

<b>1. Priority: Development of the new safeguarding arrangements for Oldham</b>					
<b>Aim:</b> To have a new model of accountability for safeguarding children supported by relevant agencies identified with a role in safeguarding and promoting the welfare of children.					
<b>Link to strategic aim:</b> The public feel confident that children are protected					
Objective	Date for completion	Who Responsible	Outcome Measure	What difference will it make for children and young people?	Progress and Evidence RAG
1.1 Establish a task and finish group to develop the statement of future arrangements for Oldham	April 2018*	Lisa Morris	A task and finish group will have been established with relevant partners engaged	This will ensure that key agencies are committed and contribute to a shared responsibility and co-ordinated response to safeguarding children and young people from the start of the process.	Complete  new safeguarding arrangements group
1.2 Development of a proposal for future arrangements	September 2018	Task and Finish group	Partnership proposal will have been developed	This will clearly outline the role and commitment of safeguarding partners and relevant agencies to work	Options paper has been developed

**RAG:**

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				together to achieve the best outcomes for children and young people.	 Safeguarding Arrangements optio
1.3 Consultation on proposed future arrangements with a wide range of key stakeholders including children and young people	October 2018	Task and finish group	Key stakeholders will have had the opportunity to comment and contribute to the proposal	This will ensure that children and young people have the opportunity to be involved in the development of the arrangements that will aim to co-ordinate safeguarding services across partners in Oldham.	Complete – Consultation responses considered and potential new model presented to LSCB development day on 24 January 2019   New arrangements structure (Jan 2019).
1.4 Independent scrutiny of proposed arrangements	May 2019	Task and finish group	Proposals will have been independently scrutinised and open to challenge	This will ensure that the proposed arrangements for Oldham are effective in safeguarding and promoting the welfare of all children in the area.	Carry over  This will be undertaken by the Independent chair of the LSCB.  The process spans two business plans years as such target date has been agreed as May 2019

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1.5 Submission of proposed arrangements to secretary of state	June 2019	Lisa Morris	Proposal submitted at time of publication		Carry over The process spans two business plans years
1.6 Publication of proposed arrangements	June 2019	Lisa Morris	Arrangements publicised	This will provide reassurance to children and young people that partners will work together to ensure the best outcomes are achieved and will be subject to independent scrutiny in order to ensure high quality provision.	Carry over The process spans two business plans years
1.7 Implementation of proposed arrangements	September 2019	Task and finish group	New arrangements implemented		Carry over The process spans two business plans years

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<b>2. Priority: Enhancing the partnership's role in challenge and scrutiny</b> <b>Aim:</b> To continue to develop the Board's learning and improvement process leading to improved practice across all partner agencies <b>Link to strategic aim:</b> Partners hold one another to account effectively					
Objective	Date for completion	Who Responsible	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
2.1 Develop a performance and quality assurance framework for the Board	June 2018	Lisa Morris Audit & Scrutiny subgroup Performance subgroup	A clear framework, is owned and understood by all key partner agencies, that enables the Board to fulfil its duty to challenge effectively	The framework supports the Board's challenge and scrutiny function ensuring that partners are working together effectively and achieving the best outcomes for children and young people in Oldham	What good looks like has been added to the document. The final version will go to the Executive Board in October 2018 for sign off   Learning and Improvement framev
2.2 Develop of a greater understanding across all	September 2018	Audit & Scrutiny	A consistent, multi-agency agreed vision	A consistent vision of what good looks like will support	Complete

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<p>agencies of “what good looks like”</p>		<p>subgroup Training subgroup</p>	<p>of good practice</p>	<p>practitioners across the partnership to achieve the best outcomes for children and young people.  It will also enable practitioners to effectively challenge each other if they feel that decision making and practice is unlikely to achieve a good outcome.</p>	 What does good look like V2.pptx
<p>2.3 Embed a culture of effective and confident challenge across safeguarding partners</p>	<p>March 2019</p>	<p>Audit &amp; Scrutiny Subgroup  Performance subgroup  Training subgroup</p>	<p>Partners feel confident and competent to challenge and be challenged</p>	<p>Effective and confident challenge across the partnership will ensure that practitioners are able to reflect on decisions and seek to continuously improve practice resulting in the best outcomes for children and young people.</p>	<p>Training has been delivered to the first cohort of professionals. Due to the level of demand additional training sessions are being added.  The impact of the training will be monitored via the training subgroup and via the Multi Agency Case Evaluations undertaken by</p>

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					the Audit and Scrutiny subgroup during 2019-20
2.4 Encourage transparency and escalation of concerns via agreed pathways	March 2019	Policy & Procedures subgroup	Partners understand the escalation pathway and feel confident escalate their concerns	Clear understanding and use of the escalation policy ensures that professional disagreements are resolved in a timely manner and that partners continue to work together to achieve the best outcomes for the child	<p>The escalation policy for resolving professional disagreements has been re-circulated to LSCB representatives via email on 3 July 2018.</p>  <p><b>Policy for Resolving Professional Disagreements</b></p> <p>The escalation policy was presented to school safeguarding leads on 16 June 2018.</p> <p>The LSCB business manager now keeps a spreadsheet of all escalations that come to the attention of the Board. Escalations is a standing Exec Board</p>

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					agenda item to monitor numbers and themes
2.5 Invite and engage with independent scrutiny of the work of the Board and its partners	March 2019	Audit & Scrutiny subgroup  Performance subgroup  SCR subgroup	The Board and its partners receive independent evaluations of the work and drive improvement based on recommendations	Independent scrutiny supports partners to continually drive improvement in their response to safeguarding and promoting the welfare of children and young people	Six SCRs, Two MACRs and four SARs for Health have been commissioned by the SCR subgroup since Feb 2018. Two have reached their conclusion and are being finalised ahead of being sent to the National Panel.   SCR overview (Feb 2019).docx  An independent evaluation of the partnership’s response to Child Sexual Abuse in the family environment was commissioned as part of the MACE process. The findings of which were

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					presented to the Board development day in January 2019. Final report from the reviewer has been presented to the Audit and Scrutiny panel and the action plan is being developed.
2.6 Support the development of multiagency supervision for case holders working across the system, sharing the learning from the pilot and developing opportunities for training.	December 2018	Serious Case Review subgroup	Professionals are given the opportunity to discuss cases and identify ways to improve the multi-agency response	Multi-Agency supervision provides an opportunity for a core group of professionals to reflection on a case they are working with. The aim of supervision is the improvement of the quality of work to achieve the agreed outcomes for children	 Multi Agency supervision report fi This was considered at the Executive Board and it was agreed to include it within the current Innovation fund application with a view to embedding it within the new model of operation.

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<p><b>3. Priority: Complex and Contextual Safeguarding</b></p> <p><b>Aim:</b> To have a clear understanding of the scale of complex and contextual safeguarding within Oldham, with a clear multi- agency response to raising awareness with children and young people, assessing their needs and providing appropriate support.</p> <p><b>Link to strategic aim:</b> Early identification of safeguarding issues</p>					
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<p>3.1 Develop a profile analysis for each of the elements of complex safeguarding:</p> <ul style="list-style-type: none"> <li>• CSE</li> <li>• Forced Marriage/ HBV/ FGM</li> <li>• Radicalisation</li> <li>• Modern day slavery</li> <li>• Organised and gang crime</li> </ul>	<p>July 2018</p> <p>March 2019</p> <p>August 2018</p> <p>March 2019</p> <p>March 2019</p>	<p>Performance subgroup to lead and task to:</p> <p>MFH/CSE subgroup</p> <p>DV Partnership</p> <p>Prevent steering group</p> <p>Challenger silver group</p>	<p>Partners have a clear understanding of the profile of the issues and the levels of concern within in Oldham</p>	<p>Understanding the profile of these new and emerging issues allows partners to develop a consistent and effective multi-agency approach to safeguarding children and young people</p>	<p>Meeting held with DCI Faulkner on 5 February 2019 and agreed the following:</p> <p>CSE profile has been updated.</p> <p>Radicalisation report received from Bruce Penhale in August 2018.</p> <p>Modern Day Slavery – numbers are reported to be very low – approximately eight reports per year.</p> <p>Organised and gang crime – agreed that the profile from 2016 would be updated however noted that whilst number of OCG has reduced the demographics remain consistent to the 2016 analysis.</p> <p>Forced Marriage/HBV/FGM will fall to the DVP performance work which</p>
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					<p>forms part of the DVP action plan.</p> <p>All of the above available information will be fed into a meeting being arranged by Head of Safeguarding to progress work on complex safeguarding.</p>
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3.2 Develop a complex and contextual safeguarding strategy for Oldham	March 2019	Lisa Morris	Partner agencies understand and own a multi-agency approach to addressing complex and contextual safeguarding	A clear strategy supports the development of a multi-agency response to new and emerging safeguarding concerns	Carry over  Following the discussion at the development day in Jan 2019 it has been agreed to carry this over to 2019-20 business plan.  Activity mapping will be completed by end of March to inform ongoing work.
3.3 Identify existing groups across the Partnerships to own and progress work relating to the elements of complex safeguarding	February 2019	Lisa Morris	Each issue is placed with the most appropriate subgroup to progress the work	A clear structure for addressing issues of complex safeguarding ensures that the partnership response is co-ordinated and effective	Carry over  Following the discussion at the development day it has been agreed to hold a meeting with relevant partners to discuss the introduction of a complex and contextual safeguarding subgroup of both children and adult boards.

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					Head of safeguarding from CSC will chair this meeting. To be arranged for April 2019.
3.4 Embed clear lines accountability for reporting with regards complex safeguarding	February 2019	Lisa Morris	Governance for complex safeguarding is clear and partners understand where responsibilities for work streams lie	Clear accountability allows the Board to effectively challenge and scrutinise the multi-agency response to complex safeguarding resulting in improved provision for children and young people	As above
3.5 Implement the peer on peer pathway and ensure professionals are aware of the process	July 2018	Policy and Procedure subgroup	A clear multi-agency process is embedded which allows agencies to develop plans to address instances of peer on peer abuse/violence	A clear pathway ensures professionals are able to recognise and respond to peer on peer abuse effectively.	Peer on peer guidance has been signed off and the briefing session was attended by 37 multi-agency professionals on 2 July 2018.   Policy Peer on peer Oldham Safeguarding

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					 2nd July 2018 peer on peer briefing att
3.6 Work in partnership with schools to support the delivery of key messages relating to complex and contextual safeguarding	August 2018	Safeguarding and wellbeing in education partnership	Schools/colleges with have a clear and consistent process for the delivery of key safeguarding messages to children of all ages.	Delivery of key messages in schools highlights emerging concerns for children and young people and ensure children, young people, parents and practitioners are aware of and understand these issues and to respond effectively	Carry over  In addition to work already undertaken in 2018-19 it has been agreed to carry this action over to 2019-20 business plan. It will form part of the complex and contextual safeguarding strategy for Oldham.

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#### 4. Priority: Domestic Abuse

**Aim:** To have a competent and confident workforce who are able to recognise and appropriately respond to the needs of children affected by domestic abuse. This will be led by a clear domestic violence and abuse strategy that is fully reflective of children's safeguarding priorities.

**Link to strategic aim:** Excellent practice is the norm across all practitioners in Oldham

Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
4.1 Work closely with the Community Safety and Cohesion Partnership and the Safeguarding Adults Boards to ensure that safeguarding is integral in the Domestic Violence and Abuse Strategy for Oldham	May 2018	Lisa Morris DA Partnership	Safeguarding is a key consideration within all domestic abuse related priorities and work streams	Embedding safeguarding children within the domestic abuse strategy will ensure that the impact of domestic abuse on children and young people is fully considered in assessments and provision of services.	Governance of the DV Partnership has been reviewed. Agreed that it will remain with Community Safety and Cohesion Partnership with secondary reporting into both children and adult safeguarding boards.  Assistant Director for Early Help and Communities will chair

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					<p>the DVP, with Head of Safeguarding from CSC as deputy chair.</p> <p>New action plan has been drafted and new strategy is due to be written in 2019.</p>  <p>DOMESTIC VIOLENCE AND ABU</p>
4.2 Work with the Domestic Violence Partnership to review the use of Domestic Abuse, Stalking and Harassment and Honour Based Violence (DASH) risk indicator checklist across agencies to support understanding of risk	March 2019	DA Partnership	A better understanding of how well the DASH RIC is being used by professionals and agencies understanding of risk	A review of the use of the DASH risk assessment will ensure that all agencies are effectively assessing the risk to families as a result of domestic abuse enabling more timely and effective risk management and interventions	<p>Carry over</p> <p>Audit and Scrutiny Panel will be undertaking a desktop audit of the use of DASH risk assessments starting with CSC.</p> <p>This will conclude in April 2019 and will be presented to the DVP to action.</p>

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<p>4.3 Review multi-agency access and impact of training in line with the domestic abuse competency framework</p>	<p>August 2018</p>	<p>Training subgroup</p>	<p>An understanding of the level of training being accessed by professionals, the appropriateness of the access and the impact on their work</p>	<p>The framework ensures that practitioners are supported to access the appropriate level of training resulting in a more competent response to safeguarding children and young people who have experienced domestic abuse</p>	<p>The domestic abuse competency framework has been finalised and is with PR for graphics.</p> <p>The training offer has been mapped against the framework and a gap relating to perpetrator typologies has been identified. The LSCB training consultant is working with CRC to develop a training session.</p> <p>The training subgroup will monitor agency attendance against the competency framework to ensure appropriate training is being accessed.</p>
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## 5. Priority: Children missing from education including elective home education

**Aim:** All children in Oldham are accessing suitable education and where children are electively home educated that this provision is of a suitable standard.

**Link to strategic aim:** Information is shared effectively

Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
5.1 Embed robust reporting processes from schools with regards children missing from education including elective home education	July 2018	Safeguarding and Wellbeing in education partnership  Performance subgroup	Partners have a clear understanding of the number of children missing from education and are able to identify possible safeguarding concerns as a result	Clear sharing of information from schools ensures that appropriate enquiries can be made in a timely manner and safeguarding concerns identified at the earliest opportunity.	MFE flowchart has been agreed and circulated to schools   CME Flowchart 24.7.18 (6).pdf  New EHE guidance has been developed by inclusion manager
5.2 Develop local guidance for education	June 2018	Safeguarding and Wellbeing	Schools/ colleges are aware of and	Schools are clear and confident in the responsibility	Flow chart has been developed and approved

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establishments about what to do if children are missing from education		in education partnership	understand the process they must follow when children are missing from education	to share information with the local authority in order to promote early identification of safeguarding concerns	by Partnership and DCS.  CME Flowchart 24.7.18 (6).pdf
5.3 Support the development of processes which allow the local authority to undertake welfare checks before a child is taken off roll from school	September 2018	Safeguarding and Wellbeing in education partnership	A process is embedded across all schools and colleges that allows appropriate safeguarding checks to be undertaken before a child is taken off roll	This will ensure that any safeguarding concerns have been identified prior to children being taken off roll	This has been factored into the flowchart for school notifications when a child is missing from education.  CME Flowchart 24.7.18 (6).pdf
5.4 Explore options to establish a threshold and response for “educational neglect” when a child is regularly missing from education and/or there are concerns	December 2018	Safeguarding and Wellbeing in education partnership	Partners recognise the links between safeguarding and children missing from education and an appropriate multi-agency response is made available	This supports a more holistic assessment of any potential safeguarding concerns for children who are missing from or not accessing education.	Carry over Following the development day it has been agreed that this will be carried over into 2019-20

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about safeguarding					
<p><b>6. Priority: Transitions</b></p> <p><b>Aim:</b> To have a clear transitions process from children’s services to adult services that ensures that that agencies work together to develop a transition plan that begins at an early stage, involves the young person and their family/carers and ensures that appropriate safeguarding information is shared.</p> <p><b>Link to strategic aim:</b> Information is shared effectively</p>					
Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
6.1 Develop a joint Transitions subgroup with the Safeguarding Adult’s Board	May 2018	Lisa Morris	A joint group is established to ensure a full understanding of safeguarding issues relating to transitions	This will ensure appropriate professionals are working together to improve the response to transitions in Oldham	New subgroup has been established by Board managers. This will be chaired by DCS. 1 <sup>st</sup> meeting will be 1 March 2019.
6.2 Review current policies and pathways for identified areas relating to transitions	March 2019	Transitions group	Each area identified in the strategic plan is reviewed and action plans established	The review will ensure existing pathways are effective and result in the best outcome for children	Carry over  Following the development day it has been agreed that all

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			where necessary	and young people	actions relating to transitions will be carried over into 2019-20 under the new Transitions subgroup
6.3 Involve children and young people, family and carers in the review of existing policies and pathways	March 2019	Transitions group	Policies and pathways are appropriate to meet the needs of the people that they serve	This will ensure that the response to transitions is reflective of the needs and children and young people	Carry over Following the development day it has been agreed that all actions relating to transitions will be carried over into 2019-20 under the new Transitions subgroup
6.4 Establish clear policies regarding information sharing about safeguarding concerns when children are moving to adult services	March 2019	Transitions group Policy and Procedures subgroup	Clear policies are established and partners, families and communities are aware of what they are	Clear policies relating to sharing of information will ensure that safeguarding concerns are managed and considered effectively at the point of transition	Carry over Following the development day it has been agreed that all actions relating to transitions will be carried over into 2019-20 under the new Transitions

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					subgroup
<p><b>7. Priority: Understanding the impact of trauma on children and young people</b></p> <p><b>Aim:</b> To have professionals appropriately trained to utilise a continuum of tools including the ACES toolkit and the TSCC in order to fully assess the impact of trauma on children and young people and to commission appropriate support to meet the needs identified.</p> <p><b>Link to strategic aim:</b> Excellent practice is the norm across all practitioners in Oldham</p>					
Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
7.1 Work with partners from the local authority and health to understand the range of trauma tools available and how they can best be utilised.	July 2018	Training subgroup	A clear understanding by partners of the range of tools available to assess trauma in children and young people	The development of trauma tools will enable more effective support of children’s emotional and mental wellbeing	Complete - Work around TSCC and ACES has been streamlined into the CAHMS transformation / whole school approach work of the partnership offering a greater understanding of the existing trauma offer.  A task and finish subgroup of the

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					emotional wellbeing and mental health partnership has been agreed to progress this work
7.2 Provide cost benefit analysis for both ACES toolkit used within the Family Nurse Partnership and the TSCC used within Children’s Social Care, Healthy Young Minds and Youth Justice Service.	August 2018	Training subgroup	An understanding of the benefits across agencies of using trauma tools to appropriately assess need	This will support future commissioning of improved trauma responses for children and young people	Carry over  Following the development day it has been agreed that this will be carried over into the 2019-20 plan
7.3 Work with commissioning colleagues to develop a business case for continued workforce development in relation to use of the tools and to ensure	October 2018	Training subgroup	Appropriate levels of support are available following trauma assessments	Increasing the range of practitioners trained to use trauma tools will increase the availability of the support for children and young people	Carry over  Following the development day it has been agreed that this will be carried over into the 2019-20 plan

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appropriate support is available to meet the needs identified.					
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<b>8. Priority: Child’s Lived Experience</b> <b>Aim:</b> To be confident that all professionals recognise and fully reflect the child’s lived experience, including those who are non- verbal and that all children and young people have the opportunity to be involved in the work of the board and its partners. <b>Link to strategic aim:</b> Learning is promoted and embedded					
Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
8.1 Change our terminology to refer to the “Child’s lived experience” rather than the child’s voice	January 2019	All subgroups	A greater understanding across professionals of the need to reflect the experience of the child, irrelevant of	This will support practitioners to consider the experiences of a child rather than solely focusing on the verbal communication	As documents are being updated terminology will be amended.  New website will be launched before the end of

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			whether this is communicated verbally		March 2019
8.2 Continue to assess the child's lived experience via multi agency case evaluations and serious case reviews	March 2019	Audit and Scrutiny subgroup	To ensure that the child's lived experience is reflected across all agencies' work	this continued assessment will lead to improved practice with the child at the centre of decision making	Child's lived experience is included in all multi agency case evaluations and is a key feature in serious case reviews and other reviews.  This will be reflected in the annual report from the two relevant subgroups.
8.3 Support the development of a new assessment model for use across the partnership	March 2019	Policy and Procedures subgroup	A holistic model of assessment that is owned and utilise by all partner agencies	A consistent model will ensure holistic assessments are undertaken by all agencies resulting in better outcomes for children.	Carry over  It has been agreed that this is carried over to 2019-20 to coincide with the timescale for implementation of CSC
8.4 Explore opportunities to work with wider groups of	September 2018	Lisa Morris	Wide range of young people are involved in and are able to	A wider engagement with children and young people will ensure that we have a better	Social media account has now been agreed for both safeguarding

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<p>children and young people to support the work of the Board</p>			<p>influence the work of the Board and its partners.</p>	<p>understanding of the needs and wants of children and young people, leading to improved practice across the agencies</p>	<p>boards and will be launched at the same time that the new websites are launched</p> <p>Further work will continue in 2019-20 with the exploration of a young people’s panel of the Board.</p>
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