said the training programme for 2021 was being developed with key focus on;

- Trafficking modern slavery
- Self-neglect
- Domestic abuse
- General safeguarding awareness

There will be a planned learning event for the Peter SAR/DHR which will follow a similar format to the one completed for SAR Eric where 126 people attended. This event was recorded, and the video is available on request. For access contact SSAB@salford.gov.uk.

Francine Thorpe asked about the engagement from Health. She felt it would be good to get lists of attendees so board members can check their own agencies and identify what the reasons for low engagement might be.

Complex safeguarding

Jane Bowmer said that there is a more detailed picture being built up of what complex safeguarding is for adults and she will discuss this further with Cath Gormally and Ann Brooking.

Action – Jane Bowmer, Cath Gormally and Ann Brooking to meet to discuss development of complex safeguarding.

The terms of reference for this group have been updated to reflect the voice of the adult but obtaining data for adults is still proving difficult.

The modern slavery pathway is being revised now that the complex safeguarding hub has been formed. Jane Bowmer has also completed a mapping exercise across Greater Manchester to see how other areas are dealing with complex safeguarding.

Steve Pugh said this was positive development and he thanked Jane for taking this forward.

Item 7 SSAB strategy for 2021/2024

Michelle Hulme said the current 3-year strategy is coming to an end and she has been looking at how this is developed over the next three years. The areas for focus will be

- Comms and engagement
- Person centre
- Complex Safeguarding
- Safeguarding Effectiveness
- Preventing abuse

There is also consideration a 6th priority being around building back better from Covid.

Michelle advised a survey had recently been circulated asking partners to comment on how they see the work of the board developing. There had been 76 responses and there was a quite a lot of qualitative information submitted which needs to be broken down. Once a draft strategy is complete this will be circulated for board members for review.

Francine said that key priorities need to be broad enough to allow for flex in specific situations in a similar way to how the Suicide Prevention partnership are doing for Covid. She felt rather than adhering to very rigid plans it is better to set ones with scope for adaptability.

Item 8 Current SAR's

Judd Skelton said there are 2 mandatory SARs ongoing

- SAR ST which Michael Preston Shoot has been commissioned to deliver
- SAR OH which will be a joint DHR and will be led by the Community Safety Partnership

There are five ongoing learning reviews which are discretionary i.e they do not meet mandatory criteria but there is learning to be identified.

Learning processes have been developed to enable reviews to be delivered in less time than conducting a full SAR.

There are currently three active action plans for SARs Andy, Eric and Peter

Judd advised there was recently thematic learning review of SARs and this brought out some key learning and was felt to be valuable when considering how services are being commissioned and delivered. The thematic review report is included below



Report for Thematic
Review of SARs 2018

Judd explained that the SAR Panel has seen an increase in referrals and reviews recently. He felt this was due to development of new learning processes and adoption of a more informal review procedure as well as a spike in referrals in Quarter 3 of last financial year, possibly linked to Covid.

It was also noted that a lot more referrals now meet the criteria for referral and warrant lengthier discussions which indicates services are becoming more familiar with the SAR criteria.

Steve asked if Covid was having an impact on the number of SAR referrals. Judd said that Covid is becoming a feature of some of the referrals that are coming through, but he felt it remains to be seen whether Covid will have a significant impact on the number of SARs.

Mark Albiston said that the High-risk Panel had not been set up to influence the workload of the SAR Panel however he was expecting some impact on that work as potential SARs may be avoided or learning may be identified earlier.

Jane Bowmer advised that she will be suggesting to the GM network that a thematic review of GM SARs could be conducted for the GM region.

Item 9 Proposal for an Independent Joint Chair

Steve Pugh recalled the letter he had shared with members about the chairing arrangements for the board, suggesting that a joint chairing arrangement is adopted.

Steve advised he had received a response where one person had expressed an interest in the position of joint chair. Therefore, the proposal is that Salford will move to a joint chairing arrangement and recruitment will begin for the other independent chair position.

Currently a role specification is being put together based on ADASS guidance and the role specification in use by other local authorities. Following this a request for expressions of interest will be sent out.

Item 10 AOB

Steve Pugh wanted to acknowledge this is the last meeting that Francine Thorpe will be in place in her role as Director of Quality and Innovation at Salford CCG as she will be retiring before the next board meeting. On behalf of the board he wanted to thank Francine for all she had done for Salford as a member of the board and wished her a healthy and happy retirement.

Francine thanked board members and said that the strength of partnerships in Salford is something she would take away from working in the city and she would miss these relationships but was looking forward to some time for herself.

Jane wanted to add that an advertisement for the position of SSAB Performance and Quality Officer would be circulated shortly.

Steve thanked attendees and brought the meeting to a close.