

***OVERVIEW AND SCRUTINY BOARD
Overview & Scrutiny Committee
Agenda***

Date Tuesday 18 June 2019

Time 6.00 pm

Venue Lees Suite, Civic Centre, Oldham, West Street, Oldham, OL1 1NL

- Notes
1. DECLARATIONS OF INTEREST- If a Member requires advice on any item involving a possible declaration of interest which could affect his/her ability to speak and/or vote he/she is advised to contact Paul Entwistle or Mark Hardman at least 24 hours in advance of the meeting.
 2. CONTACT OFFICER for this agenda is Mark Hardman Tel. 0161 770 5151 or email mark.hardman@oldham.gov.uk
 3. PUBLIC QUESTIONS - Any Member of the public wishing to ask a question at the above meeting can do so only if a written copy of the question is submitted to the contact officer by 12 noon on Thursday, 13 June 2019.
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MEMBERSHIP OF THE OVERVIEW AND SCRUTINY BOARD
Councillors McLaren (Chair), Taylor, Toor, Harkness, Jacques, Curley, Price and Surjan

Item No

14 Children's Safeguarding (Pages 1 - 30)

16 Alexandra Park Eco-Centre and Northern Roots (Pages 31 - 34)



Oldham
Council



Report to Overview and Scrutiny Panel

New Safeguarding Arrangements for Children

Portfolio Holder: Councillor Amanda Chadderton

Officer Contact: Merlin Joseph, Interim Director of Children's Services

Report Author: Merlin Joseph, Interim Director of Children's Services

Claire Smith, Executive Nurse, Oldham CCG
Superintendent Daniel Inglis, GMP

18 June 2019

Reason for Decision

New governance arrangements for safeguarding children under the Children and Social Work Act 2017 need to be approved and published by 29 June 2019 and in place by 29 September 2019. The approval of the governance bodies of the three statutory partners at this time will facilitate a three month period for the preparation for implementation of the new safeguarding partnership arrangements

Executive Summary

The Children and Social Work Act 2017 requires that the three statutory partners under the legislation (the local authority, police and local clinical commissioning group) publish revised multi-agency safeguarding arrangements by 29 June 2019 and implement these new arrangements by the 29 September 2019. This means that the current Local Safeguarding Children's Board (LSCB) will be disbanded. The new arrangements seek to ensure that all local relevant agencies continue to engage with the three statutory partners in effective safeguarding activities, whilst building stronger linkages with the Oldham Adult Safeguarding Board and allied partnerships and governance groups.

The new arrangements will consist of a new Safeguarding Children Strategic Partnership (which replaces the current Board) to provide strategic vision, leadership, scrutiny and

accountability. This will be supported by a Children's Safeguarding Executive Group that will be responsible for the delivery of the Partnership's strategic business plan (replacing the current executive group). Sub-groups of the Executive will undertake the detailed work on implementation of the safeguarding business plan with respect to services, service developments, performance monitoring and quality assurance. A stronger role for the voice and vision of the child is proposed in service planning and scrutiny.

New arrangements for challenge, scrutiny and commitment to continuous improvement amongst the statutory partners and relevant agencies is proposed, along with revised accountability forums.

Recommendations

To approve the proposals for the new arrangements to enable them to be published by 29 June 2019 and effectively implemented by 29 September 2019.

New Safeguarding Arrangements for Children

1 Background

- 1.1 The requirement to establish a Local Safeguarding Children Board (LSCB) to oversee the governance arrangements for local safeguarding strategies and services was contained in the Children Act 2004. This facilitated multi-agency governance bodies to set the strategic priorities locally for safeguarding, monitor the performance of local safeguarding services and challenge partner agencies to improve their performance where required. The performance of local Boards varied across the country, and this was highlighted when Board performance became subject to Ofsted inspection from 2013 onwards. Oldham's Board was subject to inspection in 2015 and found to require improvement.
- 1.2 In 2016 the DfE asked Sir Alan Wood to review the governance of the child safeguarding governance arrangements and concluded:
- That there should be strengthened statutory responsibilities for safeguarding governance placed on the three lead partners (local authority, police and CCG)
 - That there should be a stronger co-ordination role at a national level for serious case reviews
 - That child death overview arrangements should move from local authority to public health

2 Current Position

- 2.1 Since the 2015 Ofsted inspection the focus and performance of the Oldham LSCB has significantly improved. It is now a significant force both locally and within the GM arena. In responding to the requirements for legislative change it will be important to ensure that the current strengths of the Oldham safeguarding partnerships are sustained.

3 Options / Alternatives

- 3.1 Options and alternatives have been considered by the statutory partners in their deliberations. The option of not changing the current arrangements is not available. Careful consideration has been given to the emergent options being developed at both a GM and national level. The option of joining the children and adults safeguarding governance arrangements has been considered in depth.

4 Preferred Option

- 4.1 The preferred option is one that:
- Focuses on the strategic role of the statutory partners and relevant agencies for leadership and accountability
 - Delegates operational oversight and performance management to an executive group
 - Enables functional priority sub-groups to address the detail of issues
 - Facilitates safeguarding working between children and adults in a consistent and coherent fashion
 - Facilitates continuous improvement in safeguarding practice, along with the contribution of children and young people to this.

5 Consultation

- 5.1 Development of these proposals has been on-going since April 2018 and a large number of stakeholder events and consultations have taken place. The statutory partners and independent chair have overseen this process since inception.

6 **Financial Implications**

6.1 The financial implications of the new arrangements are the same as those for the current arrangements. The financial implications going forward (2020 and onwards) will be examined in the second half of the current financial year.

7 **Legal Services Comments**

7.1 None

8. **Co-operative Agenda**

8.1 The proposals seek to sustain the current co-operative arrangement between statutory partners and with relevant agencies

9 **Human Resources Comments**

9.1 None

10 **Risk Assessments**

10.1 None

11 **IT Implications**

11.1 No IT implications inherent in the proposed revisions. We will need to refresh information sharing agreements between statutory partners and with relevant agencies.

12 **Property Implications**

12.1 None

13 **Procurement Implications**

13.1 None

14 **Environmental and Health & Safety Implications**

14.1 None

15 **Equality, community cohesion and crime implications**

15.1 The proposals seek to enhance the voice of the child in influencing the priorities and the evaluation of performance of local safeguarding services.

15.2 The proposals seek to reduce the role of vulnerable young people in criminal exploitation and organised crime, with particular reference to improved understanding of complex and contextual safeguarding.

16 **Equality Impact Assessment Completed?**

16.1 No

17 **Key Decision**

17.1	No
18	Key Decision Reference
19	Background Papers
19.1	None
20	Appendices
20.1	Appendix A - Relevant Agencies to the new safeguarding arrangements Appendix B - Structure chart of new governance arrangements

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Oldham Safeguarding Partnership

The Safeguarding Children Arrangements for
Oldham

V.8

June 2019

Foreword

Oldham's ambition is for a place where children and young people thrive. A key element in the delivery of that ambition is to ensure that children and young people are safe and feel safe, in their families, their homes, their schools and places of learning and in their communities. By working in effective partnerships – local families, local communities and local services – we aim to ensure that the children and young people of Oldham enjoy the best start in life, with their safety at the centre of our collective ambition.

The Oldham Strategic Safeguarding Partnership has been developed by Oldham MBC, Greater Manchester Police and the Oldham Clinical Commissioning Group to ensure that all children and young people in the area get the safeguarding and protection they need in order to help them to thrive. The partnership will provide leadership and accountability for the promotion of children and young peoples' well-being and the prevention and protection from harm. The partnership will promote a child-centred approach to safeguarding, listening to children, empowering families and, where needed, providing services that are professional, evidenced-based and effective. The partners will continuously strive to improve and challenge each other to learn the lessons from daily practice.

Safeguarding is everyone's business and the Oldham safeguarding partnership will provide lead responsibility in demonstrating what this means for all people and professionals living and working in the local community.

Add signatures from Carolyn Wilkins/ Ian Hopkins/ Neil Evans

Introduction

The Children and Social Work Act 2017 requires the three lead statutory agencies (local authority, police and local clinical commissioning group) to put in place revised safeguarding multi-agency arrangements by September 2019. These arrangements need to engage all relevant local agencies for the purpose of safeguarding and promoting the welfare of children in the area.

For many years the partner agencies in Oldham have coordinated their preventative and protective roles and responsibilities via the Oldham Safeguarding Children's Board. This Board has, over time, delivered effective and efficient safeguarding strategies and responses, many of which have been innovative and commanded the attention of national audiences. The record of the Board can be seen in its annual reports which are available on the website (www.olscb.org) and the strategic aims of the Oldham partners will transcend the transformation of governance responsibilities for safeguarding.

The Oldham Safeguarding Partnership will be introduced on 29 June 2019 followed by an implementation period of three months. The Oldham Safeguarding Children Board will cease to operate on 29 September 2019.

Vision and Aims

The vision and aims of the Oldham Safeguarding Partnership are those currently stated in the Oldham Strategic Safeguarding Plan 2018-2021. While this plan was originally developed and signed off by local safeguarding partners under the Local Safeguarding Children's Board (LSCB) arrangements, the local partners continue to be committed to this vision and aims, demonstrating the continuity of their commitment to the safeguarding partnership, irrespective of change to governance structures.

The vision of the Partnership is:

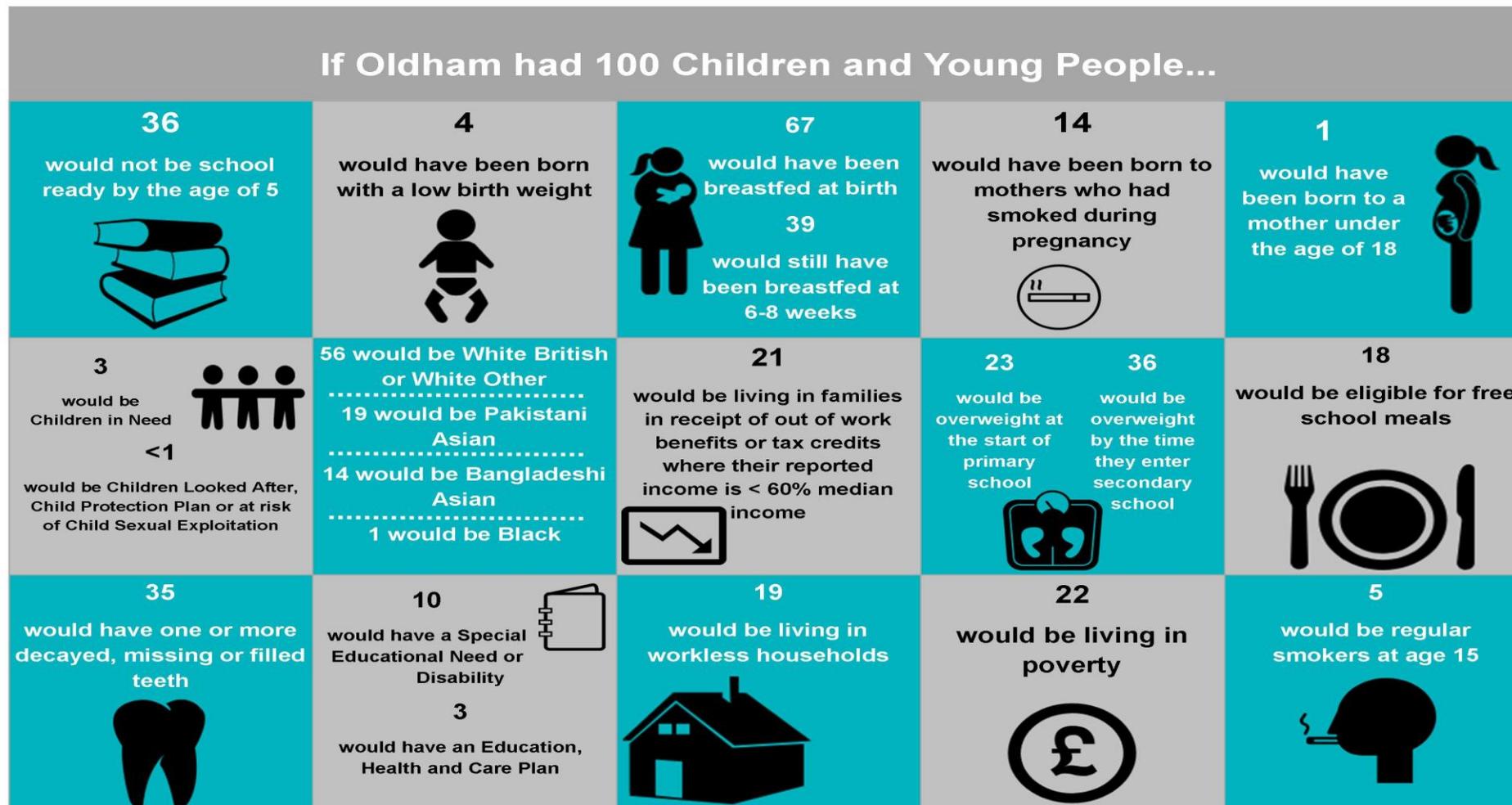
“For everyone to work together to ensure that all children and young people are safe and feel safe within their homes, schools and communities,”

Over the period to March 2021 the strategic aims of the Partnership are to ensure:

- Excellent practice is the norm across all practitioners in Oldham
- Partner agencies hold one another to account effectively
- There is early identification of new safeguarding issues
- Learning is promoted and embedded
- Information is shared effectively
- The public feel confident that children are protected

We need to ensure that all relevant parties continue to effectively participate in the new partnership arrangements and sustain their commitment to keeping the children and young people of Oldham safe and their contribution to enabling them to thrive. Prior to implementation of these revised arrangements a workshop will be convened of all relevant local safeguarding partners to review:

- The aims of the revised Partnership arrangements
- How Partnership working under the revised arrangements will differ from the working relationships under the LSCB
- Any revision to the statement of the vision and values of the Partnership required as a consequence.



These revised arrangements for safeguarding apply to the geographical area of the Metropolitan Borough of Oldham. We will ensure that these new arrangements are able to monitor the nature, extent and prevalence of safeguarding need within this geographical area and the initiatives services and outcomes provided to children, young people, their families and their communities by the contributors to this safeguarding partnership.

Oldham forms one of the ten local authority areas that comprise the Greater Manchester conurbation. Oldham will continue to work closely and collaboratively with its counterparts on both a regional and sub-regional basis. In particular, Oldham will actively participate in the initiatives of the Greater Manchester Combined Authority, particularly with respect to the Greater Manchester Safeguarding Standards Board and the Greater Manchester complex safeguarding initiative.

Understanding the context of life in Oldham for children, young people and their families is a fundamental point of departure for the safeguarding partners.

The voices of children and families

The new partner arrangements will seek to improve our ability to listen to children and young people as to their concerns and aspirations and how their safety might be compromised. The Make Your Mark survey in 2018 revealed the following top priority concerns for Oldham young people:

- Community safety
- Mental health
- Employment opportunities
- Combating homelessness

We need to be responsive to these findings and demonstrate that we are making an impact on the concerns of children and young people. The new arrangements will facilitate improving the partnerships communication with children and young people with the introduction of a new young people's safeguarding group. This group, which will be a formal component of the partnership, will be developed over the coming twelve months learning from the best practice of other Safeguarding Partnerships across the UK. In addition to providing the partners with information on

children and young people's emergent safeguarding concerns, the group will also provide scrutiny and challenge to the practices employed by the statutory partners and the relevant agencies.

These new arrangements will be in addition to the meetings already convened with the Oldham Youth Service and with the Oldham Children in Care Council.

Safeguarding Partners

The statutory partners responsible for the safeguarding arrangements under the Oldham Safeguarding Partnership are:

- Oldham Local Authority
- Oldham Clinical Commissioning Group (CCG)
- Greater Manchester Police

As three safeguarding partners have equal and joint responsibility for local safeguarding arrangements. In situations that require a clear, single point of leadership, all three safeguarding partners will decide who would take the lead on issues that arise.

The lead representatives for Oldham's Safeguarding Arrangements are the Chief Executive of Local Authority, who is also the Accountable Officer for the Clinical Commissioning Group; and the Chief Constable of Greater Manchester Police.

The lead representatives have opted to delegate their functions to the following Senior Officers:

- Director of Children's Services (DCS) –Local Authority
- Executive Nurse – Clinical Commissioning Group
- Oldham Divisional Commander – Greater Manchester Police

Whilst the lead representatives may delegate their functions they remain accountable for any actions or decisions taken on behalf of their agency.

Relevant Agencies

Organisations designated as “relevant agencies” are those organisations and agencies whose statutory involvement in safeguarding the Partnership considers to be required to effectively safeguard and promote the welfare of local children (Working Together 2018 p.75). The “relevant agencies” to which these safeguarding arrangements apply is included at **Appendix A**. All organisations that were previously members of the Oldham Safeguarding Children Board at the point of the new safeguarding arrangements being implemented have been named as relevant agencies, alongside some additional nominees (eg the ambulance service). This ensures that the valuable contribution of those organisations to safeguarding work will continue to be taken forward collaboratively.

Designated “relevant agencies” will:

- Have appropriate safeguarding policies and procedures in place
- Regularly report on the operation of these policies and procedures as required by the local Partnership (eg by way of Section 11 returns
- Be aware of the safeguarding priorities of the local Partnership, as contained in the Partnership annual business plan, and contribute to the meeting of those priorities as appropriate to their role and remit
- Have the opportunity to commission support from the statutory partners to enable the delivery of their safeguarding responsibilities to the local Partnership

Responsibility for communicating with “relevant agencies” on the above issues will be assigned to nominated “leads” drawn from the membership of the Strategic Partnership. The list of “relevant agencies” will be reviewed by the local Partnership annually.

Schools and education establishments

As stated in Working Together 2018,

*“Schools, colleges and other educational providers have a pivotal role to play in safeguarding children and promoting their welfare. Their co-operation and buy-in to the new arrangements will be vital for success.....
The safeguarding partners should make arrangements to allow all schools (including multi academy trusts), colleges and other educational providers, in the local area to be fully engaged, involved and included in the new safeguarding arrangements*

Particular consideration has been given to the role of education providers' engagement with the new governance arrangements for safeguarding and Oldham's Safeguarding Partners have chosen to name all schools, academies, colleges and education providers in Oldham as relevant partners. The Local Authority's Director of Education, alongside nominated representatives from Primary, Secondary, Special Education and Further Education will continue to be key members of the Safeguarding Partnership with a specific remit of ensuring effective communication of the Partnership's business to their peers throughout the local education sectors.

Residential homes

Residential homes for children and young people operating in Oldham will be required to become relevant agencies under the revised safeguarding arrangements. The Local Authority will use its commissioning structure and the residential manager's forum to communicate safeguarding concerns and issues to and from the residential care community.

Information Governance

An evaluation has been undertaken to audit the current status of data control and data sharing between the statutory partners and relevant agencies in Oldham. The statutory partners and their safeguarding stakeholders will comply with relevant legislation and regulation in relation to using data and intelligence. The Greater Manchester Information Sharing Procedures will provide the framework for information sharing. A local data transfer agreement and information sharing agreement will be in place in time for the implementation of the new arrangements. Each statutory partner will continue to be responsible for receiving information requests relating to their agency and considering exemptions under the relevant legislation. The communication of responses to requests, however, will be coordinated by the partnership to the inquirer.

Partnership arrangements

The organisational structure for the Oldham Safeguarding Partnership is included as **Appendix B**.

Whilst Oldham will retain distinct children's safeguarding arrangements there is a strong desire from partners to closer align these new arrangements with those of other strategic partnerships including Oldham Safeguarding Adults Board, Children and Young People's Partnership Board, Health and Wellbeing Board and the Community Safety and Cohesion Partnership. Chairs of these Boards and Partnerships will meet as required to share safeguarding concerns and issues that affect their remit.

In order support this closer working relationship between the Oldham Safeguarding Children's Partnership and the Safeguarding Adults Board the partnership has identified a series of cross-cutting subgroups to deliver on shared priorities (which are outlined below).

The Local Authority and CCG will convene a safeguarding scrutiny and accountability forum that will meet quarterly to review both the children and adults safeguarding agenda. This forum will be chaired by the Chief Executive of the Local Authority and CCG and comprise the independent chairs of the children safeguarding partnership and adult safeguarding board, the Executive Nurse of the CCG, the directors of children and adults services, the lead members for children and adults services and their opposition counterparts.

Safeguarding Children Strategic Partnership:

The Strategic Partnership will be responsible for setting the strategic aims and priorities of the Oldham safeguarding children partnership, agreeing and monitoring the partnership budget to deliver on those aims and priorities, monitoring the performance of the partnership, holding partners to account, providing scrutiny and challenge.

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will be chaired by an Independent Chair and will have the following partnership representation:

- Director of Children's Services - OMBC,
- Director of Social Care and Early Help - OMBC
- Executive Nurse – CCG,
- Designated Doctor – CCG,
- Designated Nurse – CCG,
- Superintendent – GMP,
- Lead Cabinet Member - OMBC
- Director of Education - OMBC
- Director of Public Health - OMBC
- Secondary Head teacher,
- Primary Head teacher,
- Special school representative
- Further Education representative
- Voluntary Sector representation
- Lay member

The Safeguarding Children Strategic Partnership will meet on a bi-monthly initially leading to quarterly once the revised arrangements have been embedded.

Oldham Strategic Safeguarding Forum

This forum will support the identification and prioritisation of cross-cutting safeguarding concerns that affect both vulnerable children and adults and require a coordinated response. This forum will bring together the following key leads to meet twice a year:

- Independent Chair of the Children's Partnership
- Independent Chair of the Safeguarding Adults Board
- Director of Children's Services – OMBC,
- Director of Adult Services – Oldham Cares,
- Executive Nurse – CCG,
- Superintendent – GMP.

Children's Safeguarding Executive Group

The Children's Safeguarding Executive Group will report directly into the Safeguarding Children Strategic Partnership and will be responsible for the development and delivery of the partnership's annual business plan and overseeing and monitoring the work of the sub-groups to deliver on the partnership business plan. The Executive Group will be chaired by one of the statutory partners that sit on the Strategic Partnership Group.

This group will have the following representation:

- Designated Nurse – CCG,
- Designated Doctor – CCG,
- Director of Children's Social Care and Early Help - OMBC,
- Chief Inspector – GMP,
- Director of Youth Justice Service,
- Assistant Director of Nursing Safeguarding - Northern Care Alliance,
- Head of Children's Services - Pennine Care,
- Local Authority Designated Officer (LADO)
- Director of Safeguarding Services – Bridgewater Community Healthcare NHS foundation trust
- Schools and further education representation,
- Senior Manager – Turning Point,
- Assistant Chief Officer - National Probation Service,
- Interchange Manager - Community Rehabilitation Company,
- Service Manager - CAF/CASS,
- Inter-Faith representative
- Third Sector representative

The Executive Group will meet on a bi-monthly basis. The group will report to the Safeguarding Children Strategic Partnership on a bi-monthly basis initially and a quarterly basis once the new arrangements have been fully embedded.

Children-specific sub-groups

These would be a combination of groups that perform a particular statutory function and/or reflect a priority issue on which the Partnership wishes to see development. These groups would comprise representatives of the wider local children's partnership and would be reviewed annually as part of the business planning process. In year one they will comprise the following:

1. Child Safeguarding Practice Review:

This group will be responsible for the consideration of serious incidents and/or child deaths which have occurred as a result of abuse or neglect, as per Working Together 2018 guidance. The group will undertake rapid reviews within 15 working days and will lead on the completion of any local safeguarding practice reviews. This group will also act as the co-ordination group for any national safeguarding practice reviews. Oldham's rapid review process is part of a Greater Manchester initiative (led by Salford as an early adopter) to ensure a consistency of approach across the GM safeguarding partnerships.

2. Learning and Improvement:

This group will lead on the learning and improvement activity of the Partnership. This will include undertaking multi-agency case evaluations, monitoring partner agency compliance with Section 11 responsibilities, collating and providing analysis of partnership performance data.

3. Policy and Procedures:

Oldham Safeguarding Partnership will continue to adopt pan Greater Manchester policies and procedures. The role of the local policy and procedures group will be to support the maintenance and review of Greater Manchester safeguarding policy and procedures; to review the effectiveness of policies and procedures as directed by Child Safeguarding Practice Reviews and learning and improvement activity, and make recommendations for modifications as required. The policy and procedure sub-group will lead on guidance on information sharing, but all sub-groups will need to be mindful of the implications of information sharing, current practice and standards and how improvement can be attained.

4. Safeguarding and Well-Being in Education:

This existing subgroup will continue to report directly into Oldham Safeguarding Partnership and Oldham Education Partnership. The primary role of this group is to support schools, academies, colleges and other educational establishments in their work to raise standards and drive forward the safeguarding and well-being agendas in those settings

Cross-Partnership subgroups

These groups would comprise representatives of the Children and Adults Safeguarding Partnership/Board in the main and would be progress initiatives identified and agreed by the Oldham Strategic Safeguarding Forum. In year one they will comprise the following:

1. Transitions:

The key function of this group will be to review and evaluate the effectiveness of the arrangements for transition of young people in the context of the following services: criminal justice, mental health, substance misuse, education, social care; and to develop an action plan where appropriate to support the improvement of safeguarding within the context of these transition arrangements.

2. Training and Workforce Development

This group will see the merger of two existing training subgroup to form a single Training and Workforce Development subgroup. The function of this group will be to develop a multi-agency safeguarding training needs analysis, design and implement a multi agency safeguarding training calendar; co-ordinate a multi-agency training pool and monitor the impact and effectiveness of multi-agency training on safeguarding practice.

3. Complex and Contextual Safeguarding:

This is a new priority group for both children and adult safeguarding partners. Bringing together the various strands of complex and contextual safeguarding this group will develop a coordinated complex and contextual safeguarding strategy and action plan and oversee its implementation and impact on improving outcomes for children and young people.

4. Early Help and MASH

This group will offer multi agency oversight to two areas of operational practice. Firstly the group will monitor the safeguarding implications in the roll-out of the revisions to Oldham's Early Help offer and secondly the group will monitor the response to the safeguarding issues identified by the MASH and support performance improvement and development.

5. MCA and Liberty Protection

In the summer of 2018, the government published the Mental Capacity (Amendment) Bill which proposes reform to the current arrangements for deprivations of liberty to cover 17-18 year olds. At present the Bill is still being debated in Parliament. Once the Bill has been finalised the function of this group from a children's perspective will be to consider the implications of the Mental Capacity Act and the revised arrangements for liberty protection as they affect those 16 years+.

6. PR and Communications:

This is an existing joint subgroup of the Children and Adults Safeguarding Boards which will be retained under the new arrangements to develop a communications strategy with respect to the work of the Oldham safeguarding partnerships; to support the communication platforms used by the partnerships to communicate with key stakeholders (eg social media, website); and to manage media related queries with respect to the safeguarding partnerships.

7. Domestic Abuse:

The Domestic Violence and Abuse Partnership (DVAP) is an existing partnership group which has its governance with the Community Safety and Cohesion Partnership. Both Safeguarding Boards made the decision to devolve responsibility for safeguarding in relation to children and adults to this partnership thus ensuring a coordinated strategic response to this high priority issues. The role of this group is to oversee the implementation and impact of the safeguarding requirements of the Oldham domestic abuse strategy and action plan. The DVAP will continue to report to both Safeguarding Partnerships on a bi-monthly basis.

Measuring Performance and Impact

In order to ensure that we are effectively delivering on our statutory responsibilities we will use the following key standards to measure our performance:

1. Outcomes for children and young people

The Partnership can demonstrate that the development of safeguarding culture is a key operational and strategic goal for all partners.

2. Participation

The Partnership actively engages with children and young people, using what it hears to continually inform policy, strategy and forward planning. The Partnership actively engages with safeguarding stakeholder groups using what it hears to continually inform policy, strategy and forward planning.

3. Vision, Strategy and Leadership

The Partnership has access to a wide range of high quality data and information which feeds into policy, strategy and forward planning. The Partnership has a clearly defined, easily accessible and well-communicated strategic plan, which includes clear leadership roles for the implementation of required objectives and milestones.

4. Working Together

The Partnership can demonstrate the participation and engagement of all stakeholders in the annual business plan. The Partnership actively promotes strong collaborative working

arrangements between themselves, local safeguarding stakeholders and related partnerships and boards.

5. Resource and Workforce Management

The Partnership is resourced to fulfill its legal responsibilities and manages those resources effectively. The Partnership and its stakeholders have clear lines of responsibility and accountability for the identification and response to safeguarding risks and needs and the delivery of quality services. The Partnership facilitates the delivery of suitable learning opportunities for the staff of Partners and local stakeholders on safeguarding policies, procedures and priorities.

6. Service Delivery and Effective Practice

The Partnership defines key indicators and business reports that are used to measure the performance of safeguarding stakeholders' services in relation to risk prevention, the promotion of well-being and intervention in situations of concern. The Partnership can clearly demonstrate that assurance mechanisms are in place to monitor the effectiveness of safeguarding activity and the practice of stakeholders. The Partnership publishes an annual report that clearly and honestly details how effective the work of the Partners and their stakeholders has been.

7. Commissioning

The Partnership can demonstrate that it receives assurance from the Partners and their stakeholders that they are commissioning safe services and that they have the means to act where this may not be taking place. The Partnership effectively commissions local safeguarding reviews and, where applicable, other review and assurance processes.

8. Improvement and Innovation

The Partnership is committed to continuous improvement in its policies, strategies, service priorities and evaluations of outcomes.

Independent Scrutiny Arrangements

Working Together to Safeguard Children 2018 requires that the safeguarding partners ensure that the scrutiny is objective, acts as a constructive critical friend and promotes a drive for continuous improvement. The role of independent scrutiny is to provide additional assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of children and young people in the local area, including the arrangements to identify and review serious child safeguarding cases.

Independent scrutiny in Oldham will be activated around three safeguarding domains:

1. Operational Practice (individual case basis, teams and units of management, partner and other stakeholder organisation)
2. Partnership Working (within and between the Statutory Partners, between the Statutory Partners and other local stakeholders, between the Statutory Partners and children and young people, their families and local communities)
3. Regional and Sub-regional Working (between the local Statutory Partnership and relevant offices of the Greater Manchester Combined Authority, between the Oldham Partnership and other Partnerships in the GM conurbation)

A wide variety of method and mechanisms will be employed to secure independent scrutiny and careful consideration will be given to ensuring their applicability to the relevant domain to be addressed. These methods and mechanisms will include:

1. Quality audit
2. Peer review

3. Rapid reviews
4. Multi-agency concise review
5. Commissioned reviews/evaluations
6. Child safeguarding practice review
7. Single agency inspections
8. Joint Targeted Area Inspections
9. Independent Reviewing Officer role
10. Independent Chair of the Strategic Partnership role
11. Lead member for children's services role
12. Annual Partnership Development Day
13. Young People's Safeguarding Group
14. Council /CCG Joint Scrutiny and Accountability forum
15. GM Complex Safeguarding Executive
16. GM Standards Board

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The annual report of the Partnership will contain a section on independent scrutiny, the domains that have been addressed in the reporting period, the methods and mechanisms employed and the outcomes reached,

Resources and Infrastructure

The infrastructure of the Partnership will be supported by a Safeguarding Partnership Business Unit. This will consist of a Partnership Business Manager, Partnership Training Consultant, Partnership quality assurance officer, and Partnership Business Support Officers. The Business Unit will provide support to the business meetings of the Safeguarding Children Strategic Partnership, the Safeguarding Children's Executive Group and the Children's Partnership sub-groups. This will include facilitating the dissemination of reports, reviews and evaluations undertaken on behalf of the Partnership.

The Partnership Business Manager will co-ordinate the development of the Partnership annual business plan and the Partnership's annual report. The Business Manager will also oversee the progress of the Partnership business plan by the sub-groups and support regular reporting at

all levels of the partnership structure. In addition the business manager will maintain links and joint working arrangements with other partnerships and Boards.

Funding

The statutory safeguarding partners have agreed that the budget for the operation of the Partnership in 2019-20 will be on the same basis as that for 2018-19. This will be the subject of review in the light of further information and advice being made at either GM or governmental level.

The current budget contributions are as follows:

Schools and Academies	£110,000
Probation (National and CRC)	£3289
CAF/CASS	£505
Traded Services Income	£58,901
Positive Steps	£5,050
TOTAL FOR RELEVANT AGENCIES	£177,745
3 Statutory Safeguarding Partners	£170,231

TOTAL CONTRIBUTIONS	£347,976

Escalation and the Resolution of Disputes

All agencies participating in the Oldham Safeguarding Partnership will be subject to the Greater Manchester Safeguarding Procedures, including the “Resolving Professional Disagreements/Escalation Policy.”

When a disagreement arises between two agencies they should seek to meet and try to find a satisfactory resolution. Where the disagreement cannot be resolved or involves a more complex set of partner agencies the full Safeguarding Partnership meeting should seek a resolution. Where necessary the three statutory safeguarding partners will have primacy in determining a resolution to the disagreement. If there is a disagreement between the statutory safeguarding partners, then the Independent Chair should be asked to mediate and negotiate a resolution.

Thresholds

A revised statement of thresholds for safeguarding and a continuum of need document under the auspices of the Oldham Safeguarding Partnership is in the course of preparation. This will be implemented once the revised partnership arrangements have been put into effect.

Continuous Improvement

The Partnership is committed to continuous improvement both across the workforce of the statutory partners and those of the relevant agencies it seeks to work with. A key element of this commitment is the staff training and development programme which adopts a multi-agency approach for professionals working at both a strategic and operational level to achieve better outcomes for children and young people. The training aims to enable staff to effectively safeguard children across organisational boundaries. Current priorities of the programme reflect the Partnership's business plan for 2019-20 and include a focus on domestic abuse, trauma, contextual safeguarding and neglect.

The learning and improvement sub-group will lead on continuous improvement for the Partnership, seeking data, intelligence and audit findings to evaluate the effectiveness of safeguarding services for children and young people in Oldham. The sub-group will be responsible for analyzing multi-agency safeguarding performance data and the findings from case reviews to inform the Partnership of relevant trends in safeguarding performance, risks to the attainment of the Partners' business priorities and emergent safeguarding needs that require a response from the Partnership. The sub-group will:

- Be drawn from across the statutory partners and local relevant agencies, including staff from early help services
- Conduct audits informed by the Partnership priorities, data intelligence and the findings from case reviews (local and national)
- Undertake audits on both a single and multi-agency basis and include annually at least one 'deep dive' in addition to 'dip dives'
- Receive single agency audit reports and performance reviews and challenge their conclusions where merited, and identify any significant issues that need to be monitored and/or raised to the Strategic Partnership or Executive Group
- Develop and monitor action plans resulting from performance data analysis and audit and ensure that such action plans are completed in a timely manner
- Identify whether or not practice has changed as a result of completed action plans, using performance data or re-auditing where required.

Transition and Review of Arrangements

The Partners recognise that time will be required to transition from the culture of the Oldham Safeguarding Children Board to that of the Oldham Safeguarding Children Strategic Partnership. A programmed approach has been scoped for the 12 months of the business period 2019-20. This will include the following milestones:

June 2019	Publication of the revised arrangements in Oldham Submission of the revised arrangements to the Department for Education
July – August 2019	Transfer for LSCB data and documents to the new Safeguarding Partnership
July 2019	Final Oldham LSCB meeting
September 2019	New Safeguarding Arrangements commence First Safeguarding Children Strategic Partnership meeting will be held Launch of stakeholder events
March 2020	Evaluation of the first six months of the new arrangements with recommendations for any necessary changes
April 2020	Partnership business plan 2020-21 to be produced, incorporating any changes to the arrangements arising from the evaluation

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Appendix A – Relevant Agencies

The statutory safeguarding partners will name the following as “relevant agencies” to the Oldham Partnership:

- Maintained schools
- Academies
- Independent schools
- Further education establishments
- Residential homes for children
- Northern Care Alliance
- Pennine Care
- CRC
- NPS
- Turning Point
- Oldham voluntary, community and faith partnership
- Public health
- Bridgewater Community Healthcare NHS foundation trust
- North West Ambulance Service
- Positive Steps (including Youth Justice Service)
- CAFCASS
- Greater Manchester Fire and Rescue Service

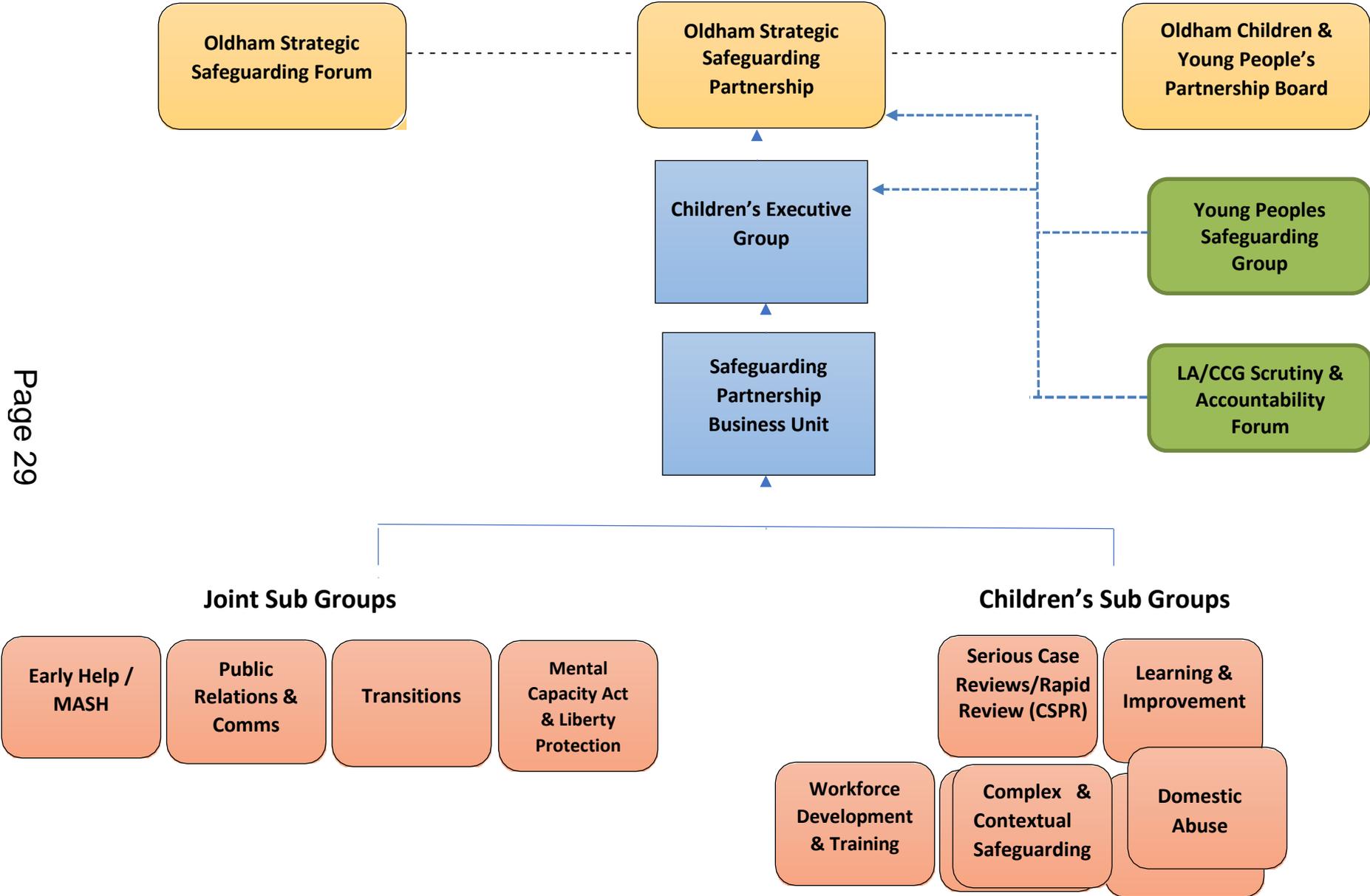
Appendix B – New Safeguarding Partnership Structure



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Oldham's Safeguarding Children Governance Arrangements



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Report to OVERVIEW AND SCRUTINY BOARD

Alexandra Park Eco-Centre and Northern Roots

Portfolio Holder: Councillor Jabar, Deputy Leader

Officer Contact: Rebekah Sutcliffe, Director of Strategic Reform

Report Author: Anna da Silva, Project Director Northern Roots,
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June 6 2019

Purpose of the Report

To brief the Overview and Scrutiny Board on the scope and programme of the Eco Centre and Northern Roots projects, following Cabinet's decision to approve them in January 2019.

Recommendations

To note the objectives, and progress to date, of the Eco Centre and Northern Roots projects.

Northern Roots and the Alexandra Park Eco Centre

1 Background

1.1 Over the past six years, and as a tangible part of the co-operative borough ambition, community growing, horticulture skills and training, renewable energy and the local food economy have been developing. This is through a series of linked initiatives including Get Oldham Working, Get Oldham Growing, Growing Oldham, Feeding Ambition, Oldham Community Power and more recently the work on Thriving Communities.

1.2 Oldham's Eco-Centre

Alexandra Park is one of Oldham's greatest assets for residents and also provides a Depot facility which is in urgent need of replacement. Already operating from the site and park are at scale growing, community growing, training, and bio-mass. The new Eco-Centre replacement facility will build on these activities. This will be a facility in its own right but also has the opportunity to provide a place for a wide range of activities, education, enterprises and community engagement.

1.3 Northern Roots

Northern Roots is a proposal to develop the UK's largest urban farm and eco-park, on 160 acres of land at Snipe Clough, immediately adjacent to the Alexandra Park depot. When combined with proposals for the Eco-centre, Northern Roots presents a significant opportunity to further develop and establish Oldham as a green and growing city for the benefit of residents, Greater Manchester and beyond.

This can be a positive new vehicle for change in Oldham and has the potential to be a powerful brand, pulling together existing and developing new initiatives around food, growing, sustainability and wellbeing in the borough, as well enabling community engagement on opportunities and sites across the Borough. There is the ambition for Oldham to become known as a green and growing town and for that to deliver real benefits for the communities and businesses of Oldham but also for GM and beyond.

More work is needed to further develop ideas and interest in the project, as well as identifying sites and opportunities for events, investment and activities. Getting communities involved is key to the success of this project as well as seeking engagement and interest from other organisations, investors and experts.

To enable development work to be taken forward, the Council has identified revenue funding for two years. On January 28 2019 the Cabinet gave the following approvals:

- (i) Approved capital funding re the Eco-Centre

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- (ii) Agreed that a Northern Roots project should be developed to support and complement the Eco-Centre on the Depot site at Alexandra Park which will be Phase 1.
 - (iii) Approved further work on developing and communicating the Northern Roots project, including early phase projects, community engagement, stakeholder/investor engagement and developing options for opportunities/potential sites identified and within the scope of the project.
 - (iv) Delegated approvals for initial development of the Northern Roots project to the Leader and Strategic Director of Reform, with reports for decisions coming forward for approval as required.

2 **Current Position**

- 2.1 The Eco Centre project is at the stage where a multi-disciplinary team of designers is about to be appointed to develop the current concept plan into a detailed plan, in advance of a contractor being selected to construct the new facility. It is expected that the team will be in place before the end of July 2019, with its primary focus being to secure planning approval in early 2020. Assuming approval is given, and subject to final approval from the Council, it is expected that work will commence on site in the summer of 2020.
- 2.2 Importantly, the Eco Centre client team will continue to work closely with colleagues leading on the wider Northern Roots project, thus ensuring continued synergy and co-ordination between the two initiatives. Within the Northern Roots project, work is ongoing to clarify the position with regards to land title and permissions, and implications for developing facilities and activities on Snipe Clough. Conversations have been initiated with potential funders and supporters, and planning is underway for community and stakeholder engagement, and for the delivery of early stage pilot projects.

A presentation will be shared at the Overview and Scrutiny Board, to provide more information on the scope, ambition and current status of the Eco-Centre and Northern Roots projects.

3 **Key Questions for Overview and Scrutiny to Consider**

- 3.1 With regards to Northern Roots:
 - Are there any particular communities, partners or stakeholders we should include in the consultation?
 - Are there any pilot projects members would like to see prioritised?
 - How should elected members be involved and engaged in the project going forward?

4. **Links to Corporate Outcomes**

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- 4.1 The plans for an Eco-Centre and Northern Roots project are aligned with the ambitions set out in the Oldham Plan and fully support delivery of the Oldham Model.

There are strong interdependencies with plans for the town centre regeneration and the opportunity to build and scale activities already underway around the food economy, growing, low carbon and renewable energy, sustainable transport etc.

The project is rooted in social value and making tangible the co-operative values. This is reflected throughout the project with a strong emphasis on community engagement, tangible opportunities benefits to residents and seeking to establish and support local businesses

5 **Consultation**

- 5.1 Legal, Finance, Policy, Regeneration, Health, Economy and Planning are all helping to deliver these projects and sit as part of the Project Groups.