



Oldham Complex Safeguarding Hub Purpose and Operating Procedures

April 2020



1. Definition of Complex Safeguarding:

- 1.1 In Oldham, we have taken on the agreed Greater Manchester definition of Complex Safeguarding:

“Complex Safeguarding is criminal activity (often organised), or behaviour associated with criminality, involving children and young adults (often vulnerable) where there is exploitation and/or a clear or implied safeguarding concern.” (Complex Safeguarding Delivery Plan 2019).

- 1.2 Complex Safeguarding addresses the direct influences on children and young people outside of the family home, specifically where there is risk of sexual and/or criminal exploitation. Oldham aim to ensure we have a solid understanding and response to different forms of exploitation of children, young people and vulnerable adults.
- 1.3 For Oldham, the Complex Safeguarding Hub has functions for Phoenix (Child Sexual Exploitation), Child Crminal Exploitation, Organised Crime and Gangs, Modern Slavery and Trafficking within one service. The Complex Safeguarding Hub combines the three key partners for safeguarding as an integrated service for response, consultation and intervention.
- 1.4 Our vision is that all children, young people and adults who are vulnerable to exploitation, either criminal or sexual, are provided with a clear targeted response which enables and promotes a targeted multi-agency response to need and risk.

2. Mission:

- 2.1 We want all our children, young people and adults to live in a Borough where they feel safe and protected from the risk of exploitation in all of its forms. To achieve this we will provide an integrated response to Complex Safeguarding concerns, sharing information efficiently and in a timely manner and within agreed protocols to protect and safeguard our children, young people and vulnerable adults. The aim is that the three key partners will be joined by a variety of multi-agency partners to ensure a targeted response across need and risk for vulnerable people so they can be supported to live free from exploitation.

3. Criteria

- 3.1 The Oldham Complex Safeguarding Hub will work with any child up to the age of 18 years (or up to the age of 25 years for any young adult currently open to the After Care Service for Oldham) who are open for assessment, intervention or planning to Children’s Social Care, where there is an identified high risk of, or current experience of exploitation.

4. Team Structure:

4.1 Oldham Complex Safeguarding Hub, is currently made up of the following members (see Appendix D):

- Head of Service MASH/EDT/Complex Safeguarding (Children's Social Care)
- Team Leader (CSC)
- 3 x Full time Social Workers
- 2 x Family Support Workers
- 1 x Health practitioner for both CCE and CSE
- 1 x virtual link with Clinical Psychologist (Healthy Young Minds Service for consultation and support)
- 1 x direct input from Greater Manchester Trusting Relationship's Programme clinical psychotherapist
- Detective Inspector (Greater Manchester Police)
- 3 x Detective Sergeants (CSE, CCE, OCG)
- 13 x Police Constables, (CCE, CSE, OCG)
- 1 x Designated Missing From Home Police Officer.

4.2 It is envisaged that the team will include a representation from the Youth Offending Service (YOS/Positive Steps) by summer 2020. Further virtual key links with place based services to ensure a response that reflects the communities which we serve.

4.3 The team, as detailed in 4.1, are co-located at Oldham Police Station; the longer term plan for the locality of the team is under review. This is to ensure this meets the needs of the children, young people and families of Oldham.

4.4 The team have close links with the Multi Agency Safeguarding Hub (Oldham MASH), Children's Social Care teams and the Youth Justice Team; as each service provision is based within walking distance of one another. The multi agency development of Oldham's Complex Safeguarding offer has ensured consistent partnership working.

4.5 The team also work with a number of partner agencies and third sector services, in particular to ensure appropriate information sharing and timely signposting to key services inclusive of Probation, Housing, TOG MIND and KOGS (Keeping Our Girls Safe).

5. Areas of responsibility and functions:

5.1 The Complex Safeguarding Hub offer a duty contact number and rota so that advice and guidance through consultation is available at any point for any child,

young person or adult open to Children's Social Care. This will include advice, guidance and signposting if required.

- 5.2 The Complex Safeguarding Team offer flexibility and commitment to engage children, young people and families. They offer high frequency of visits, showing flexibility and persistence in their approach, with the aim of developing a trusted relationship. This is in support of and in collaboration with the key lead social worker.
- 5.3 The Complex Safeguarding Hub lead worker with the individual will continue to work directly for at least 3 months if the child, young person or vulnerable adult is placed outside of the local authority for any reason, with a clear action plan and rationale if this input is to be ended following this time period.
- 5.4 The Complex Safeguarding Team place value on a child/young persons environment, family circle, peer group and community in a bid to understand the contextual elements surrounding a child/ young person/vulnerable adult.
- 5.5 The team provide awareness training, through Train the Trainer, advice and guidance across Oldham to build knowledge and skills of colleagues. It is planned that this will extend from Children's Social Care to Adults Services, developing the Transitional offer from Oldham.
- 5.6 Consultation is a key offer and required before any child, young person or vulnerable adult is supported by the Complex Safeguarding Hub (**see section 14**).

6. Key Multi Agency Meetings:

- 6.1 **Daily Governance:** Daily Governance is a process that will be delivered daily at 10am at Oldham Police station, with collaborative working between Oldham CSE, CCE and Challenger colleagues as one Oldham Safeguarding Hub, regarding any new agreed referrals through to the Complex Safeguarding Hub or any significant incidents regarding individuals known to the service. Any required attendance at strategy discussions that day will be agreed and any urgent interventions will be actioned accordingly and not be delayed in anticipation of the daily briefing. (**See Section 9**).
- 6.2 **Weekly multi agency Complex Safeguarding Planning Meeting (CSPM):** this will be for all new contacts into the MASH that do not meet threshold for the Complex Safeguarding Hub but where Complex Safeguarding is deemed at low to medium risk. This will also be a key weekly meeting for consideration of place based hotspot issues in Oldham. This will be held each Tuesday at MASH at Civic Centre (room 8B). (**see section 10**).
- 6.3 **Strategy meetings:** it will remain the responsibility of the locality social worker to arrange all strategy meetings and make record of these. The meeting will be chaired by the locality Team Manager. It is the responsibility for the locality social worker to clearly identify and record agreed roles, responsibilities and actions from the strategy meeting and ensure that roles and responsibilities are incorporated in the child/young persons plan (CIN plan, CP plan, Care Plan). Each child should have 'one plan' that includes actions from all parties; these should be reviewed in line with policy and procedure.
- 6.4 **Child In Need meetings** – for those children and young people who are open cases to the Complex Safeguarding Hub. The locality social worker is responsible

for ensuring the role of the Complex Safeguarding worker is clearly documented and agreed in the Child In Need plan. The Complex Safeguarding worker should attend each Child in Need Review Meeting.

- 6.5 Core Group Meetings, Child Protection Conferences and Reviews, Statutory Looked After Child meetings and reviews** – for those children and young people who are open case to the Complex Safeguarding Hub. The locality social worker is responsible for ensuring the role of the Complex Safeguarding worker is clearly documented and agreed in a child/young persons plan. The Complex Safeguarding worker should attend each Core Group and Conference.
- 6.6 Joint visits:** whenever appropriate joint visits will be undertaken by the Complex safeguarding Social Worker and Police as and when required, as agreed with the lead social worker in Children’s Social Care teams. Joint visits may include the Complex safeguarding Health representative as appropriate. If a visit is deemed to be required for a child/young person, not already an open case to Children’s Services: then the initial referral **must** progress through to Oldham MASH to evidence decision making and the need for a joint visit under section 17 or section 47.
- 6.7 Monthly team meetings** will be multi-agency and reflectively consider children, young people and adults open to intervention from the Complex Safeguarding Hub, with input from the psychotherapeutic offer from GM Trusted Relationships Programme. **Monthly multi agency meetings** will be held to review the operational practice for Complex Safeguarding, both at the low/medium level and at medium/high level. This will enable multi-agency discussions around what is working well and what we need to develop to ensure Oldham offer a clear and consistent response to Complex Safeguarding issues. On a planned basis, this meeting will also review any high risk cases or ‘hot spots’ across Oldham to explore alternative ways of working and/or agree a disruption plan from a multi-agency perspective.

7. Referrals to the Complex Safeguarding Hub (see Appendix Pathways A & B):

- 7.1** Referrals regarding complex safeguarding, that are **NOT** open cases to Children’s Social Care will be progressed through Oldham Children’s Social Care Front Door on the MASH. (**Pathways, Appendix A**). The contact will be loaded on the Integrated Children’s Social Care system and progressed within the 24 hour timescale, or sooner, dependant on identified need. The contact will document a consultation with the duty Complex Safeguarding Worker.
- 7.2** A decision will then be made in this timescale as to what action is required, decisions are based on Oldham’s Continuum of Need, Threshold document (https://www.oldham.gov.uk/download/downloads/id/5627/levels_of_need.pdf). This will identify what level of support or intervention is required for the child, young person, vulnerable adult and their family.
- 7.3** If risk of harm is immediate, the referrer should call the Police immediately prior to Children’s Social Care on MASH.
- 7.4** If threshold has been met for a safeguarding response (Section 47, Children Act 1989), then a strategy meeting will be arranged within 12 hours, and the case will progress for a response through to the Children’s Assessment Team. If there are concerns of a complex safeguarding nature then members of the exploitation team will be invited to the strategy meeting to ensure informed decisions are made.

- 7.5** If threshold has been met for Child In Need (Section 17), the contact will progress to referral and to assessment to the Children's Assessment Team.
- 7.6** If there is evidence of emerging concerns regarding medium - high risk of, or experience of, complex safeguarding, then the contact record will also evidence an outcome for the case to be progressed to referral for Daily Governance for referral through for intervention by Complex Safeguarding Hub (see section 9).
- 7.7** Any contact that either does not meet statutory requirements for Children's Social Care intervention but where concerns regarding low to medium risk of complex safeguarding OR progressing to Children's Social Care for assessment but criteria for Complex Safeguarding Hub has not been met; will be presented to the weekly Complex Safeguarding Planning and Response Meeting (CSPR). This meeting will consider signposting to community based services, any specific Early Help offer, any additional information from multi-agency partners and to consider contributing to information gathering regarding hot spots relating to complex safeguarding. The meeting will be convened each Tuesday at the Civic Centre (Room 8B).
- 7.8** This will facilitate shared multi-agency discussions to ensure appropriate interventions are in place for any child, young person, adult and family. If, during this meeting, safeguard concerns are raised, then the documentation of the meeting will be recorded on Mosaic to reflect this.
- 7.9** An agenda will be agreed and in place at the start of the Complex Safeguarding planning meeting. The minutes from the meeting will be sent to the agreed parties evidencing clear actions and decision making.
- 7.10** Referrals to the Complex Safeguarding Hub that ARE open cases to locality Social Work teams: prior to any referral being made, the locality social worker will be required to seek a consultation with the Complex Safeguarding Hub as per point **5.1** If agreed, the locality social worker will be asked to complete a referral to the Complex Safeguarding team through the designated email address. This is currently phoenix.oldham@gmp.police.uk, it is planned that this will become complexsafeguarding.oldham@gmp.police.uk as of the 1st April 2020.
- 7.11** The cases identified at 7.7, that meet requirements of a multi agency response but not Complex Safeguarding Hub intervention, will be collated at 4pm each Friday for discussion the following Tuesday at the weekly Complex Safeguarding Planning and Response Meeting (CSPR). A designated timeslot will be sent to the allocated worker so that they can be in attendance for the discussion. If the allocated SW cannot attend then they will need to send a representative from their team, who is knowledgeable of the case, so that a true discussion and information can be shared. Without appropriate representation, the case will not be discussed at the meeting. Complex Safeguarding Hub member will be present to input advice and guidance.
- 7.12** Any cases presenting to the weekly meeting will require the designated social worker to complete a 'significant episode on an open case' on Mosaic, with the outcome of Complex Safeguarding Planning episode. This episode will be an open document at the meeting for minutes to be recorded
- 7.13** See Section 10 regarding the Complex Safeguarding Response and Planning meeting (CSRP).

8. Consent:

- 8.1 Where possible, consent from the young person and their family prior to making a referral to the Complex Safeguarding Hub should be in place. This approach supports the engagement of the young person and enables meaningful conversation to take place from the onset.
- 8.2 There may be situations where consent cannot be obtained where safeguarding issues over ride the requirement of consent. Where this occurs the social worker will ensure the young person and family are spoken to to ensure their understanding of the role of the Complex Safeguarding Hub and the intervention offered. This will be recorded clearly on the child, young person or vulnerable adult's electronic social care record.
- 8.3 Any child or family discussed at the Complex Safeguarding Planning and Response (CSPR) will require consent from the individual and/or family and focus on identifying the right support.

9. Daily Governance:

- 9.1 Daily Governance is a process that will be delivered daily at 10am at Oldham Police station, with collaborative working between Oldham CSE, CCE and Challenger colleagues as one Oldham Safeguarding Hub, to discuss any new information or significant events since the previous briefing in relation children, young people and vulnerable adults the Complex Safeguarding Hub **are already working with**, or where **referrals have been progressed and agreed in the MASH** (incidents that have occurred in the last 24hrs or on a Monday following a weekend).
- 9.2 This will be in relation to children and young people at risk of exploitation and/or linked with a 'missing from home' episode. This will include a key link from MASH regarding MFH in attendance to ensure correlation of information sharing relating to any child or young person requiring a new contact to the MASH.
- 9.3 Referrals that are received, for the Complex Safeguarding Hub, before 4pm each day will be considered at the daily governance meeting for allocation discussion. A designated timeslot will be sent to the allocated worker so that they can be in attendance for the discussion. If the allocated SW cannot attend then they will need to send a representative from their team, who is knowledgeable of the case, so that a true discussion and information can be shared.

10. Weekly Complex Safeguarding Planning Meeting (CSPM):

- 10.1 The weekly meeting will be chaired by the Head of Service for MASH/EDT/Complex Safeguarding or a nominated delegate. In addition multi agency services will be in attendance as per **Appendix C**
- 10.2 There is an expectation any other named professional will attend the meeting if they have relevant information. This multi agency approach allows for the sharing of information, triage and a joint response to all levels of need.
- 10.3 A multi agency decision is made in respect of each referral as to whether a child/young person would benefit from an assessment of the level of risk and vulnerability to exploitation.

- 10.4 For the referrals that are not accepted for the Complex Safeguarding Hub,

recommendations and sign posting to relevant services and resources will be offered to the referrer.

10.5 In the event there is a disagreement between agencies in respect of a young person and the level of need, the final decision will be with the Social Care lead or Inspector from GMP. Ongoing guidance and dialogue can remain in place even if a child is not open to the Complex Safeguarding Hub.

10.6 As detailed, weekly meetings will be recorded on Mosaic, under the identified child/young person, for the episode, with clear actions and planning.

11. Accepted Referrals:

11.1 Once a referral to the Complex Safeguarding Hub has been accepted, this will be discussed at the next daily Governance meeting. A named social worker or family support worker – dependant upon the relevant need for intervention, will be provided by the Team Manager from the Hub. The Team Manager will ensure the case has a managers allocation record and add this to case notes for the child/young person.

11.2 The agreed allocation record contains the following detail:

- **Allocation:** date, named worker (reference to the Complex Planning meeting to be made that will be held in documents on the persons electronic file).
- **Overview:** including Pen Picture of child/young person and context of referral, including relevant daily governance discussion.
- **History:** (overview of CSC history, who it is open to and why, including relevant daily governance discussion.)
- **Case direction:** (what needs to happen and why, including relevant daily governance discussion.)
- **Actions:** when will child be seen? By who? Frequency? Role of any other parties – Police, designated health person etc, direction for role to be added to child's individual plan held by locality social worker. Including relevant daily governance discussion.
- **Review:** when will this be reviewed, by who.

11.3 A meeting/discussion will be held between the locality social worker and the allocated worker from the Complex Team to clarify roles and responsibilities. This will be embedded into the relevant active plan around the individual.

11.4 Managers oversight will be added to each child/young persons case file on a monthly basis; ideally the managers oversight needs to be jointly with the locality social worker. This is essential for those children/young people who are deemed high risk of exploitation.

12. Planning and Intervention:

12.1 Once the Complex Safeguarding worker has more detailed knowledge and understanding of the young person, the worker will develop a plan in partnership with the child and their parents/carers to reduce risk and build on positives and strengths in their lives. This will be added to the child's plan owned by the locality social worker and be subject to review as per all other actions detailed in the child's plan.

- 12.2** It is important that the Complex Safeguarding worker remains a defined and purposeful role with the child/young person which is separate from the locality social worker. Whilst we act to ensure a child/young person is safe, Complex Safeguarding workers will not be making key decisions as to whether a case needs to enter Child Protection or Looked After arrangements. The Complex Safeguarding Worker's defined role enables them to focus on relationship building, to build trust and engagement without this being compromised. The clear and authentic relationship is essential in supporting a child/young person to make their views known and to make any disclosures about things that may have happened to them.
- 12.3** In cases where there is concern that a child is at risk of exploitation, the CSE measurement tool will be completed. The CSE has been adapted so that this can act as a measurement tool for CCE also. It is planned that an agreed tool will be in place for all forms of exploitation by Autumn 2020 from GM Complex Safeguarding. It is planned that the tool will aim to capture events/child's life as opposed to acting as a scoring measurement tool. The current measurement tool will be completed by the CS worker after an initial period of introductions and visits, this is usually within one month approximately after allocation.
- 12.4** Other assessment and intervention tools may be used with children and young people, this will facilitate direct work and enable open conversations. Additional tools and work will be dependant on each child's need and level of understanding and will be introduced as and when needed in line with the child/young persons need. Any direct work will be recorded and uploaded onto the child's electronic file.
- 12.5** As the team develops and additional training is accessed, it is envisaged that we will create a library of useful tools, guidance, knowledge and research into each area of complex safeguarding so that the team develop in specialism and evidenced based practice.
- 12.6** All children, young people or young adults who are open to the Complex Safeguarding Hub beyond 9 months and again if the child, young person or adult who are open to the Complex Safeguarding Hub beyond 12 months. Decision to continue input should have clear management oversight recorded on the relevant individual's electronic social care record. This should review what has been working, what hasn't contributed to positive change and what work remains outstanding.

13. Closure

- 13.1** At the point of closure to the exploitation team, a discussion needs to be held at the designated weekly complex safeguarding meeting. This will ensure any decisions are multi agency and that any 'step down' process is considered. Once agreed a closing summary will be completed by the Complex Safeguarding worker to end the episode on Mosaic. This will not end the role and involvement of the locality social worker.
- 13.2** All points of closure to the Complex Safeguarding Hub, there should be a closure meeting to clarify what interventions have been completed, what has worked and what remaining work needed for the child, young person or family ongoing.

14. Consultation

- 14.1 Delivery of consultation:** This will be led by the Team Manager (or a designated experienced practitioner) from the Complex Safeguarding Team, and is available

to any Oldham Children's Social Care or Early Help practitioner working with complex safeguarding issues. The practitioner can offer advice and guidance on working with families linked with complex safeguarding issues, with consideration being on engagement and the support of a multi agency team around the child/family. This will support any intervention being timely and proportionate. **Any consultation will be recorded on the child or young person or adults' electronic social care record.**

14.2 Consultation will be available for any Social Work practitioners who are considering making a referral to the Oldham Complex Safeguarding Hub for specialised intervention for a child/young person and is a requirement prior to referral through for intensive support by the Hub. This will provide opportunity of timely discussion, reflection and advice prior to a referral being made. This will ensure any referrals into the Complex Safeguarding Hub are relevant and are appropriate to the service provision.

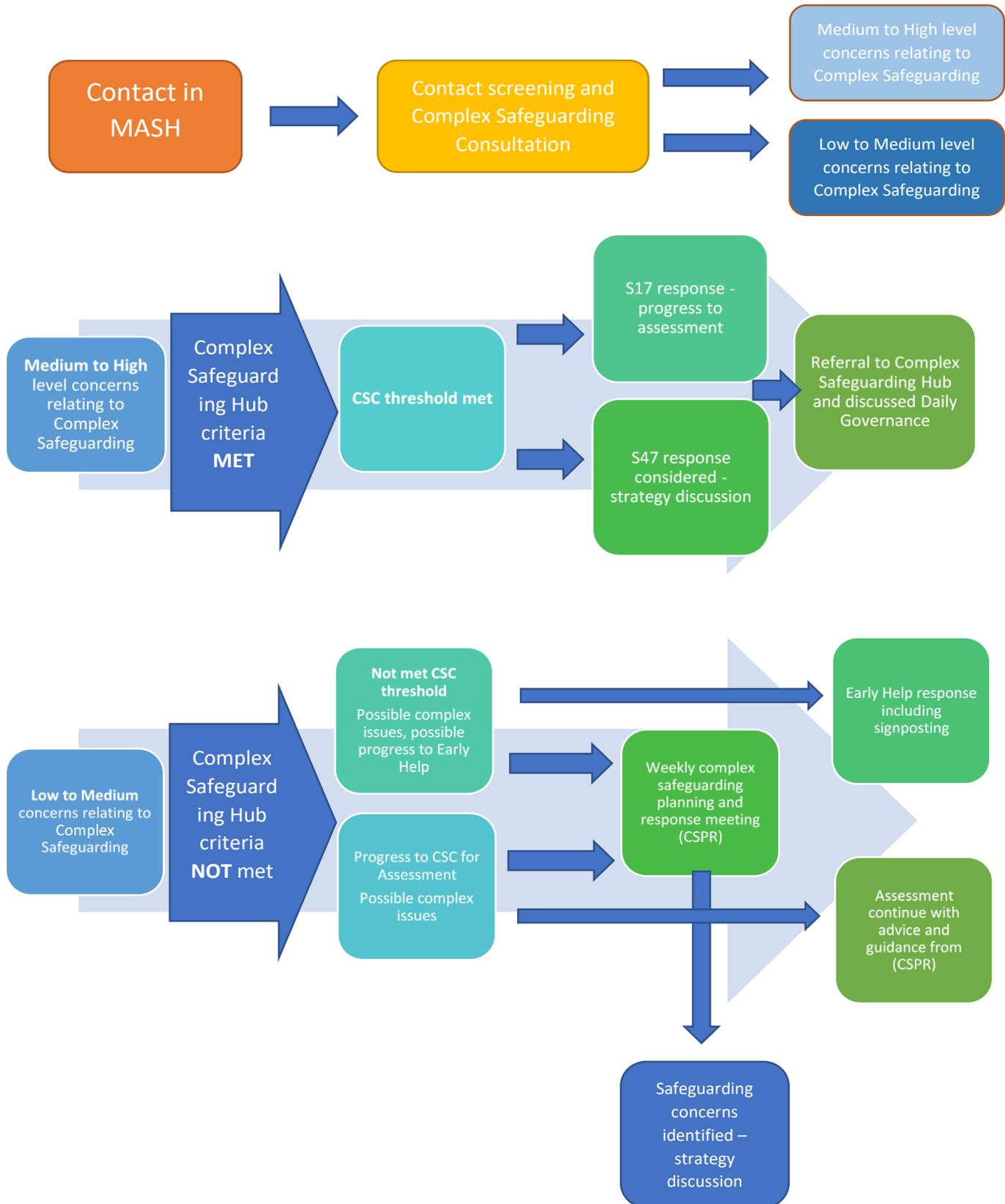
14.3 Consultations will be recorded on the children's integrated system (Mosaic) to reflect discussions and decision making. Consultations will be recorded by the duty social worker from the Complex Safeguarding Hub with oversight by the Team Manager.

The consultation will be recorded with the following information and key headings:

- *Consultation – requested by: name, role, team*
- *Consultation provided by: name and role*
- *Date and time of consultation*
- *Pen picture of child/young person*
- *Details of concerns in relation to exploitation (inc MFH)*
- *Advice provided*
- *Outcome, including recommendations and agreed actions.*
- *Alert to locality SW and TM and TM from Complex Safeguarding.*

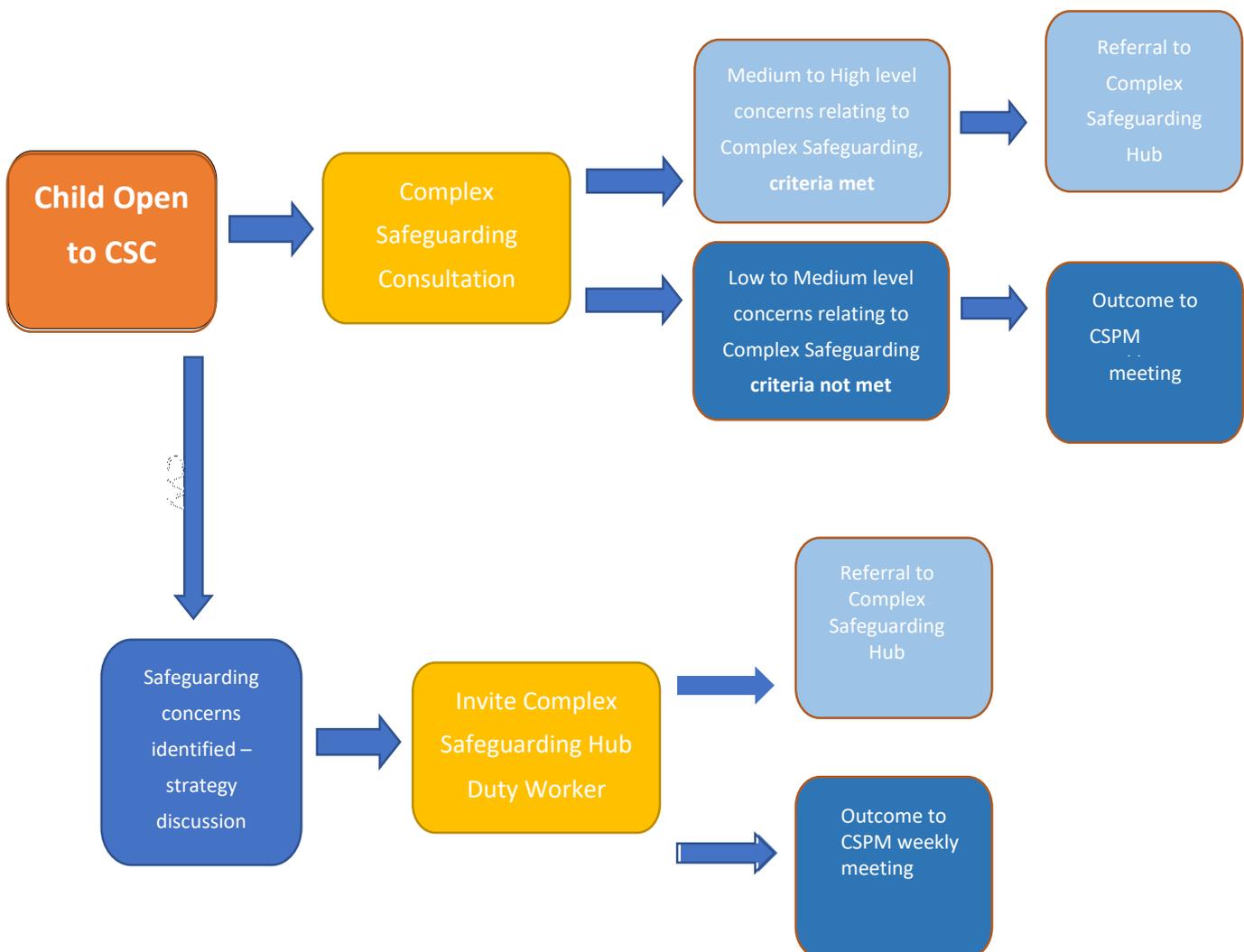
Appendix A – Complex Safeguarding Hub Pathways: New Contacts (Children not known to CSC)

Where children are not currently known to Children’s Social Care, any concern regarding increasing risk of child exploitation and implied safeguarding concern should prompt contact with the MASH.



Appendix B – Complex Safeguarding Hub Pathways: Children Open to Children’s Social Care

Where children are currently known to Children’s Social Care, any concern regarding increasing risk of child exploitation should prompt contact with the Team manager/designated point of contact for the Complex Safeguarding Hub for consultation. Any implied safeguarding concerns should be discussed with the line manager as to whether threshold is met for a strategy meeting or not. Consultation with complex Safeguarding is ideal so that they can attend the meeting if required.



Appendix C – Key partner details for Complex Safeguarding.

Service	Named professional	Contact details
Education	Donna Lewis, Head of Inclusion and Post 16.	Donna.lewis@oldham.gov.uk 0161 770 3724 07725 938 879
Education	Anne Clark, Inclusion Manager	Anne.clark@oldham.gov.uk 0161 770 6630
Health	CCG Sharon Martin,	Sharon.martin25@nhs.net
Health	Janey Moores, specialist nurse child sexual and criminal exploitation	Jane.moores1@nhs.net 0161 856 9088 07811 755 680
Health	Laura Smith, Bridgewater. Named Nurse for Safeguarding children	Laura.smith84@nhs.net 0161 622 6542 07788365214
Health	Lisa Slater, Acting Operational Manager, Healthy Young Minds	Lisa.slater2@nhs.net 0161 716 2020
Health	Katie Fraser, Team Leader, Healthy Young Minds	Katie.fraser@nhs.net 0161 716 2020
Children's social care	Tracy Brierley, Head of Service MASH, Phoenix and EDT	Tracy.brierley@oldham.gov.uk 0161 770 1189
Children's social care	Elsa Newell, Team Manager MASH	Elsa.newell@oldham.gov.uk 0161 770 5234
Children's social care	Justine Hughes, Team Manager Phoenix	Justine.hughes@oldham.gov.uk 0161 770 1242
Police	DI Kenny Blain, Detective Inspector, Complex Safeguarding	Kenneth.blain@gmp.police.uk 0161 856 8941
Police	DS Chris Julien	Christian.julien@gmp.police.uk 0161 856 4552
Positive Steps – Youth Justice	Suzanne Taylor, Service Lead – Youth Justice and Prevention, Targeted Services.	suzannetaylor@positive-steps.org.uk 0161 621 9500/9409 07715 035385
Positive Steps	Paul Axon, Director targeted services.	paulaxon@positive-steps.org.uk 0161 621 9500/9674 07970 280 725
Positive Steps – Youth Justice	Clare Griffiths, Team Manager Youth Justice service	Claregriffiths@positive-steps.org.uk 0161 621 9500/9532 07713 487534
Early Help, Intervention and Prevention services	Debbie Holland, Service manager, Early Help	Debbie.holland@oldham.gov.uk 0161 770 8859
Early Help, Intervention and Prevention services	Maxine Foster, Process Team Supervisor, Early Help	Maxine.foster@oldham.gov.uk 0161 770 8100
Community Safety	Lorraine Kenny, Head of Violent Reduction, Community Safety	Lorraine.kenny@oldham.gov.uk 0161 770 1582 07739 548899

Community safety	Phil Bonworth, community safety	Philip.bonworth@oldham.gov.uk
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Oldham Complex Safeguarding Team

