



Practice Review Guidance

Oldham Safeguarding
Children Partnership
(OSCP)

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This document should be read in conjunction with the [CSPRP guidance for safeguarding partners](#)

How to refer a case for consideration

Day 0 Serious Child Safeguarding Case Notification to OSCP

Referral Form:



1. Greater Manchester Serious

This form allows a partner agency to outline the case and what is it about this incident that makes it serious and why it is thought that the case meets the criteria for Rapid Review.

This form is submitted to the OSCP Business Manager via OSCP.group@oldham.gov.uk

It is expected that each individual agency reviews its own referrals before they are submitted. This is to ensure that all referrals have appropriate management oversight.

The Virtual Panel

DAY 1 - Virtual Panel determine if criteria is met for Rapid Review

- **What is the purpose of the Virtual Panel?**

Oldham Safeguarding Children Partnership has developed a core virtual panel for the purpose of swiftly reviewing cases that are referred to the Partnership for consideration for Rapid Review.

- **Who is the panel?**

The Panel is made up primarily of Senior Leads from the three statutory partners:

- Designated Nurse for Safeguarding Children, NHS ICB Oldham
- Assistant Director for Safeguarding/Quality Assurance
- Superintendent/Detective Chief Inspector – GMP

- **What does the Panel do?**

When a referral is received by the partnership, the Virtual Panel will determine whether or not the specific criteria for a Serious Safeguarding Incident has been met and whether a Rapid Review should be undertaken. The Panel will consider whether a serious incident notification needs to be made to National Child Safeguarding Practice Review Panel.

Serious Safeguarding Incident

In order to reach a decision, the Virtual Panel members will:

1. Review the referral.
2. Identify if their own agency holds further information to inform the decision making.
3. Consider whether or not the criteria for Serious Incident Notification has been met and so warrants a notification to the National Child Safeguarding Review Panel.
4. Consider whether a Rapid Review is required.
5. Ensure a clear rationale for the decision is documented.

- **What is the criteria for a Serious Child Safeguarding Case?**

Serious Child Safeguarding cases are those in which - abuse or neglect is known or suspected and the child has died or been seriously harmed.

“Serious harm” This term is defined as:

“... serious and/or long-term impairment of a child’s mental health or intellectual, emotional, social, or behavioural development. It should also cover impairment of physical health... judgment should be exercised in cases where impairment is likely to be long-term, even if this is not immediately certain. Even if a child recovers, including from a one-off incident, serious harm may still have occurred.”

Panel members should reflect on how the case referred is distinct from other Child Protection cases as a result of the level of harm being seen.

- **Notification of a Serious Safeguarding Incident**

There is a duty on local authorities to notify serious incidents to the National Child Safeguarding Practice Review Panel through the Child Safeguarding Notification System.

A decision about whether an incident is serious should be made using the definition set out in Working Together 2023:

¹16C (1) of the Children Act 2004(as amended by the Children and Social Work Act 2017) states:

Where a local authority in England knows or suspects that a child has been abused or neglected, the local authority must notify the Child Safeguarding Practice Review Panel if:

- (a) The child dies or is seriously harmed in the local authority’s area, or*
- (b) While normally resident in the local authority’s area, the child dies or is seriously harmed outside England.*

Whilst it is the Local Authority that carries this duty to report, partners are under a duty to inform the safeguarding partners of any incident that they think may meet this criteria. The OSCP Business Manager will then ensure the statutory partners determine if the incident is notifiable.

The online report will be made via [Child safeguarding incident notification system](#). It will be made within 5 working days of the incident being notified. This notification will then be shared by the National Panel to the Secretary of State, Department for Education and Ofsted as required.

¹ [An overview of child protection legislation in England](#)

- **Range of responses following a referral**

A referral to the OSCP can trigger a range of different responses. The information below aims to help clarify which pathway may be used and when.

1. **No Further Action**

In some cases, it may be appropriate to take no further action with a case referral. In this case the OSCP business manager will give a clear rationale for this decision to the referrer.

2. **Progression to Rapid Review**

As outlined in the Rapid Review Timeline **Appendix C**

3. **Assurance/audit activity**

A local learning activity may be considered if the Rapid Review criteria is not met but potential for lessons about how we work together locally have been identified. The method of this type of non-statutory review will be determined based on the individual case needs and proportionate for the learning involved. **Appendix B - Methodology Options**

4. **Escalation**

In some instances, it may become apparent that the issues being raised relate to operational decision making and require a response in a very short time frame. Therefore, the Business Manager will refer these into the escalation process for a swift response.

- **Do you need to involve families in the rapid review?**

There is no expectation to involve families in the rapid review; to do so is normally neither feasible nor appropriate within the timescales. On concluding the rapid review, consideration should be given as to whether any learning/recommendations arising from the rapid review should be shared with the family.

Rapid Review Process & Timeline

If the Virtual Panel determine that a Rapid Review is required, then the safeguarding partners should promptly undertake a Rapid Review of the case. The rapid review of the child's experience should be undertaken within 15 working days from the date of notification to the national panel.

The review should aim to:

- Gather the facts about the child's experience as far as they can be readily established, including details of agency involvement and an analysis of key practice episodes.
- Discuss whether any immediate action is needed to ensure children's safety and share any learning appropriately.
- Consider the potential for identifying improvements to safeguard and promote the welfare of children.
- Understand the context of children's and families' lives including how racism and other inequalities related to other protected characteristics including disability may have influenced children's and families' experiences and the quality of practice.

- To decide what steps safeguarding partners should take next, including whether to undertake an LCSPR.

All partners/agencies who had knowledge of the child will be required to contribute to a Rapid Review.

See: Appendix E – Fact Sheet Rapid Reviews

See: Appendix C – Rapid Review Timeline

Day 2 Agency Summaries Requested

Single agency summary template:



2. Single Agency
Summary Template.c

A single agency summary template will be sent out for completion by agency safeguarding leads in identified agencies.

See: Appendix D - Chronolator Training

All agencies should secure all records/files in relation to the case through safeguarding leads/managers in their service area to ensure access is appropriate to those professionals involved in ongoing service delivery to the child/carers.

Day 7 Agency Summaries to be Submitted.

Agencies should return the completed template via OSCP.Group@oldham.gov.uk within **5 working days**.

Day 8 -9 Collation of Information

The OSCP Business Coordinator collates the information onto a combined multi agency chronology and circulates to the Panel Chair/Author and Business Manager. All the information is sent to panel members at day 8/9.

The OSCP Business Co-ordinator starts to populate the rapid review report template with information from the single agency summaries submitted.

Day 10-11 Rapid Review Meeting Takes Place

Rapid Review Meeting:

A Rapid Review meeting occurs, following the agreed agenda/case discussion tool.

The Rapid Review Panel will utilise the review criteria laid out in the [National Panel Guidance June 2025](#) to consider the case and identify if the need for a review is evident. The meeting will be structured to ensure all the relevant criteria is considered.

See: Appendix F - Factors that rapid reviews should consider.

Day 11-13 Rapid Review Report Produced

Blank Report Template:



5. Rapid review
report Template.doc

After the meeting the Business Co-ordinator will add the notes taken during the rapid review meeting to the report template.

The Rapid Review report is then produced and finalised by the panel Chair/Author and Business Manager and sent to Rapid Review panel for comments and sign-off.

The submission will include a concise action plan that shows how immediate learning will be taken forward, by whom, within what timeframes and how its impact will be evaluated.

Day 13-14 Statutory Partners Sign-off

Rapid review report is drafted and sent to the Statutory Partners for final sign off. Minimum of 2 out of 3 Partners or appropriate deputy to sign off.

Day 15 Report submitted to national panel.

OSCP Business Manager sends final report to the National Panel, Ofsted and the Department for Education by 4.00pm on Day 15.

The National Panel should be informed if Rapid Reviews are delayed including the reason for the delay.

Follow up actions.

Child Safeguarding Practice Review Lesson Log



3. Child
Safeguarding Practi

This template is to be used by all agencies to document cascading of information and lessons as a result of the Rapid Review. Agencies are also asked to document, where possible, any actions undertaken and the outcomes and returned to oscp.group@Oldham.gov.uk within 2 weeks following the rapid review meeting.

Role and responsibility of the Chair/Author of the Rapid Review

- The Virtual Panel will appoint a Chair/Author from the pool of the lead professional group. The Virtual Panel will ensure that the Rapid Review Chair/ Author has a suitable skill set for the review and does not have any conflict of interest with the case.
- The business team in preparation for the Review will ensure the Chair/Author receives all the relevant paperwork in time for the review.
- The Chair/ Author is responsible for reading and digesting the chronological summary of events and the single agency summary reports.
- The Chair/ Author will lead on the Rapid Review meeting.

- The Business Co-ordinator will pull together and pre-populate the report template with basic information provided in the single agency report.
- The Business Co-ordinator will forward all notes taken to the Chair/Author.
- The Chair/Author will then complete the report for the National Panel ensuring all factors have been consider **Appendix F - Factors that rapid reviews should consider.**

Local Child Safeguarding Practice Review (LCSPR).

Safeguarding partners are responsible for deciding if a serious incident meets the criteria and guidance for an LCSPR. There is no expectation that an LCSPR will automatically be carried out following a rapid review. Decisions on whether to undertake an LCSPR should be made collaboratively between safeguarding partner agencies. The rationale should be recorded and communicated appropriately, including to families.

Where a child's experience involves services delivered across more than one safeguarding partnership, partners should liaise and agree which safeguarding partnership will take the lead in conducting the LCSPR. Normally this would be the safeguarding partnership in the area where the child is usually resident.

Following a Rapid Review, a Local Child Safeguarding Practice Review (LCSPR) may be appropriate where:

- Improvements have been identified as required to safeguarding and promote the welfare of children.
- Highlights or may highlight concerns are identified regarding two or more organisations or agencies working together effectively to safeguard and promote the welfare of children.
- The National Panel have considered and concluded a local review may be more appropriate.
- There is cause for concern about the actions of a single agency or lack of agency involvement.
- There has been no agency involvement, and this gives safeguarding partners cause for concern.
- More than one LA, police area or ICB is involved, including where families have moved around.
- The case may raise issues relating to safeguarding or promoting the welfare of children in institutional settings.

Working Together 2023 is clear that, where the potential for further learning is identified, then this should be through the commissioning of a proportionate LCSPR. When a further review is warranted, that should always be labelled as an LCSPR regardless of the approach taken to complete it.

LCSPRs are to be published. This is of crucial importance for transparency and openness into the safeguarding system, so other partnerships and the National Panel are able to benefit from the contents and the learning.

• The Purpose of a Local Child Safeguarding Practice Review (LCSPR)

The key aim of any review remains as set out in the following legislation/guidance:

- Working Together 2023²
- Child Safeguarding Practice Review Panel: Practice Guidance June 2025

For a LCSPR to be effective and in line with the above guidance it should be conducted in a way which:

- Recognises the complex circumstances in which professionals work together to safeguard children.
- Seeks to understand precisely who did what and the underlying reasons that led individuals and organisations to act as they did.
- Seeks to understand practice from the viewpoint of the individuals and organisations involved at the time rather than using hindsight.
- Is transparent about the way data is collected and analysed.
- Makes use of relevant research and case evidence to inform the findings.

The purpose of reviews of serious child safeguarding cases, at both local and national level, is to identify improvements to be made to safeguard and promote the welfare of children. Therefore, the focus will be on understanding practice and not to hold individuals or organisations to account. There are other processes that exist to undertake that role, such as employment law and disciplinary procedures, and these should be used when it is appropriate to do so. These processes can be run in parallel or subsequent to one another and decisions regarding the appropriate timetabling will be made on a case-by-case basis.

The Safeguarding Review and Learning Hub will moderate the work of the LCSPR panel as the review progresses and will ratify the final report before presentation to the Oldham Strategic Safeguarding Children Partnership.

Working Together 2023 and the National Panel Guidance³ offer clear guidance on expectations for reviews and timescales. The expectation of the OSCP is that this report and learning is available no later than 6 months after the decision to initiate a review is made. This is to ensure that all learning remains relevant to current practice. Therefore, the partnership will endeavour to produce a concluded review within 6 months. There may be challenges to this, such as criminal proceedings and Coronial processes. Should these impact on the review process, then steps will be taken to share information and continue the review as far as is possible without damaging these other processes nor limiting the review itself. Any early identified actions will be commenced to avoid delay where service / multi agency working practices can be improved.

² <https://www.gov.uk/government/publications/working-together-to-safeguard-children--2>

³ National Panel Guidance document - [Child Safeguarding Practice Review Panel: guidance for safeguarding partners](#) June 2025

- **Conducting the Review**

A panel of partners may be convened to undertake a specific LCSPR. Its membership will be determined on a case-by-case basis. The Safeguarding review and learning hub will have delegate authority to oversee the progress of the review.

Once a decision has been made to conduct a review, the Chair/ Author and members of the panel group are responsible for preparing the draft Terms of Reference (ToR), which should be proportionate to the circumstances of the case. ToR should be agreed at the first meeting of the panel. The ToR may, however, need to be revisited as the review progresses and as new information is identified. The review panel Chair/ Author should as far as possible ensure that the review process is a learning exercise for all those involved in the case.

- **Information Sharing**

Information sharing is essential to safeguard and promote the welfare of children and young people. Effective Child Safeguarding Practice Reviews are equally dependent on all relevant partners sharing the information they hold about the case and associated professional practice.

The Safeguarding Partners have the formal authority to request information to support both national and local Child Safeguarding Practice Reviews and the power to take legal action if information is withheld without good reason.

All agencies will be expected to share relevant information within the timescales requested. This may, when necessary, include sharing information without consent (such as where there is ongoing police investigation). This includes information about parents, guardians and other family members as well as the child(ren) who are subject of the review. Where a request is for health records this applies to all records of NHS commissioned care whether provided under the NHS or in the independent or voluntary sector.

When making requests for information, the Safeguarding Partners will consider their responsibilities under the relevant information law and have regard to guidance provided by the Information Commissioner's Office.

Each Partner has signed the data sharing agreement that is in place, which addresses the sharing of information for the purposes of child protection, welfare, and prevention of harm.

Appendix H

In the case of any disagreement or failure to comply with a formal information request, the issue will be escalated to the Safeguarding Partners for formal action.

- **Independent Chair/Author**

Working Together 2023 does not specify the need for an independent chair for a LCSPR so this will depend on the complexity of the case, the review model selected and other local considerations. If an independent Chair/Author is appointed their name/s should be shared with the National Panel. Safeguarding partners are responsible for commissioning and supervising reviewers for the LCSPR's.

The independent Chair/Author should be an appropriately experienced individual who is not directly associated with any of the agencies involved in the LCSPR. They will be responsible for effectively leading and coordinating the LCSPR and for quality assurance of the final report. Assurance should be sought that they meet the requirements outlined in Working Together 2023.

- **Method of Approach**

The LCSPR panel should agree with their reviewers the method by which the review should be conducted, considering the principles of the systems methodology. The methodology should provide a way of looking at and analysing frontline practice as well as organisational structures and learning. The methodology should be able to reach recommendations that will improve outcomes for children. All reviews should reflect the child's perspective and the family context.

The Panel Chair/ Author will establish an agreed timetable of review panel meetings in accordance with the required timescales of the review and set specific parameters, including timescales for the completion of chronologies, conversations and any other Practitioner events which includes further exploration of practitioners' views. Further information can be found in the ⁴Child Safeguarding Practice Review Panel commissioned Learning Support and Capability Project.

To avoid compromising evidence or broadening the scope of a review, it is useful for safeguarding partners to establish clear terms of reference. This will allow the police to identify any likely points of risk or opportunity for the criminal investigation and the safeguarding review.

- **Involvement of family members, friends, and other support networks**

Within the LCSPR process there is the expectation to give consideration on how families, and, where appropriate, children, can be involved in and contribute to the review. The process aims to integrate and address the voice and experiences of the child in the review, including details of their daily life so that the child's life and experience remains at the centre of discussion. Listening to and capturing the voice and experiences of a child is crucial to understanding their lives, their perspectives and views about their lives and what has happened to them.

Family members can offer a unique perspective into how the delivery of services and involvement of agencies were viewed and responded to. It is essential that the review panel have opportunities to listen to family experiences and perspectives and that these contribute meaningfully to the final report.

Family Information Leaflet



Family Information
sheet - Practice Case

- **Involvement of practitioners**

Involving practitioners during the investigation stage of an LCSPR, safeguarding partners need to consider how learning will be shared during the process. Facilitating a supportive learning environment that fosters more reflective learning allows learning to become embedded and impactful. Strategic leaders are responsible for creating a multi-agency system that can build capacity and develop peer expertise to lead and deliver LCSPRs that

⁴ <https://www.gov.uk/government/publications/child-safeguarding-learning-support-and-capability-project>

explore why things may go wrong for children, to help drive systems change and practice improvements.

- **The final report**

It is the responsibility of the delegated safeguarding leads (DSL) within a safeguarding partnership to ensure that the LCSPR is of a satisfactory quality and that timescales are met.

The LCSPR report brings together the learning and themes identified from the review and will analyse and comment on the effectiveness of practice and the systems used to safeguard and promote the welfare of the child and/or adult. **See appendix G**

If there are delays in completing or publishing an LCSPR, safeguarding partners should, where possible, share learning that has already been identified, across the partnership and with other relevant agencies.

It is the responsibility of the panel to work with Safeguarding Review and Learning Hub subgroup to develop an action plan which takes account of the wider learning improvement cycle.

It will be the responsibility of the Safeguarding Review and Learning Hub subgroup to identify and agree how practice challenges or recommendations from the LCSPR will be responded to and what action is needed by individual agencies or from a multi-agency perspective.

- **Communication/Media Strategy**

The chair of the Strategic Safeguarding Children partnership in consultation with the independent Chair/Author and strategic partners, will consider appropriate publication of the report on a case-by-case basis. Discussions about publication will be held with the individual(s), their family, or carers (where appropriate). The OSCP Business Manager will inform the partnership when the report is uploaded onto the OSCP website.

Since the Local Authority is the lead agency, media and communication issues will usually be co-ordinated by the council's communications team. This will be done in collaboration with the communications teams of the other agencies involved.

- **Parallel Investigation**

The case may also be subject to a criminal or coroner's investigation, individual agency or professional body disciplinary procedures, and/or another type of formal review. It is anticipated that a local Child Safeguarding Practice Review will go ahead unless there are clear reasons not to.

The LCSPR process can often run concurrently with ongoing criminal proceedings, and this should not delay the commencement of an LCSPR, although it may delay the conclusion of the process. The Crown Prosecution Service has issued guidance⁵ about how any risks to criminal proceedings can best be managed and mitigated.

⁵ <https://www.cps.gov.uk/publication/protocol-liaison-and-information-exchange-when-criminal-proceedings-coincide-child>

The panel and local safeguarding partners will agree a clear process of how they will work with other processes. When running a LCSPR all relevant areas that need to be addressed should be established at the outset to reduce potential for duplication for families and staff.

Learning

The value of LCSPR's is in the learning derived from them. As much effort should be spent on acting on recommendations as on conducting the actual review. Recommendations should be SMART: Specific, Measurable, Achievable, Realistic, and Timed. Learning and actions plans will be reviewed regularly by the Safeguarding Review and Learning Hub.

- Agencies will be invited to a moderation meeting 3-6 months following the review to provide narrative updates and evidence to show that the actions have been completed and progressed with evidence of actual impact on outcomes.
- Where there is repeat learning (i.e., same issues and learning arising), consideration will be given to why the actions were not effective last time and what would be done differently this time. This may include consideration of whether whole system change is needed.
- Look at events that make the learning relevant for frontline staff and managers and how this will be supported.
- Ensure that 'systems,' including policy/procedures are considered in terms of changes required as a result of the learning as well as workforce.
- Specific training courses arranged by OSCP and learning incorporated into existing courses.
- 7-minute briefings created
- Newsletters and other publications including lessons learned.
- The partnership will share the lessons learnt, and practice impact with the wider workforce in Oldham.
- The findings from any LCSPR should be reported in the OSCP Annual Report and what actions it has taken or intends to take, in relation to those findings.

Appendix A: Process Overview

Professional identifies a potentially notifiable case or case which they believe identifies particular learning.
 Case discussed with manager and manager submits Case Referral form to OSCP Partnership Manager via - OSCP.Group@oldham.gov.uk

Virtual Panel determine if criteria is met

1 No Further Action	2 Rapid Review	3 Assurance/audit activity	4 Escalation
<p>NFA This may be appropriate if the themes identified have already been identified in other reviews and actions in process of being developed <i>OR</i> the case issues do not warrant multi-agency practice review <i>OR</i> the case is being reviewed under another process that can incorporate OSCP needs e.g., DHR / SAR</p>	<p>DAY 0 - OSCP Partnership Manager reviews referral and requests any further information needed for Virtual Panel</p> <p>DAY 1 - Virtual Panel (3 statutory partners' minimum) determine if criteria of notifiable incident is met.</p> <p style="text-align: center;"> ← NO YES → Referred to process 3 OR 4 for response. </p> <p>DAY 1 – OSCP Partnership Manager report Notifiable Incident to National panel here</p> <p>DAY 2 - OSCP Business co-ordinator sends information request to relevant agencies</p> <p>DAY 7 - Relevant agencies return information template for Rapid Review Panel</p> <p>DAY 8 - OSCP review summaries submitted and circulate reports and multi agency chronology to the Rapid Review Panel.</p> <p>DAY 10-11- Rapid Review Panel Meeting Occurs</p> <p>DAY 11 -14 - Rapid Review Report draft circulated for comment & finalised</p> <p>DAY 15 - Report submitted to national panel - Mailbox.NationalReviewPanel@education.gov.uk</p> <p>NEXT STEPS COULD BE:</p> <ol style="list-style-type: none"> 1. LSCPR progressed by OSCP. 2. A National Review – the National Panel may determine they wish to review and OSCP team will support national reviewers to organise local input. 3. No further review 	<p>A local learning maybe considered if the Rapid Review criteria is not met but potential for lessons about how we work together locally have been identified.</p> <p>The form of this type of non-statutory review will be determined based on the individual case needs and proportionate for the learning involved</p> <p>At the conclusion of the review the completed report/action plan will be discussed at the Oldham Safeguarding Children Partnership Learning Hub.</p>	<p>DAY 1 - OSCP Business Manager reviews information with referrer to ascertain if stages of conflict resolution have been followed</p> <p>DAY 2-3 - 3 statutory partners to virtually meet & review case and propose resolution</p> <p>DAY 4-5 - Independent Chair to review partners' information and decision making and offer mediation</p> <p>DAY 7- If parties remain unsatisfied then complaints process may be triggered</p>

Appendix B: Practice Learning Review - Methodology Options



Methodology
Options.pdf



Brief Learning
Review Overview an

Appendix C – Rapid Review Timeline



Practice Review
Activites and Timesc

Appendix D - Chronolator – Training



9 OSCP
Chronolator Tool tr:

Appendix E – Fact Sheet Rapid Reviews



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r-Rapid-Review-Autl

Appendix F – Factors that Rapid Reviews should consider (June 25)



Factors that RR
should consider.doc

Appendix G – Factors the LSCPR should consider (June 25)



Factors that an
LSCPR should exploi

Appendix H – Data Sharing Agreement Between OSCP and Safeguarding Partners



OSCP Data Sharing
Agreement Novemb:

Contact Us:

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[Oldham Safeguarding Children Partnership Website](#)

X (formally Twitter): [Safeguardoldham](#)

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