

# Oldham Safeguarding Children Partnership

## SINGLE AGENCY SUMMARY REPORT

1 April 2023 – 31 March 2024



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Approved by Oldham Safeguarding Children Partners on

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## Agency overview

Pennine Care NHS Foundation Trust is proud to provide Mental Health and Learning Disability services to people across Greater Manchester. We serve a population of 1.3 million and our vision is a happier and more hopeful life for everyone in our communities. More than 4,000 dedicated and skilled staff deliver care from around 200 different locations in five boroughs.

## Reflection from the last 12 months:

- New Safeguarding Supervision Policy
- New Peer-on-peer abuse guidance
- New Managing Allegations against Staff Guidance

There has been an increase in compliance by around 20% in the 2023-24 period. We have also increased the number of children's teams that the safeguarding team provide safeguarding supervision to. We also rolled out a pilot to train CAMHS colleagues to deliver safeguarding supervision within their teams. The team continue to receive positive feedback for training delivered and for contributions to the Trust.

## Safeguarding activity in 2023-24

### Domestic Abuse

The safeguarding team at PCFT have designed a standalone domestic abuse policy for patients and service users in relation to domestic abuse with a supporting toolkit.

The PCFT standalone domestic abuse training has been reviewed and updated in this reviewing period and includes lived experience voice from within PCFT in the form of a digital stories recording. The current training has been taken by 400 people in the Trust. PCFT have been involved in training pools for violence against women and girls in other boroughs that all our colleagues can access and benefit from.

The Trust have been working to ensure there are MARAC leads in each borough, however. Domestic abuse is the highest category of consultations within our internal safeguarding team. PCFT contributed a patient story to support with awareness of domestic abuse for men.

## Complex and Contextual Safeguarding

Complex safeguarding is supported through safeguarding supervision and through the daily on-call duty system operated by the safeguarding team. This allows for colleagues to seek on-the-day advice regarding complex safeguarding. PCFT are a member of the complex safeguarding group.

## Neglect

PCFT offer advice on neglect through consultation, incident oversight, training and supervision. Most members of the team are trained in GCP2 and PCFT have offered support to BSCP in this workstream and signed up practitioners to take part in potential training in this area.

## Mental Health and the impact of trauma

As a mental health and learning disability trust we are committed to supporting the work around mental health and the impact of trauma. PCFT have been working with partners on training for trauma-informed care. PCFT have implemented a young person's specialist support service for those who are known to the dynamic risk register. PCFT have a many referral pathways and support mechanisms for mental health and early mental health support in Oldham.

## Transitions

PCFT have been working with lived experience participants about the experience of transitions and are recording patient stories to be used for awareness and as part of training. These representatives have presented at boards in other boroughs and are also raising awareness by attending team meetings.

## Impact of activity

The increase in training and supervision for 2023/24 has been in parallel with a decrease in consultations within the safeguarding team, which could suggest an increase in staff confidence which will support for care given to children and families during 2023/24. The safeguarding team supervision and feedback for both supervision and training suggests that this has a positive impact.

## Learning for Pennine Care NHS Foundation Trust regarding Safeguarding Children Review work 2023 – 24

PCFT send monthly quality forum updates and quarterly newsletter to colleagues with pertinent learning from local and national reviews. Learning from reviews is embedded into level 3 safeguarding, training, which is reviewed yearly and is within compliance figures. The safeguarding team take matters for learning to all safeguarding supervision sessions. PCFT widely disseminate and design multi-agency training.

We also provide additional training sessions, for 2023/24 these included; an additional training session for each new cohort of junior doctors, CSE/CCE briefing, an update of the standalone domestic abuse training.

Oldham borough colleagues operate a Always Learning themed month with safeguarding themes covered by Professional Curiosity in March 2023 and Sharing Information in January 2024. Furthermore, they have shared “Stop for 5” messages regarding indecent images.

### Successful Multi-Agency Safeguarding Work

Pennine Care NHS Foundation Trust have contributed to:

- Contribution to Business Plan for 2022/23 and further for 2024/25
- Mock JTAI – transitions (Nov 2023)
- Transitions Audit
- Offer of Professional Curiosity training

### Safeguarding Priorities in 2024-25

Priorities for Pennine Care NHS Foundation Trust in 2023-24:

- Enhance work within the Trust in relation to the Mental Capacity Act to ensure knowledge, compliance, and governance.
- Continue to promote and develop Safeguarding supervision in the Trust
- Use digital recording to understand and audit safeguarding referrals and activity within the Trust.
- Enhance work within the Trust in relation to domestic abuse awareness, prevention and support for both staff and patients/service users.
- Continue to enhance the additional safeguarding training offer, developing how

we embed and promote additional learning and development in safeguarding.

- Work with inpatient services and quality teams to enhance the safeguarding knowledge and awareness to ensure safeguarding practices are robust and offer high levels of care.
- Develop work and training on transitions within safeguarding.

### Key Challenges

The safeguarding risk register highlights the following challenges:

Capacity in the Named Nurse for Safeguarding role, however, this post is currently out for recruitment with hope to fill this by October 2024.

We do not have systems which reliably inform us of all safeguarding referrals made by the Trust – this has a plan to rectify this. The capacity within the safeguarding team to deliver supervision to all children facing teams, however, we have a pilot in response to this.



**Pennine Care**  
**NHS Foundation Trust**

# NHS Greater Manchester Integrated Care

## Agency overview

NHS Greater Manchester (GM) is an NHS organisation, overseen by a Board. GM oversees the allocated NHS budget and making sure services are in place to deliver efficient care of a high standard. Made up of representatives from the NHS and the local council, we are responsible for making decisions about health services in the area. The partnership operates at three levels: neighbourhood, locality and Greater Manchester and has a single vision and strategy. Hospitals, GPs, community services, voluntary services and others have come together to form 'provider collaboratives', helping to join care and help people live well across Greater Manchester's ten boroughs.

## Reflection from the last 12 months

NHS GM has maintained the CCG statutory duties across the GM Safeguarding Children Partnerships as one of the equal and joint statutory partners (Local Authority, ICBs and Chief Officer of police). Full representation has been maintained at Safeguarding Children's Partnerships, and associated subgroup meetings, to fulfil and discharge both commissioning and statutory safeguarding responsibilities. This has enabled the ICB to work with its partners to ensure learning from local and national child death and safeguarding reviews has influenced and strengthened practice.

NHS GM has continued to discharge our statutory safeguarding duties throughout 2023-24 in relation to safeguarding babies, children, and young people.

The NHS GM Chief Nurse holds the statutory accountability for safeguarding and is supported by the Deputy Chief Nurse and Associate Director of Safeguarding. Statutory safeguarding responsibilities are delegated to the Associate Director of Quality and Safety in each of the GM localities and delivery of the statutory functions are undertaken by the locality Designated Teams.

## Safeguarding activity in 2023-24

### Domestic Abuse

There is an ongoing ambition for health within Oldham to target low level domestic abuse and work with victims and their families to provide early intervention and support. The aim is to deliver this via Primary Care.

### Complex and Contextual Safeguarding

We have a Specialist Safeguarding Practitioner co-located with the Complex Safeguarding Hub who works across the health economy to ensure that the health needs of children and young people are met, through working in collaboration with the wider multi-agency team and Partnership workforce. The locality Designated Team (adults and children) attend and contribute to the Complex and Contextual Safeguarding Subgroup of the Partnership to support the delivery of the complex safeguarding strategy.

### Neglect

The locality Designated Team attend and contribute to the Neglect subgroup, including supporting primary care to engage in Graded Care Profile 2 (GCP2) training and become trainers to support the delivery of the GCP2 Toolkit. Following a Rapid review the Designate Team have working in conjunction with the Children's Partnership and the Adult Safeguarding Board to support the development of a shared Hoarding and Self Neglect Toolkit. This was to ensure that the implications of hoarding for children is considered in a think family approach.

### Mental health and the impact of trauma

NHS GM have successfully recruited a CAMHS commissioner, who has led the review of children and young people services across Oldham to develop the iThrive Directory. This has been shared with all partners to support partners in ensuring that children and young people are referred to the right support at the right time.

### Transition

The locality Designated team support transitions across the partnership through attendance and engagement in

the Transitions – Children to Adult Hub to support the delivery of the Transitions Plan on a Page. Through the Learning Hub Subgroup of the Partnership the Designated Team have supported the Multi-Agency Case Evaluation of Transitions.

NHS GM has a statutory responsibility for ensuring safe systems of care are delivered, and to ensure that all health providers with whom they commission, discharge their functions regarding safeguarding and the promotion of welfare of children and young people. Effective safeguarding arrangements are in place, to ensure oversight of provider safeguarding assurance via the annual 2023-24 Greater Manchester Safeguarding Children, Young People and Adults at Risk – Contractual Standards. These provide the safeguarding audit framework used to monitor all NHS and Non-NHS providers of health care. The statutory assurance processes set out in the SAAF (2022) have been adhered to.

All GP practices have had an assurance visit with a member of the safeguarding team during 2023/24 to review their safeguarding assurance compliance. This provides the opportunity to discuss any gaps in practice and knowledge and practices were supported to develop an action plan to meet those gaps.

### **Impact of activity**

Through Primary Care assurance visits, the locality Designated Team have supported Primary Care to become compliant with the Safeguarding Accountability and Assurance Framework 2022 which supports the practice of primary care to safeguard children, young people and adults across Oldham.

The OSCP and OSAB Hoarding and Self Neglect Toolkit has supported practitioners to identify where there may be safeguarding implications for children. The clutter image rating score has supported practitioners to assess the risk of significant harm and develop a shared understanding.

The iTHRIVE service directory is a source of information which includes a variety of services, tools, and information to support children's mental health and emotional wellbeing.

NHS GM is committed to delivering services according to the iTHRIVE model. This means that services can easily discover where to "Get Advice", "Get Help", Get More Help and to "Get Risk Support".

## **Learning for NHS GM regarding Safeguarding Children Review work 2023-24**

Learning from reviews, child deaths and critical incidents is essential for keeping our babies, children and young people safe. Following the identification of learning the children's partnership and the wider GM system drive improvement processes which are monitored by OSCP. Learning and best practice are shared across the GM system to ensure there is a consistent approach to safeguarding across Greater Manchester.

Learning and themes which are identified through reviews are shared with Primary Care via the weekly newsletter. Learning which is specific to individual practices is supported directly.

Operational colleagues who work within the multi-agency safeguarding hub and the complex safeguarding hub are in a strong position to recognise risks and escalate these appropriately to ensure that learning is implemented in a timely manner.

Through safeguarding children review work NHS GM has identified learning for Primary care in relation to a review involving significant neglect. It was identified that safeguarding flags were not always up to date to support multi-agency working and so that assessing practitioners did not always have the most up to date information available to assess safeguarding concerns. This review also supported the development of a 7 Minute Briefing for Primary Care in relation to Think Family. A further review identified learning for Primary Care regarding the management of a child sexual abuse (CSA) disclosure. This led to the development of a 7 Minute Briefing on Responding to CSA Disclosures. This briefing has been shared across NHS GM and the Safeguarding Partnership to share the learning across the wider health economy and the Safeguarding Partnership.

### **Successful Multi-Agency Safeguarding Practice**

The development of the OSCP and OSAB Hoarding and Self Neglect Toolkit to incorporate children and the impacts of hoarding for children demonstrates significant progress in line with the Think Family agenda.

Health are actively involved with supporting the partnership with safeguarding training, this is demonstrated through attendance at multi agency

training including MCA and CSE, and through supporting delivery of training.

The Designated Team have contributed to the review and development of the Multi-Agency Practice Standards to support how the partnership continue to work collaboratively to safeguard children.

MASH weekly review meeting and daily risk management meetings ensure that the team work collaboratively and are continually briefed on daily activity. This supports the ongoing work by the partnership in relation to thresholds for statutory CSC involvement.

## Safeguarding Priorities in 2024-25

ICB learning from reviews priorities:

- Wider learning from a GM point of view, reviewing training offer and key themes from Reviews across all 10 localities, a lot reflect local learning- key areas of focus: CSA, Child neglect, Self Neglect, Domestic Abuse, MCA application
- GMICB are working to align safeguarding priorities with the statutory requirements of safeguarding.
- Complex safeguarding remains a challenge across all of the GM system and it is vital that we continue to work with our partners in a transparent and consistent way.
- Assurance learning and improvement (sharing of learning across GM and sharing resources that have already been produced) and statutory functions.

## Key Challenges

One of the key challenges envisaged for the statutory partners moving forward is the undertaking of the chairing responsibilities of the safeguarding board. These responsibilities add an additional demand to the capacity of the chairs. It is going to be essential, in order for the partnership to continue strengthening, that we all hold each other to account whilst working in a collaborative way.

## Additional information

NHS GM are committed to providing the care that Oldham children need, to ensure safeguarding responsibilities are met and to reduce inequalities whilst improving outcomes for those in need or at risk.

# Northern Care Alliance NHS Foundation Trust

## Agency overview

The Northern Care Alliance (NCA) NHS Foundation Trust is one of the largest NHS organisations in the country, employing over 20,000 staff. The NCA brings together four hospitals, 2,000 beds, specialist and acute services, a range of associated community healthcare and social care services. The Trust's highly skilled workforce is made up of four Care Organisations, diagnostics and pharmacy services, and many other corporate support teams, all dedicated to saving lives and improving lives. Oldham Care Organisation is one of the four organisations that make up NCA which comprise of a large district general hospital Royal Oldham Hospital which included maternity care and a wide range of community health services for adults and children.

## Reflection from the last 12 months

Northern Care Alliance has faced some challenges relating to provision of safeguarding specialist nurses particularly presence in the MASH due to staff sickness and vacancies. This issue is now resolved with a MASH practitioner from NCA present in the MASH daily alongside a MASH practitioner employed by the ICB.

With the implementation of a new robust safeguarding supervision offer it is now available to all qualifying caseload holding staff in community, acute and midwifery settings. In addition to this group supervision is offered to the wider NCA team to enable any member of staff who wishes to discuss a case or explore safeguarding topics to do so facilitated by the specialist safeguarding team.

NCA have a robust internal audit calendar which generates action plans where needed with findings reported at least quarterly through internal governance processes and also externally to commissioners and where appropriate to the wider multi-agency team.

Engagement with partnership etc by NCA has been good with representation at all levels in sub-groups, committees, board meetings and panel meetings for Rapid Reviews and CSPRs.

The ICON programme is now embedded practice in NCA community and relevant acute settings supporting staff in educating parents regarding the danger of shaking babies and subsequent abusive head trauma. Parental awareness of ICON is audited by the safeguarding team in community clinics with results fed back to 0 to 19 HV teams.

## Safeguarding and The Northern Care Alliance NHS Foundation Trust

All NCA Care Organisations have a responsibility to provide safe, high-quality care and support. The wider safeguarding context continues to change in response to the findings of large-scale enquiries, such as Child protection in England (2022), Francis (2013), Lampard (2015), legislation such as the Children Act (1989/2004) and its statutory guidance Working Together to Safeguard Children (2018) direct and inform our safeguarding practice along with the Mental Capacity Act (2005) and the more recent Domestic Abuse Act (2021).

Contextual safeguarding issues present all agencies with new challenges in recognising and responding to cross generational, cross border risks affecting all aspects of the societies in which we all live. To represent the Oldham Safeguarding Children agenda, responsibility and accountability is embodied at board level and is encompassed within the NCA Chief Nurse role and responsibilities.

The operational and strategic delivery of the key priorities for safeguarding Children is led by the Assistant Director for Safeguarding Children and Cared for Children for the Northern Care Alliance under the Leadership of the NCA Group Associate Director of Nursing for Safeguarding, the Deputy Chief Nurse for NCA and Director of Nursing for Oldham Care Organisation.

## Safeguarding activity in 2023-24

The demands across our services remain multifaceted, complex, and challenging with varying themes emerging across the NCA landscape. The key safeguarding themes for the NCA in Oldham in 2023-2024 were:



- Delayed discharge of Children and Young People attending hospital in emotional distress, but not requiring inpatient Mental health care. This continues as a challenge from 2022 to 2023 and relates to a relatively small group of children requiring multi-agency support and interventions whilst in hospital to secure a safe and effective discharge.
- Re-structure of the 0 to 19 service which is ongoing into 2024 to 2025.
- Learning from reviews and public health messaging including: ICON and safer sleeping with ICON training now an integral part of safeguarding delivery with the ICON message now routinely delivered alongside the safer sleep message to parents of all newborn children in Oldham. Also, learning regarding youth violence and the impact of knife crime in particular. Information regarding attendances at unscheduled care departments following violence and knife injuries is reported the Community Safeguarding Lead via the GM Dashboard.
- Domestic abuse: promoting the value of a hospital based IDVA service locally and across GM, inclusive of the organisational demands of the current MARAC model.
- Participation in the implementation of the Graded Care Profile 2 in Oldham.

### **Learning for Northern Care Alliance NHS Foundation Trust regarding Safeguarding Children Review work 2023-24**

During the period 2023-24, the safeguarding team has continued to strengthen safeguarding practices across the organisation, achieving the target compliance threshold of above 90% for Safeguarding Children Level 3 programme of training, in line with Greater Manchester Contractual Standards Requirements.

### **Safeguarding activity in 2023-24**

#### **Domestic Abuse**

The domestic abuse agenda has remained a high priority for NCA with staff training delivered on a rolling programme to staff in key areas to increase recognition and response to domestic abuse and improve the quality of DASH risk assessments completed for consideration at MARAC.

Work has been ongoing in 23-24 to develop a package of training to support staff within the NCA who are experiencing domestic abuse. This training will be rolled out during 24-25.

#### **Complex and Contextual Safeguarding**

The Complex Safeguarding specialist nurse is funded by the ICB but works closely with health colleagues within NCA sharing health information and accessing NCA electronic records to ensure cases open to the complex team are known to NCA staff.

#### **Neglect**

The neglect agenda continues to feature in all levels of training provided by NCA. Promotion of training and the use of the chosen neglect tool (Graded Care 2) within Oldham is a priority within NCA and as part of the safeguarding partnership. Representation on the neglect sub-group has been maintained throughout 2023 to 24.

#### **Mental Health and the impact of trauma**

2023 to 24 has seen the development of a clear mental health pathway for children and young people attending unscheduled care settings for mental health support. This pathway was developed in collaboration with colleagues in Pennine Care to ensure a smooth handover of care following triage and post discharge. In the past 12 months 601 Children and Young People have been referred to the mental health liaison team from ED at ROH.

#### **Transitions**

Young people cared for in adult areas is a priority issue for NCA with all 16 and 16 year olds admitted to adult areas notified to the safeguarding team via a Datix and an admissions list.

The Children Looked After team provide leaving care health passports for all young people at the 18<sup>th</sup> birthday to support them in their transition to adulthood.

#### **Impact of activity**

The Think Family model has been promoted throughout adult and children's settings and is a topic in both adult and children's Level 3 safeguarding training.

Learning from CSPRs relating to abusive head trauma has informed the focus on ICON training and education for staff and parents.

Awareness of the need to make routine inquiry regarding domestic abuse and offering completion of DASH risk assessments has increased with the focus now on the quality of information shared via DASH assessments and also referrals to social care.

### **Learning for Northern Care Alliance NHS Foundation Trust regarding Safeguarding Children Review work 2023-24**

An audit of follow up after children not brought to appointments in May 2023 indicated more needed to be done to ensure safeguarding consideration for all unseen children as per NCA Unseen Child Policy. An action plan has been devised with the support of external auditors and is being worked through with particular focus on the development of Standard Operating Procedures (SOPs) for children not brought to appointments or who left before being seen specific to clinical areas and departments.

A safeguarding screening tool has now been introduced in the ED for routine completion this supports identification and response to complex safeguarding concerns. Royal Oldham Hospital ED Practice Education Facilitator attended a 2023 Safeguarding Conference - 'Talking about what works - Engaging victims of youth violence in A and E'. NCA are to engaged with the imminent thematic learning review on Youth Violence/Knife Crime following 3 recent rapid reviews.

The GCP2 training programme rolled out with an NCA practitioner included in the pool of trainers. NCA community practitioners have been prioritised to receive training, however this has been impact by capacity to attend within the 0-19 service. Within Safeguarding Supervision neglect and the use of GCP2 is discussed, as are other associated concerns, such as 'hoarding'.

### **Successful Multi-Agency Safeguarding Practice**

Throughout 2023 to 2024 OCO staff have continued to work closely with multi-agency colleagues. OCO provide one full time health practitioners in the MASH (alongside a health practitioner funded by the ICB to ensure health information is readily available to inform 'front door' initial assessments and any resulting strategy meetings and Section 47 assessments.

Members of the children's safeguarding team have contributed to multi-agency partnership training with the Named Nurse for Safeguarding regularly delivering the 'Working Together' session.

Attendance at strategy meetings and meetings relating to Early Help, CP and CIN has increased in 2023 to 2024 with OCO prioritising involvement in safeguarding processes at all levels including provision

of court reports and IHAs and RHAs for Children Looked After.

Attendance at strategy meetings is an integral part of the safeguarding offer from NCA with attendance expected at all strategy meetings either by the practitioner who is the caseload holder (usually a school nurse or HV or a midwife), a specialist safeguarding nurse for children in acute settings and/or a health representative from the MASH team.

Attendance at all levels of support meetings from Early Help to Children Looked After is prioritised and where this is not possible a written report is provided to ensure consideration of the health needs of all children within the safeguarding continuum of need.

Maternity priorities: Learning disability, substance misuse and mental capacity.

### **Safeguarding Priorities in 2024-25**

- Further development of safeguarding support for Oldham Care Organisation with an expected full compliment of staff following some vacancies being filled recently.
- On-going focus on under 1s and safe sleep advice and ICON training.
- Promotion of the use of the GC 2 neglect screening tool and contribution to the training pool delivering the training.
- Embedding learning from recent thematic review into gang related violence.
- To improve recognition and response to domestic abuse in clinical areas and increase the number of DASHs completed by health staff.
- To continue to work closely with the wider multi-agency team to ensure young people with mental health issues are supported particularly during attendances to ED with focus on avoiding delayed discharges when acute mental and physical health care is complete.

### **Key Challenges**

- The environment of continuing change relies on a consistent and well-trained workforce. The challenge for the NCA is ensuring that our staff, patients, and visitors are safe. The visibility of the safeguarding service is vital in ensuring our staff know where to go for support and who to contact, this is a challenge when the wider workforce is continually changing and under constant pressure.
- The key challenges are to:
- Ensure our services maintain a child and family focus and that children's voices are heard. Work

has been on-going within Oldham Care Organisation 2023 to 2024 to explore additional ways of capturing the voice of children directly.

- Ensure that staff know what to do if they are concerned about a child and that our training programmes are effective and up to date.
- To ensure the children's safeguarding agenda remains a priority within the wider care organisation with all the competing demands on leadership, staff time and resources.



**Northern Care Alliance**  
NHS Group

# Positive Steps

## Agency overview

Positive Steps is a charitable trust that delivers a range of targeted and integrated services for young people, adults, and families. We are a unique organisation delivering a combination of statutory, voluntary, and traded services.

The offer includes clear commitment to excellence in safeguarding across family, education, criminal justice, and community settings. We have a lead Director chairing our safeguarding group that has the organisational responsibility for monitoring safeguarding issues and highlighting necessary change as well as highlighting best practice. We also have a designated Trustee overseeing safeguarding through our governance arrangements.

## Reflection from the last 12 months

In the last 12 months Positive Steps has engaged with several Rapid Reviews with the Safeguarding partnership. Working with the partnership the Youth Justice Service has put together a new 'Serious incident notification process' in relation to statutory serious incidents (Youth Justice). This means that a rapid review does not necessarily have to be completed for all serious incident notifications but ensures that the partnership is aware of the notifications and can assess whether there are any wider implications.

Safeguarding has remained at the forefront of the work undertaken at Positive Steps with both adults and children. Staff members continue to attend, partake in and deliver training as part of the partnership.

## Safeguarding activity in 2023-24

### Domestic Abuse

Youth Justice Services support children who have witnessed or suffered domestic abuse through individual working and signposting where appropriate.

### Complex and Contextual Safeguarding

The Youth Justice Service and the Early Help Service work closely with the Contextual safeguarding team at Oldham Council, supporting children who are exploited through trauma informed interventions. 'Getting out for Good' works with girls at risk of or experienced exploitation.

The Missing from Home service undertakes return home interviews within 72 hours of a child returning home and is an advocacy service for children.

### Neglect

Graded Care Profile 2 training has been completed with staff in Early Help, Careers and the Youth Justice Service. We have been able to support families using the household support fund.

### Transitions

The transitions policy for transitions of children from the Youth Justice Service to Probation at 18 years of age has been updated this year.

A new reporting system has been piloted to provide management oversight of all safeguarding concerns across the organisation.

We have a dedicated intranet resource available for staff with the latest guidance, policy changes and developments from safeguarding reviews. The Safeguarding Group has undertaken a review of the safeguarding policy and relaunched in March 2024.

### Impact of activity

The Ofsted Inspection at Oldham Council recognised the good impact of the work of the Early Help service in supporting families and preventing the need for higher level interventions with appropriate step up and step-down processes in place.

The Youth Justice Service is recognised as a good service with outstanding features and there have consistently been low levels of reoffending and first-time entrants into the criminal justice system in Oldham.

The prevention work undertaken by the Youth Justice Service under the Turnaround project has had outstanding outcomes with only one child going onto the statutory caseload.

### Learning for Positive Steps regarding Safeguarding Children Review work 2023-24

Our Safeguarding Group has recently carried out a staff survey to assess confidence in understanding and response to safeguarding. We are currently compiling the responses, but emergent actions include:

- Ensuring all staff complete safeguarding training where relevant to role in a timely fashion in the induction period.
- Reviewing the attendance of staff members on non-mandatory annual safeguarding training
- There was an overall high level of confidence in safeguarding procedures and staff felt able to respond to safeguarding concerns effectively.
- Staff felt well supported by Positive Steps in responding to safeguarding concerns.
- Staff felt confident that they could identify safeguarding issues.
- We need to continue to promote safeguarding development and awareness through our safeguarding group and practitioner forums.

We have also implemented effective sharing of local and national safeguarding reviews through our safeguarding group and practitioner forum. These include Graded Profile training, harmful sexual behaviour, coercion, ICON briefing, S47 investigations and neglect.

### Successful Multi-Agency Safeguarding Practice

Missing from Home service has ensured consistency for children who go missing on more than one occasion by allocating the same worker to the child so that the relationship can be built, and the child does not need to repeat themselves.

Getting Out for Good has continued to work with girls who are at risk of or experiencing exploitation to prevent them becoming criminalised.

Early Help services were recognised for their good practice within the Ofsted Inspection during 2023-2024.

The Careers service works with children subject to an Education Health Care Plan preventing them from becoming 'Not in Education, training or Employment' and providing advice and guidance.

### Mental Health and the impact of trauma

The Youth Justice Service works with children in a trauma informed way. There is a TOG Mind Wellbeing Coach based within the Youth Justice Service supporting children. Recruitment is taking place for a CAMHS Practitioner to be seconded and

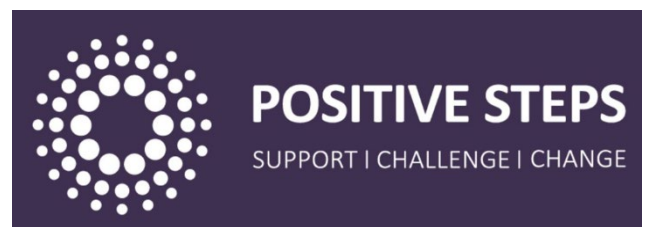
based within the Youth Justice Service. The Probation Wellbeing Hub provides support to link service users to mental health services or other services that can support them. The Early Help Service will signpost families to local mental health services.

### Safeguarding Priorities in 2024-25

- Continued support for children and families who are struggling and need Early Help and intervention.
- Continued support for children to prevent them becoming known to the criminal justice system.
- Continued support for Young Carers.
- A continued focus on getting children and young people into education, training and employment – reducing the risk of exploitation and crime.
- Safeguarding Group and Operational Group to continue.
- Maintain presence and support for safeguarding partnership and associated workstreams.
- Increasing the voice of service users in all our work to improve safeguarding practice.

### Key Challenges

- Increasing demands for support especially relating to mental health,
- Waiting lists for universal services resulting in the need for innovation to meet the needs of children and their families and adults,
- Local levels of deprivation and need,
- Increasing numbers of children going missing.



# Probation Service

## Agency overview

The Probation Service is a statutory criminal justice service that supervises offenders. Its aim is to protect the public and reduce re-offending through the rehabilitation of those supervised. The service is responsible for managing offenders subject to community orders and those receiving custodial sentences, in planning for their release and then supervising them whilst subject to licence. The Probation Service additionally delivers Unpaid Work, Accredited Programmes, Approved Premises and a statutory Victim Contact Scheme. Partnership working is essential to delivering to the aims of the Service.

## Reflections from the last 12 months

The Probation Service in Oldham has built improved stability in staffing resource over the course of 2023-24, a key challenge the previous year. Whilst this has created opportunities to build performance and quality of delivery, the pace and scale of change in the organisation has moderated aspirations with a focus on the delivery of core operational responsibilities. This said, child safeguarding remains a core responsibility, what has been moderated are aspirations to develop local initiatives and engage more widely in partnership governance.

## Safeguarding activity in 2023-24

The Probation Service in Oldham is a committed member of MARAC as well as the Complex & High-Risk Panel. Probation Practitioners will likewise continue to prioritise engagement in LA child safeguarding procedures alongside internal operational practice. The Young Adults team, based at Positive Steps, will continue to work closely with the Youth Justice team in ensuring the effective transition of children to adult services.

The appointment of a Safeguarding practice SPOC has allowed us to make the first steps towards linking more directly within MASH. The SPOC is currently attending daily high-risk meetings with view to agreeing terms for them starting to work from MASH, one day a week, in the near future, to promote further improvements in information sharing and partnership working.

## Impact of activity

The intended impact is to invest in ongoing improvement in the service ability to contribute to safeguarding children.

## Learning for Probation Service regarding Safeguarding Children Review work 2023-24

No direct learning for Probation Service from Safeguarding Children Reviews 23-24. This said, more generic learning for partners is relevant in relation to the importance of effective information sharing, prioritising the voice of the child and the critical nature of effective partnership working around risk management.

## Successful Multi-Agency Safeguarding Work

As evidenced by QA activity, Probation Service in Oldham reliably make checks with the Duty & Advice Service, in line with policy, to support effective partnership working around risk assessment and risk management activity.

The Probation Service is the lead responsible authority delivering MAPPAs (multi-agency-public-protection) arrangements in Oldham. Quality Assurance evidence delivery is to a high standard, engaging partners effectively to safeguard victims and potential victims of violent and sexual offences. The Probation Service delivered MAPPAs DTC training to partners at 5 events 2023-24, raising awareness and commitment to public protection via these statutory arrangements.

## Safeguarding Priorities in 2024-25

The Probation Service in Oldham will continue to prioritise Safeguarding Children in our operational service delivery and in the commitment given to partnership working. Key priorities will be to invest in the learning and development of our staff group and to ensure this learning is translated in the delivery of a quality service in line with policy expectations around safeguarding.

## Key Challenges

Government measures to address prison overcrowding present challenges. This is in the context of people being released from prison sooner creating additional pressure on service and partnership capacity and heightening the importance of effective partnership working.

The management team in Oldham is relatively small with all managers having operational responsibilities. This challenge's an ability to engage fully with OSCP in the context of governance and expectations regarding attendance at a range of meetings. This is something that will need to be reviewed, in consultation with the partnership.

Probation  
Service



# Greater Manchester Police

## Agency overview

Greater Manchester Police's purpose is to fight, prevent and reduce crime, keep people safe and care for victims.

There are five priorities:

1. Respond to incidents and emergencies
2. Investigating and solving crime
3. Preventing and reducing crime, harm and anti-social behaviour
4. Delivering outstanding services
5. Building public trust and confidence

GMP in 2024 have now embedded the child centred policing strategy under the leadership of the strategic safeguarding lead 2024.

At Greater Manchester Police (GMP), we are committed to a Child Centred Policing approach that puts the needs, voices and experiences of children and young people at the forefront of everything we do.

## Reflections from the last 12 months

GMP as a force have been taken out of 'special measures' and have increased our response times.

Responding to call for help has continued to improve through 23-24 with call handling and crime recording timeliness remaining strong and consistent and amount the best in the country. This has meant we are getting to victims much quicker and accurately recording crime.

We have enhanced our digital contact options enabling the public to make crime reports online and a live chat facility for real time discussion.

We have delivered a revised graded response policy THRIVE to ensure force effectively prioritising its call for service:

THRIVE: Threat, Harm, Risk investigation vulnerability engagement assessment.

## Safeguarding activity in 2023-24

### Domestic Abuse

As a Force in achieving our solved outcome rates in DA we have committed to a new greater target of 15% for solved outcomes. At Oldham we are working hard to achieve this goal and have improved by 41% since January this year.

## Complex and Contextual Safeguarding

Our Complex teams joint working relationship and co-locating is recognised as best practice and high performing.

The Police Complex team work well with partner and are also investigating some significant and serious offences which has seen charges for trafficking, child rape and other significant outcomes.

## Neglect

We now have a dedicated child investigation unit who work closely with social care who work to identify children who could be experience neglect. This is support by a new risk assessment tool which is conduct on all child protection crimes to ensure the correct investigative officer is managing the right offences. We continue to participate in child protection case conferences where those at highest risk are discussed. Our CP policy has also recently been revised and includes specific information on signs of neglect.

## Mental Health and the impact of trauma and transitions

Police have recently committed to ensuring we have an inspector lead to be part of the board in regards these priority areas.

## Impact of activity

The Force and Oldham specifically have improved greatly on numbers of missing children and repeat incidents as a result of excellent partnership work between police, our prevention hubs and local authority.

We have also seen significant improvements in our Domestic Abuse, Child Protection and Sexual assault/rape outcomes.

## Learning for Greater Manchester Police regarding Safeguarding Children Review work 2023-24

GMP have a dedicated investigation and Safeguarding review team who attend all Child Safeguarding practice reviews across GM.



This enables us to ID clear patterns emerging which have an impact on policing. This means that the team will share themes and actions for improvement not only to the districts they effect but also the wider force.

## Successful Multi-Agency Safeguarding Practice

We have had several successfully ran operations within both our Complex and CPIU teams.

Op Pontria concluded this year with a total of 47 charges secured against a mother and father who committed systematic abuse against their 6 children. This was a highly complex and harrowing investigation for both victims and all professionals involved. It is testament to the multi-agency work which was undertaken to support the victims to provide their evidence and achieve this outcome.

Our complex Safeguarding team won this years District team of the year award.

## Safeguarding Priorities in 2024-25

Our district commander Estelle Mathieson has set Oldham's district priorities as

- Child Protection
- Domestic Abuse
- Intelligence gathering

The force has commitment to deliver local DA teams in every district and the Multi Agency Tasking and Co-ordination Officer in place in every district.

ACC Jackson has stated:

There is a commitment to enhance the drive to prioritise child protection. Recognising that it is incumbent on every person in the force to look after the needs of our most vulnerable. This will look at strengthen investigation standards, leadership governance response and identification of risk.

The Force are implementing the Operation Seteria transformation programme.

## Key Challenges

The key challenges for Oldham are replicated nationally in policing. Following the success of the uplift programme, which focused on bringing people from a range of backgrounds and communities, and with a range of different skills into policing, there is an inexperienced workforce.

This means the workforce require training and support to deal with the complexities of safeguarding.

There is a national issue around the shortfall of detective resources, which again is being addressed through the uplift programme, but there is a knowledge and experience gap.

Locally, we are managing this with enhanced training and coaching, using both internal resources and externally through the Oldham partnership training offer.

There is a force performance management framework and analytical capability to assess gaps in performance, with a clear governance structure so that issues can be quickly identified and addressed.

GMP has competing demands which are directed by governmental priorities, in addition to the local needs of the people of Greater Manchester. GMP Plan on a Page underpins our approach to improving and ensuring that we move towards being an outstanding force.

The national project of Right Care, Right Person is being introduced and will bring opportunities to Oldham to ensure that as a partnership we continue to work closely together.



## Agency Overview

Founded in 1893, Oldham College has around 6,500 students and staff located across two sites in the town centre. It specialises in technical and professional education and training for hundreds of learners aged 16 and above offering an extensive range of courses – including apprenticeships and T Levels – and has its own provider of Higher Education at University Campus Oldham.

We have a wonderfully diverse student cohort who bring wealth of experiences to the college, our inclusive and holistic approach to learning gives a real sense of safety and promotes everyone reaching their full potential and contributing to the social and economic growth of our town and community.

## Safeguarding and Oldham College

Safeguarding is at the core of the Oldham College offer, we have created a 'whole college approach' to safeguarding, with all staff understanding what their role and responsibilities are in ensuring that all students have safe and inclusive support to obtain positive educational outcomes.

Our Designated Safeguarding Lead has responsibility for safeguarding and is the conduit between the operational and strategic offer for the safeguarding arrangements. We hold termly safeguarding committee meetings and also feed into the termly Curriculum and Quality Governor meetings with termly reports and annual reports, this ensures continuous scrutiny and oversight at all levels within the organisation.

Safeguarding CPD is planned on an annual basis within the wider CPD agenda for all staff, all staff have enhanced DBS status, all staff on induction and annually complete a suite of online safeguarding training with further face to face sessions throughout the year that contextualise what the Oldham College and Oldham safeguarding landscape looks like.

We have a strong working relationship with the LADO to ensure our compliance with Safer Recruitment, we are also a partner that delivers within the partnership training offer on an annual basis.

Alongside our AoC Beacon status for our Safeguarding support for students we are also NNECL accredited for our support for Care

Experienced students, we are due to resubmit for this again this year after receiving this 3 years ago as we were one of the first colleges nationally to receive this accreditation, we will also be renewing our Rainbow Flag accreditation in September after receiving it 3 years ago.

## Safeguarding activity in 2023-24

We have supported over 1400 students with safeguarding and welfare this academic year, we have seen an increase in adult referrals in particular those experiencing homelessness while also requiring support around seeking asylum.

We have successfully delivered our 3<sup>rd</sup> year of safeguarding personal development curriculum, to all students, the topics covered were:

- Safeguarding & Prevent
- Digital Footprint
- Relationships
- Human trafficking & modern slavery
- Domestic Abuse

All Staff CPD safeguarding sessions have included:

- Safer Recruitment
- Working Together to Safeguard
- Sexual Harassment

Target Staff CPD for those carrying out direct safeguarding work has included:

- X4 staff completing an IDVA qualification
- Sophie Lancaster – Train the trainer
- Domestic Abuse – Train the trainer
- Systematic Approach
- Contextual Safeguarding
- Neglect
- Self-Neglect & Hoarding
- MARAC/DASH
- Substance & Alcohol misuse
- Impact of Pornography on Children
- Appropriate Use of Language

## Learning for Oldham College regarding Safeguarding Children Review work 2023-24

Oldham College have continued to be compliant within all safeguarding regulations and have been responsive in our approach to both local and National reviews. Our safeguarding approach has disseminated findings on reviews such as:

- Child exploitation
- Neglect
- Youth Violence
- Domestic Abuse
- DOLS
- Self-neglect & Hoarding
- Sexually harmful behaviour
- Care experienced

Our termly safeguarding committee meetings, termly Governors meeting, monthly meetings with our CEO & Principal, monthly wider principalship and weekly team meetings use our current data, trends and themes both on a local and National level and staff and student voice is used to ensure that safeguarding is always in discussions, looking at ways to create early interventions and opportunities to increase knowledge and upskill, how we can embed in CPD planning, curriculum planning, personal development and targeted work.

### Successful Multi-Agency Safeguarding Work

Oldham College works with a wide range of external partners, our approach is based on being collaborative and holistic in our approach. We have established strong working relationships with Oldham's CSC, Positive Steps, Virtual School, Health partners and GMP.

We have delivered training alongside external colleagues on Professional Challenge, Domestic Abuse and HBV. We also have strong partnership working with our GM FE colleagues, we are active participants with the FE DSL networks and the GM Colleges Group, sharing good practice and being involved in GM projects and initiatives, an example of this is:

Being commissioned to develop and resource around young people and unhealthy relationships, we have created 5 short videos of young people's relationships alongside the delivery of workshops. The session is designed to recognise and understand healthy and unhealthy behaviours, creating conversation amongst students to also gain their perspectives. The Safeguarding personal development curriculum is delivered by staff who are trauma informed and contextualise their approach, emotional wellbeing being at the core of all their delivery.

We have an additional counselling offer that is an add on to the safeguarding and welfare offer, this is an additional factor that is contributing to best outcomes for students. We work in a multi-agency context when we are risk assessing for those students who may be on referral orders, license, bail to ensure fair and safe access to education.

### Safeguarding Priorities in 2024-25

- Mental health and emotional wellbeing
- Trauma informed refresh
- Relationships
- Homelessness and immigration
- Becoming a college of sanctuary
- Unconscious bias

### Key Challenges

- We have seen increased referrals for adults experiencing homelessness with the complexity of immigration status attached
- Increased overall referral numbers, we are seeing year on year increased numbers
- Continuing to maintain high standards of professional development and upskilling of the workforce
- Maintaining the 'whole college approach' while recruitment is an ongoing all year process



**WHERE LEARNING WORKS & SKILLS PAY**

# Children's Social Care – Oldham Local Authority

## Agency overview

Our practice is driven by our vision:

“Children and families are at the centre of everything we do, and everything we do is to develop strengths and resilience for them, ensuring all children have a stable life and reach their full potential”.

We want to ensure that children and young people in Oldham can live in safe, loving and stable homes and have a brighter future.

We know that for children and families who require or look for Children's Social Care support, the relationship they have with workers and the skills and resources of that worker(s) is of great significance.

Oldham CSC and EH have its own Practice Standards and specific Management Practice Standards. In addition, within Oldham Safeguarding Children's Partnership there are multi-agency practice standards. These are applicable to all teams and service areas across Children's Social Care and Early Help. Additionally, specific standards and CPD expectations apply.

## Reflections from the last 12 months

During this time, we saw significant service demand, accompanied by challenges in staff retention and maintaining consistency due to both turnover and staff career progression. We have engaged together in a robust response, including workforce investment, following the launch of our Social Work Academy in December 2022 alongside a targeted practice improvement plan at the same time.

Our Quality Assurance Framework was refreshed in November 2023. The Framework recognises that auditing activity alone will not improve the quality of practice. Research tells us a good quality assurance framework must triangulate evidence from a range of sources to help us to understand what we are doing well, and where we need to improve for all children. This is demonstrated using our 'Quality Assurance jigsaw'.

During the reporting year 2023/24 we have undertaken 383 audits. Positively, most practice

domains have seen an increase in the percentage being graded good and outstanding.

## Safeguarding activity in 2023-24

Thematic Practice Reviews themes are identified by the Quality Improvement Group and aligned to our improvement priorities.

Thematic Practice Reviews are completed every third month by the Leadership Team.

Over 2023 into 2024, Oldham Safeguarding Children Partnership (OSCP) undertook a range of learning processes including Multi-Agency Case Evaluation (MACE) and Local Learning Reviews, and the statutory processes of Rapid Reviews and Local Child Safeguarding Practice Reviews.

The MACE theme in Q3 2023-2024 was Transitions, key findings identified similar to national research that the timing and sequencing of many aspects of transition planning was a critical influential factor. Oldham Children and Adults services implemented a transitions hub in early 2023. This was put in place to provide a protocol and framework for transition, and it was noted in the audit that the Hub approach is still early in its implementation.

This year saw the launch of the refreshed Practice Standards and Practice Model Handbook 'Our Practice Fundamentals'. We have increased ownership of quality assurance and aligning learning to service improvement, led by Heads of Service. This has led to the launch of our Quality Assurance Dashboard, providing sophisticated insight into our monthly and quarterly quality assurance activity and outcomes.

## Impact of activity

Strengths:

- Children making progress and feeling part of a family.
- Carers skilled in meeting needs and young people being supported and progressing ambition.
- Carers feel supported and valued by the fostering team.

- Consistency between mainstream and kinship carers.

## Learning for Children's Social Care regarding Safeguarding Children Review work 2023-24

Learning from Practice Reviews has informed process and practice changes:

- Improve children and parents' participation in the co-development of plans in line with our Practice Model.
- Getting better at the right intervention at an earlier juncture
- Supervision and management oversight could be strengthened for some through use of reflection and analysis recognising the impact on the child.
- Early permanence needs to be a whole service priority.
- Develop and improve links with CAFCASS and the Family Court.
- Frequency and reflectiveness of supervision to be strengthened.

## Successful Multi-Agency Safeguarding Practice

Oldham Children's Safeguarding Partnership (OSCP) has a strong focus on the quality and effectiveness of multi-agency safeguarding practice. This is undertaken by completing Rapid Reviews and commissioning Children's Safeguarding Practice Learning Reviews where required, as well as undertaking thematic multi-agency case audits. It was from this activity that the area of Transition was identified as a partnership priority. This led to the creation of a Transition Board jointly chaired by both Directors of Adults and Children with a clear action plan for improvement. We are already seeing the impact with more effective joint working between children and adult services resulting in increased quality and timeliness of transition planning. In line with the Quality Assurance Framework, the outcomes of practice reviews have been collated and analysed which tells us:

Strengths:

- Relationship based practice is a strength in the skillset of our workforce.
- More children have a chronology, assessment and plan that evidence the child's journey.
- Good and outstanding practice reviews show good management oversight and supervision.
- Collaboration with children and families is evidenced in records.
- Systemic Practice tools are being used and this is evidenced in the child's record.
- The child's perspective being understood and heard within interventions.
- Clear direction and drive in planning.

Fostering Practice Reviews are completed monthly within the fostering service and measure against fostering standards alongside the impact of fostering for the child

## Safeguarding Priorities in 2024-25

- Identifying cumulative harm and the impact for children and young people would strengthen some assessments.
- Reviewing our Quality Assurance Framework to become a Quality Assurance and Learning Framework. Driving a cultural shift in Quality Assurance, and oversight, to focus on the impact of our interventions and outcomes for children and families, shifting focus from compliance.
- Continuing to embed our Practice Standards and Fundamentals.
- Further embed and review our learning and development offer for our Systemic Practice Model and Standards in partnership with Frontline.
- Carers to have more of an active voice in multi-agency care planning.
- Review Practice Learning tool to ensure it supports the learning for the practitioner, evidence how judgements are reached and what would have made it even better.
- Further promote the use of Research in Practice as a 'Practitioner Resource'.
- Strengthen systems and processes to receive and record feedback throughout the

child/ family journey including case closure/step down.

- Strengthen mechanisms for sharing learning with the wider workforce including learning and development offer, SharePoint resources, learning circles, close the loop meetings and Practice Weeks.
- Increase the efficiency and impact of 'close the loop' activity.
- Develop case management system to record Direct Observations.



## Key Challenges

There is ongoing development work with some areas of compliance against Fostering Standards, but this is an improving picture.

We know that to maintain and improve the quality of practice we need a stable, well trained and developed workforce who have the capacity to undertake quality work and develop meaningful relationships with children and families.

There has been significant investment in Childrens Services with an increase of 50 in the social work establishment. This has allowed us to meet the significant challenge of increased demand, respond to need and keep children safe.

SAFEGUARDING  
OLDHAM