

Minutes of the Salford Safeguarding Adult Board (SSAB) Meeting

Meeting Date: 2nd December 2021

Location: Virtual meeting, Microsoft Teams

Time: 10:00am to 12.30pm

Chair: Francine Thorpe

Minute taker: Adam Heitman

Core partners Present

Stephen Pugh, Joint Independent Chair

Francine Thorpe, Joint 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)

Elizabeth Walton, Assistant Director Safeguarding and Quality/ Designated Nurse, Clinical Commissioning Group (CCG)

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

Attendees

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

Adam Heitman, Senior Business Support Officer, SSAB

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

Guy Twemlow, Shared legal service, Manchester City Council

Jacque Purser, Head of Continuing Care, Salford CCG

Ann Brooking, Head of Social Work, Salford Care Organisation

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

Diane Ferris, Advocacy Service Manager, MIND in Salford

David Cope, Finance Manager, Salford City Council

Cathryn Buckley, Head of Adult and Child Safeguarding, GMMH

Apologies

Charlotte Ramsden, Strategic Director Children and Adults, Salford City Council

Emma Ford, Head of Safeguarding Children, Salford City Council

Councillor Merry, Salford City Council

Councillor Bailey, Salford City Council

Anthony Shimelt, Head of Safety and Decency, Sodexo, HMP Forest Bank

Ben Whalley, Head of Operations, Gaddum centre

Cath Barningham, Director of Care & Support Service, Age UK Salford

Carole Holland, Assistant Director of Nursing, Salford Royal Foundation Trust

Danielle Buckley, Community Rehabilitation Company

Gail Winder, Assistant Director of Nursing, Salford Royal Foundation Trust

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

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

Alex Leach, Chief Officer, Healthwatch Salford

Item 1 Introduction and Apologies

Introductions were made and apologies were noted and Francine Thorpe thanked everyone for joining the meeting.

Item 2 Previous Minutes and Actions

Minutes

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

Action log

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

Business Managers update

Jane Bowmer summarised the key points from the update which she had produced for this meeting.

- The SSAB [2021/24 strategy](#) is now published on the SSAB website
- The [Partners in Salford newsletter](#) has been launched and first version is published on the Partners in Salford website
- The [PIPOT framework](#) is now in place and is available on the SSAB website and will be brought to the March SSAB meeting for discussion.
- The Business Managers update includes valuable information regarding Home Safety Fire Risk Assessments from Andy Pownall

It was agreed that this document could be shared by the network of principal managers.

Elizabeth Walton mentioned the lack of engagement when trying to obtain feedback and people's stories. She asked if more specific groups should be targeted to get better feedback. Jane said this would be picked up as part of the policy review group workstream.

Francine thanked Jane and the SSAB team for the work they are doing, as evidenced in the update.

Risk register

Jane advised the SSAB risk register has been updated and will be linked to further discussions taking place today. She also suggests that PIPOT can now be removed from the register as the new framework is in place.

Judd Skelton supported the removal of this as the risk register is a live document and PIPOT is not currently presenting a risk and can be considered work-in-hand that is being managed as part of the day-to-day business of the SSAB team.

Ann Brooking said her understanding was that PIPOT was a pilot and had not been formally rolled out, so she questioned whether this can be removed from the register. She felt once there is a process ready to be briefed to all partners the risk could be reduced. Jane said now this had been shared and the only thing remaining is to obtain assurance so it was agreed this can be removed from the risk register.

Action - Jane to archive the PIPOT risk.

Elizabeth asked about the Liberty Protection Safeguards risk which had been reduced, she asked if this had been prematurely stepped down as there are still a lot of questions about this and the steering group are still trying to get assurance from all partners.

She felt this should be put back to the previous risk level until delays are resolved. Judd said he had received an update from the DOLS manager stating that implementation in April 2022 is no longer possible.

Action - LPS risk will be reinstated to former level.

Work Plan

Michelle Hulme gave a summary of the key points from the updates to the workplan

- There is a new layout with five thematic areas
- The workstreams are progressing well
- There has been a drop-off in voluntary sector membership within SSAB subgroups so the SSAB team met with CVS reps to understand what led to this and how these links can be strengthened.
- The audit program is currently rated red and the Adult Social Care migration to Liquid Logic has presented a challenge in delivering this.

Jane said that the workplan has been cross-referenced with other workstreams to ensure they are connected.

Francine said she felt this was an easy-to-read document and was very helpful on keeping up with the plan.

Budget

David Cope delivered an update on the budget which reported to the end of October.

- He said that 42k of carry-forward will be used to address staff vacancies.

- MFPS and office expenses are still very low.
- There will be a surplus of just over 200k being taken into next year

Next year staffing positions should be filled which will be deducted from this surplus, but this is still a healthy carry-forward with a significant funding reserve.

Jane advised that there are some SARS that are being completed which will represent additional costs

Jane advised that as part of the policy review an independent company, Tri-X, has been contacted to deliver some demos to develop strength-based, outcome-focused SSAB policies. The cost of this is £4k for set up and an ongoing £3k per year to ensure policies remain in line with central government policy. This includes an option to apply localised changes twice per year.

Judd said that £3k a year felt like good value for money for these services. He advised that recurrent funding has also been secured for the Training and Development officer and Performance and Quality posts. Mark Albiston said he used a similar service to Tri-x in Trafford, and this was highly beneficial in incorporating real time national policy updates, while retaining the opportunity to incorporate local policy changes.

Ann said this sounds positive but was aware of other areas experiencing frustration about changing and updating policy when it is being managed by an external company. However, this option sounds like it addresses those issues.

Vickie Hollingworth said that SSCP use Tri-x and have the facility to make changes. Their quality assurance team manage this. She felt this was easily usable and would be positive step for the SSAB.

Jane said if other adult boards across GM are interested in adopting this system it may provide an opportunity to renegotiate the price.

Francine summarised that the SSAB agree with this move in principle, provided this is successfully demonstrated by Tri-x.

3 Strength-Based/Outcome-Focused safeguarding

Mark and Elizabeth had produced a paper on this subject and Francine asked Mark to provide a brief summary.



Discussion Paper
SAB (002) (002).docx

Mark said this paper covered these key areas

- The paper is based on learning from three recent SARS
- It includes wider learning from other multiagency conversations.
- It provides some context about how the approach has developed from before the No Secrets act, to the implementation of the No Secrets act, then the move to the Care Act
- It explains that the Care Act includes preventative duties which are currently being overlooked
- Lessons learned from practice have raised questions about how effective strength-based practice is being applied
- Legal literacy is frequently an issue and this needs to look beyond the Mental Health Act and Capacity Act
- It considers the statutory criteria for enquiries and the links to exploitation and complex safeguarding
- ASC needs to learn from partners to ensure Social Workers are being effectively debriefed
- Working with older people seems focused on short term intervention and Social workers need support to develop meaningful relationships.

Elizabeth wanted to add that this is great opportunity to re-shape the culture. She felt Salford hadn't moved on enough from the era of the No Secrets act. She asked if the SSAB need to take this back-to-basics and look for assurance that partners have the relevant tools to support the workforce? She felt this is something that has never been firmly grasped. She suggested the SSAB need to challenge themselves to a greater degree.

Mark said language was a key aspect and he cited examples of outdated language being used which contradicts the terminology used in Section 14 of the Care Act.

Cath Gormally felt this was a good piece of work and thanked Mark and Elizabeth. Cath said the strength of the board was that challenges are made and acted on and there is evidence that this does happen and is effective. However, she felt that there does need to be a back-to-basics approach looking at language, practice, procedure and policy through the lens of a person-centred, strength-based approach.

Michelle felt that multiagency policies and procedures don't fully embrace the strength-based approach and she felt the implementation of Tri-x could address these issues. She suggested there should be a focus on encouraging people to have "good conversations" which look at a person as a whole. She said the challenge is that different partners use the Care Act in different ways so making language uniform across all partners will be difficult.

Jane Whittaker said historical context is important. She felt it is a challenge to move the language forward across NWAS staff as they do not have a detailed understanding of legislation and still use the language from the past, especially when other agencies they work with are struggling to adopt new terminology.

Ann felt Michelle's point was relevant, and the size of the challenge here means this has never moved far enough. Tri-x may help with this, but this will also need to incorporate culture change that supports practitioners and empowers them to apply changes in practice.

Elizabeth said developing specialists in safeguarding and empowering the workforce needs to be more autonomous.

Linda Izquierdo said from an NHS provider perspective, the partnership approach and holding each other accountable is key, and she would endorse developments in these areas.

Judd felt it's a good paper which draws together many strands which have recently been discussed. He wondered what the next steps are and who would lead on management of this? Mark said working in a different way will require learning from the experience of the Living Well programme and community led support. It shouldn't just be professional groups redesigning this process but should involve people with lived experience. This should be a co-produced way of working. The NCA quality assurance team are looking to work with Social Workers around Self Neglect and are focusing on making safeguarding personal and person-centred decision making. Moving to personalised safeguarding may lead to some uncomfortable discussions, but this is what needs to be dealt with. He suggested piloting this in a smaller area before rolling it out.

Elizabeth said in the past assurance procedures were more robust and this is something that needs to come back to the fore. Looking at the wider training offer and finding out what parts of this are ineffective will also be key.

Michelle said that some recent polls had been informative about where understanding needs to be improved. She advised that the strategic workforce group have recently been reviewed and 'seeking assurance', 'general safeguarding' and 'strengthening multi agency working' had been identified as areas for focus.

Mark said that the challenge of interfacing different legal frameworks is weighing the relevance of the legal articles in each situation. He felt the practice of over-riding articles needs to be much more firmly addressed.

Linda said that the NCA have recently launched a campaign to address safeguarding from a health perspective for adults and children and this involved workshops and media resources. As a result of this multiagency learning and bespoke learning in specific areas has been highlighted and there is a need to have multiagency discussions about application of legislation.

Julie Craik asked if there anything we can offer registered housing providers in terms of raising-awareness and understanding-processes? She felt this would be welcomed by registered providers. Judd said there is a really good opportunity here to strengthen relationships and understanding with housing colleagues as issues linked to housing are increasingly being identified through the SAR process.

Jacquie Purser agreed with Elizabeth and said the NHS Funded Care Team are frequently being advised by Social Workers that they should be leading on safeguarding issues if an individual is receiving CHC funding. In these situations, her team are informing the Social Worker that under the Care Act this is not the case. She said her team we are happy to support but felt ASC should lead on safeguarding matters. She worries that issues are being missed due to this confusion.

Mark said we need real-life examples to support training and to identify these issues. Most training focuses on 'what you need to know and what you need to do' not the 'how you can do it'. He asked if action learning sets should form part of people's development?

Elizabeth asked if we need to start by creating a fact sheet or quick guide for those leading on enquiries which asks these questions? There needs to be a greater effort to promote holistic safeguarding.

Cath agreed that the complexity of interface between legislation is complicated and it should be acknowledged that not all partners across all staff need to become experts on every piece of legislation. However there needs to be curiosity to engage with each person and understand their situation and their rights in each scenario. The co-production and co-design are essential to aligning professional expertise with a person's decisions.

Ann said that commissioned provider services play a key role here and she felt the SSAB need assurance about training delivered in this sector and to create links with the provider managers' network. These people are the decision makers who have to understand their roles within Salford's policies and procedures. These groups used to have representatives on the SSAB and she asked if this is something that needs to be reviewed?

Jane said that no people's stories had been received since September 2020. This has been discussed several times and she planned to escalate this to the board. There is a new feedback system in place with a letter being sent upon case completion and she and Eileen Conneely are working on implementing this system. Advocacy services are also being consulted to try and increase the amount of feedback obtained.

Mark suggested that this work could be taken offline to better understand people's responsibilities around application of the Care Act. He felt that these conversations can help to raise awareness of key duties which then helps when providing challenge.

He said that CQC are shortly due to inspect ASC and this is the first inspection in over 10 years. He felt this is something that should be added to the SSAB forward plan.

Francine said that confidence about statutory duties should be addressed as part of the IIN group.

Action - Jane to add this workstream to the IIN workplan.

Stephen Pugh said he was heartened to hear the comments about the proposed changes. He has worried about the issues that are being raised in SARs and he felt it is essential that the person being abused or neglected is at the centre of the work. He said that people shouldn't just be processed, and their wishes need to be heard. The responses put in place also need to be adaptable in accordance with a person's wishes. He said changing the culture was key to addressing the circumstances that led to the SARS which informed this paper.

Francine said that a cultural shift is difficult to implement. She suggested beginning by doing the following;

- Changing the language used so it reflects the Care At.
- Focusing on Assurance
- Holding each other to account and challenging each other
- Looking at the Living Well work as an example of co-production
- Reviewing the training that is being delivered

Action - This paper will be shared with each SSAB sub-group for them to cross reference with their work programmes and for each agency to reflect on what these proposals might mean for them.

Cath felt this had been a very positive discussion. She advised that community led support work is now being rolled out and they would be happy to bring examples of this back to the board.

Francine supported this and suggested that any learning or developments should be shared with the board and people should not to wait to be invited to submit these.

Action - Jane said she would send an email out before the next board meeting to prompt people to include items on future agendas.

4 Review of High-Risk Panel

Ann introduced this paper and summarised the key points



SSAB report Salford
High Risk Panel AB z

Jane said it has been agreed there needs to be better connectivity with the SSAB subgroups. She is planning on doing the following to achieve this;

- The SAR Panel to produce a 6-monthly update for the High risk panel.
- Identified themes to be fed into the IIN (under the standard agenda item of new and emerging risks)

- Themes will be shared with the Strategic Development and Workforce Group for training and development
- All themes and data being collected will be shared with Safeguarding Effectiveness Group.
- Themes on exploitation, including Modern Day Slavery/cuckooing, to be fed back into the Exploitation Group.

Linda said that Gail Winder is part of the high-risk panel and is fully aware of this review. She wanted to make board members aware that the NCA have recently increased capacity for safeguarding and have appointed a named professional for adult safeguarding. This will improve their ability to engage.

Mark asked if the high-risk panel was set up to cover risk-of-death and serious harm? Ann confirmed this covered risk of severe abuse/neglect. Mark felt there shouldn't be another panel set up in addition to the high-risk panel as this should remain the highest level of escalation so as not to undermine existing policy and procedures.

Judd asked how aware Salford are of their high-risk people and what number of referrals other areas are seeing so we can understand how Salford relate to these areas?

Ann said that benchmarking and the anticipated number of referrals are things that have been considered. She said it wasn't expected that the group would be inundated with referrals. However, it has been identified that other organisations may need to review their process when making referrals for high-risk individuals. Ann said it was difficult to draw comparisons with any other Greater Manchester area. The proposal for Section 3 of the paper is that any adult that meets the criteria should come to the panel for discussion. Clause 3 also suggests that the Exploitation group should be included where relevant.

Elizabeth felt there is not a clear oversight of all cases being discussed. The group has been talking about ways to identify adults at risk and she said that this work will create a benchmark. As far as she was aware other areas do not have a similar process in place and they are looking to Salford to develop their model.

Mark suggested looking at the Learning Disability risk register to get an idea of the risks present. He felt there are going to be individuals being supported on all teams who are causing concern. He said concerns around cuckooing and the interpretation of Section 42 are known issues. He said we have to be careful not to design processes which allow people to circumnavigate Section 42 referrals.

Jane said this something that has been identified as part of the Exploitation task and finish group. She felt the high-risk panel and exploitation group need to be more closely linked.

Gareth Jenkins agreed with what had been said and felt that looking at the interpretation of the Care Act would be the right approach. He said there shouldn't be a separate reporting mechanism for cuckooing cases.

Francine thanked Ann for the paper and said she thought it was great that this panel is now functioning. She summarised that the SSAB supported these recommendations and will continue to monitor how this work is developing.

5 Greater Manchester Integrated Systems

Elizabeth delivered an update on a paper that had been delivered to Greater Manchester. This reinforced the commitment to safeguarding within localities and outlined a model of accountability to the ICB.

A series of meetings has been held with Greater Manchester safeguarding leads. There are three Greater Manchester safeguarding networks; Adults, Children and Looked-after Children. Elizabeth is a panel member for the adult network. A draft model was put together but has not yet been approved. Subsequent suggestions have been made focusing on highlighting the risks around safeguarding.

Elizabeth shared a draft version of a log which had been designed to identify statutory responsibilities as well as risks. The risk score for each entry will be captured so mitigating actions can be decided.

She felt it was important to have a log which identified the risks in each area of safeguarding. The log includes some questions and the answers to these will be added to a risk management log.

This also identifies opportunities about what can be done at a Greater Manchester level and considers whether escalation to the ICB is required.

Judd felt it was good to identify these opportunities and that this will be a benefit across Greater Manchester. However, he felt Salford CCG had shown great investment in its safeguarding team and he wanted to guard against the possibility that Salford will lose out when their well-resourced CCG team become a shared resource across Greater Manchester.

Elizabeth said that some earlier conversations had addressed resource concerns. She advised she was focused on protecting the resilience of her team and that attempts were being made to move conversations away from the term 'resource' and toward 'effectiveness' and on highlighting investments needed across the wider area.

Francine said her understanding was that the financial contributions for this work had been ringfenced and she asked if this is still the understanding? Elizabeth said she wasn't aware of any changes to this.

Elizabeth said that all boards should be sighted on risk ratings and this is something that is going to be agreed at a meeting taking place later today 2nd December. Jane asked if the SSAB risk register will need to be updated after this meeting? Elizabeth felt that this shouldn't have too much influence over SSAB risks.

Francine asked how likely it was that a model will be in place by 31st March. Elizabeth said that a model has to be in place by this time and she expected it would be.

Action - Elizabeth to suggest to Jane what the risk will be so that SSAB risk register can be updated.

Action - This subject will be included for discussion in the Salford chairs meeting and the next Greater Manchester chairs meeting so other localities are aware of how this work is progressing.

6 Subgroup updates

Impact and Implementation Network

Michelle delivered an update on the work of this subgroup.

National Safeguarding Adults Awareness took place on 15th November. This year's response was more low-key due to changes within the Communications team but the work done included;

- Special edition newsletter
- Social media posts
- Posters and banners placed around Salford
- Half page ads in Life in Salford magazine
- An Exploitation learning event which was attended by approximately 300 people and will be available on the SSAB YouTube channel.

Michelle advised an SSAB YouTube channel has been now set up with a selection of resources. This is not publicly available but can be shared on request.

The SSAB has also had a safeguarding video repurposed from Norwich SAB about 'tricky friends' and this is receiving positive feedback.

Michelle asked if the board members would be happy for recorded learning events to be made publicly available?

Elizabeth asked what was making Michelle unsure about sharing them? Michelle said that even though attendees had been informed that they were being recorded it may be an issue to put people and their questions into the public domain.

Gareth suggested future events could be rehearsed and structured in a more refined way to manages how questions and discussions arise during the session. This would allow for better editing to protect individuals.

Action - People to send any thoughts they have about this to Michelle.

Strategic Workforce group

Michelle said the workplan for the Strategic Workforce has been reviewed and priority areas have been identified which address domestic abuse, complex safeguarding, general safeguarding, areas of assurance and the multi-agency offer. She hoped this will strengthen the work of this group.

Jane wanted to formally record that the issue of obtaining people's stories has been escalated to the group and will be addressed via the IIN workstream.

Safeguarding Effectiveness group

Elizabeth said that there is a new SEG dashboard based on data taken from Liquid Logic. This is looking like a very positive development. It was suggested that the safeguarding audit, which was a recommendation from a previous SAR, should be broadened to include multi-agency partners.

The named GP for Salford CCG has been identified as a potential resource to complete the audit, but there is a challenge around obtaining access to records.

Francine advised this will remain with the SEG to progress this work but if this requires escalation this should be done via Mark or Cath.

Jane said the new SEG dashboard does not currently report on GMMH safeguarding data and this should be noted, as without this the dashboard does not give a true picture of the situation in Salford. This is being addressed between Data Insight and GMMH as part of the SEG workstream.

Exploitation partnership

Gareth said the key update from this group is that this is now called the Exploitation Partnership and not the Complex Safeguarding group and is moving away from the language of complex safeguarding. The complex safeguarding hub is now called the Connect team and comms is being planned to publicise these changes.

The majority of the work in this group is now focusing on cuckooing and adult exploitation and the task and finish group have made positive progress and a new referral pathway has been agreed with a defined route around intelligence sharing. There is an action for live cases to be reviewed in January which will help to develop the policy to address these cases.

Jane agreed that there has been a lot of progress and the voice of the adult is now being heard. A meeting has taken place with Chris Packer and an item will be taken to the integrated chairs meeting around governance.

7 Update on SARs

Judd said the Business Manager's update covers the latest figures and developments around SARs.

The first reflective session for SAR JB took place yesterday and Judd felt Independent Reviewer David Mellor's approach was excellent and gently encouraged dialogue and focused on learning and not blame.

Jane said that the first positive outcome good practice review had been received and some comms is being developed to share this.

8 National and Regional updates

Homelessness

Jane said she and Francine attended a HIO webinar looking at the joint working approach to rough sleeping. Assurance is now being sought about the formal routes which have been developed.

Francine felt there needs to be a greater focus on homelessness and asylum seeking in Salford.

Elizabeth felt it's important to flag the impact this has had on involved services. She advised the CCG have seen an 111% increase.

Covid- 19

Francine and Stephen attended a session hosted by Keele University about the impact of Covid on Adult safeguarding. Francine said this was interesting but wouldn't go into detail now due to time constraints, however the slides from the event are available to view.



19th November
Webinar slides.pdf

Item 9 Info to be shared with other subgroups

Jane advised she had captured feedback discussed during this meeting and would ensure this is shared.

Item 10 AOB

Julie was attending as the Housing representative after missing the last couple of meetings and asked if there should be a representative from the registered housing providers at this meeting as some of the discussions would be relevant to them.

Action - Julie to consider which providers could attend and share this information with Jane.

Jane said a new system of seeking assurance is now in place and will be circulated. She asked partners to look out for this and contact her with any questions or suggestions.

Stephen wanted to provide an update on the outreach project being planned by Dr David Orr. Funding has been agreed and Stephen and Jane will meet with Dr Orr to understand what the collective requirements are from the SSAB. This may involve a significant contribution from the SSAB team, who are already very busy, so he felt this should be kept in mind.

Jane advised that Senior Business Support Officer Adam Heitman will be leaving the SSAB team at the end of December and board members wished him good luck and thanked him for his service over the last five years.

Francine thanked attendees for their contribution and brought the meeting to a close.

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