Public Document Pack

OVERVIEW AND SCRUTINY BOARD
Overview & Scrutiny Committee
Agenda

Date	Tuesday 21 January 2020
Time	6.00 pm
Venue	Crompton 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 Sian Walter-Browne at least 24 hours in advance of the meeting.

2. CONTACT OFFICER for this agenda is Sian Walter-Browne Tel. 0161 770 5151 or email sian.walter-browne@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, 16 January 2020.

4. FILMING - The Council, members of the public and the press may record / film / photograph or broadcast this meeting when the public and the press are not lawfully excluded. Any member of the public who attends a meeting and objects to being filmed should advise the Constitutional Services Officer who will instruct that they are not included in the filming.

Please note that anyone using recording equipment both audio and visual will not be permitted to leave the equipment in the room where a private meeting is held.

Recording and reporting the Council's meetings is subject to the law including the law of defamation, the Human Rights Act, the Data Protection Act and the law on public order offences.

MEMBERSHIP OF THE OVERVIEW AND SCRUTINY BOARD
Councillors McLaren (Chair), Taylor, Toor, Harkness, Jacques, Curley, Price and Surjan

Item No	
1	Apologies For Absence
2	Declarations of Interest

To Receive Declarations of Interest in any Contract or matter to be discussed at the meeting.

3 Urgent Business

Urgent business, if any, introduced by the Chair

4 Public Question Time

To receive Questions from the Public, in accordance with the Council's Constitution.

5 Minutes of Previous Meeting (Pages 1 - 6)

The Minutes of the meeting of the Overview and Scrutiny Board held on 26th November 2019 are attached for approval.

6 Minutes of the Health Scrutiny Committee (Pages 7 - 16)

The minutes of the meeting of the Health Scrutiny Committee held on 3rd September 2019 are attached for noting.

7 Update on the SEND Inspection Re-visit (Pages 17 - 26)

8 Alexandra Park Eco-Centre and Northern Roots (Pages 27 - 28)

9 Generation Oldham update (including COALESCCE) (Pages 29 - 38)

10 Adults Safeguarding Board Annual Report (Pages 39 - 98)

11 Oldham Council Libraries Update (Pages 99 - 120)

12 General Exceptions and Urgent Decisions (Pages 121 - 122)

The Board is requested to note the decisions that have been taken under Rule 16 or 17 of the Council's Constitution since the last meeting of the Overview and Scrutiny Board held on 26th November 2019.

If a detailed explanation is required and an officer is to attend the meeting to provide further information, please contact Constitutional Services by 12.00 noon on Friday, 17th January 2020.

13 Key Decision Document (Pages 123 - 142)

The Board is requested to note the latest Key Decision Document.

14 Overview and Scrutiny Board Work Programme (Pages 143 - 158)

The Board is requested to comment and note the Overview and Scrutiny Board Work Programme for the 2019/20 Municipal Year.

15 Date and Time of Next Meeting

The date and time of the next Overview and Scrutiny Board will be Tuesday, 3rd March 2020 at 6.00 p.m.

This page is intentionally left blank

OVERVIEW AND SCRUTINY BOARD
26/11/2019 at 6.00 pm

Oldham Council

Present: Councillor McLaren (Chair)
Councillors Taylor, Toor, Jacques, Curley, Hamblett (Substitute) and Price

Also in Attendance:

Mark Hardman	Constitutional Services
Fiona Carr (item 9)	Principal Homelessness Strategy Officer
Victoria Wood (item 9)	Housing Strategy Team Leader
Andy Hunt (item 10)	Green Oldham Lead

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Harkness and Surjan.

2 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

3 **URGENT BUSINESS**

There were no items of urgent business received.

4 **PUBLIC QUESTION TIME**

There were no public questions received.

5 **MINUTES OF PREVIOUS MEETING**

RESOLVED that the minutes of the meeting of the Overview and Scrutiny Board held on 22nd October 2019 be approved as a correct record.

6 **MINUTES OF THE PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE**

RESOLVED that the minutes of the Performance and Value for Money Select Committee meeting held on 3rd October 2019 be noted.

7 **ADVERTISING A-BOARDS AND SIGN POLICY REVIEW**

The Board received a report noting that the Advertising 'A' Board and Signage Policy had been approved by the Council on 12th December 2018 after consideration by the Board. The report further responded to a request for an update in respect of the Policy and action taken.

It was noted that this is a relatively low level issue as evidenced by the few occasions on which matters are reported to the Council. Since December 2018, the Environmental Health Team had dealt with five service requests relating to the

positioning of 'A' boards on either the public footway, pavement or street. On each occasion the Council Officer has been able to discuss the positioning with the business owner and resolve the situation without the need for formal action.

RESOLVED that the report be noted and no further reports on this issue be required.

8 **YOUTH JUSTICE STRATEGIC PLAN - ANNUAL REPORT**

RESOLVED that consideration of this item be deferred.

9 **CARE LEAVERS HOUSING COMMITMENT**

The Board received a report advising of proposals to ensure that Oldham care leavers who become homeless receive the support of full rehousing duties up to the age of 25 years. The proposal had arisen following review of the Council's Corporate Parenting Strategy which, among other matters, included a strengthening of the role that housing played as part of the Corporate Parenting offer. Work being undertaken within the Council and Greater Manchester around care leavers was also considered, including how homelessness legislation is applied and how this positive action sets Oldham apart from many other local authorities. The Board was asked to consider giving their support to the proposals and to the new approach to enhancing the support available for care leavers through the homeless service provision in Oldham.

Young people aged 18-20 years who were formerly in care are, under homelessness legislation, automatically in 'priority need' and are owed a duty to be provided temporary and potentially permanent accommodation if they become homeless. Care leavers aged 21 years and over do not have automatic priority need, the housing authority having to take account of the effect that being in care may have had on them in assessing whether they should be deemed as vulnerable. If found to be vulnerable, they are owed the same duties as 18-20 year olds for the provision of temporary and potentially permanent accommodation, unless they are found to have become intentionally homeless.

The Children and Social Work Act 2017 introduced a new duty on local authorities to provide Personal Adviser support to all care leavers up to the age of 25 years, if they wanted to access this facility. This is different from the homelessness legislation which the proposals now sought to address. In addition, the Greater Manchester (GM) Care Leavers Trust was working to develop a 'core offer' across GM for all care leavers across several areas including free travel, homelessness prevention, education, employment, training and health offers. While the Council was not obliged to adopt this core offer, it was suggested as good practice in terms of supporting young people as a Corporate Parent.

Looking to prevent homelessness in the first instance, a Member queried whether there was a policy for or any provision of assisted living for those who felt unable to live on their own when leaving care or who may lack a support network. It was confirmed that there was a programme of supported lodgings, supported accommodation with a 24 hour staffing support and dispersed properties with floating support. It was acknowledged that more promotion of the lodging provision was required, including the seeking of more lodging hosts. In response to a further query it was advised that a 'staying put' arrangement was offered that would enable fostered young people to remain with foster carers beyond the age of 18 years. However, it was noted by a further Member that there was a push back against 'staying put' as it resulted in foster carers losing income.

The Chair noted the reported financial implications of the proposal and queried whether there had been any indication of young people coming into the Borough specifically to take up the local offer. A very limited number of such cases were acknowledged, possibly as a result of young people who had been placed into the Borough having become settled in the area and wishing to remain once reaching the age of 18 years. In such cases the young people were referred back, or 'reconnected', to the local authority with which they had a previous connection.

RESOLVED that -

1. the report be endorsed and the proposals which would ensure that care leavers receive the support of full rehousing duties up to the age of 25 years be commended to the Cabinet;
2. Officers report back to this body further when there are significant developments in respect of the rehousing duties owed or made available to care leavers up to the age of 25 years that the Overview and Scrutiny Board may need to consider.

10 **CLIMATE CHANGE - STRATEGY**

The Board received a report summarising the work undertaken on the forthcoming Oldham Green New Deal Strategy that followed from the resolution of the Council at the meeting held on 10th July 2019 for Oldham to become the first Council in the UK to become a "Green New Deal Council" and which included a target for the Council and the Borough to be carbon neutral by 2025 and 2030 respectively. The Council had committed to develop a new "Oldham Green New Deal" strategy and delivery plan setting out how these carbon neutrality targets will be met, as well as initiatives aimed at maximising the economic benefit for Oldham residents and businesses.

The Council had further declared a 'Climate Emergency' at the meeting held on 11th September 2019, pledging to engage staff, residents, partners and elected members in the creation of a new strategy to replace the Council's current Climate Change Strategy which ends in 2020. As a climate change strategy

should sit alongside a wider 'green new deal' approach, it had been proposed to develop a single strategy encompassing a range of green issues and developments under the umbrella of the Oldham Green New Deal Strategy.

The submitted report presented a headline vision of "Making Oldham a greener, smarter, more enterprising place to be" and several objectives and pledges that could form the basis for the scope and content of the Green New Deal Strategy. It was noted that while the Council could lead, a co-operative effort between the Council, strategic partners, residents, schools and businesses was needed if maximum benefit for Oldham was to be achieved. The Council was therefore committed to hold a Citizens' Assembly and develop a strategic programme of communications to ensure the maximum engagement with all stakeholders across the Borough.

The Board further received a presentation in support of the report which considered the implications of rising energy costs for the Council, households and the Borough as a whole, the value of the Low Carbon and Environmental Goods and Services sector in Oldham and Greater Manchester, and a number of projects and programmes including building a Local Energy Market, building solar farms, supporting community energy and utilising coal mine heat. The presentation concluded that "taking back control" of energy supply and environmental quality meant the developing of strong, confident and prosperous communities in charge of their own destiny and, mindful of the budget challenge, that investment in the green economy could reduce costs and pay dividends.

Members noted that while housing policies would be an important issue, for example keeping green spaces and having high eco-standards for buildings, there was no specific reference to housing development in the pledges. In response it was acknowledged that housing was subject to basic standards in building regulations but noted that work was being undertaken on projects such as developing new heating systems and that the Greater Manchester Spatial Framework was proposing all new developments should be carbon neutral by 2028. It would be difficult to enforce requirements on private developers, but the Council could be clear as to what it would welcome and lead by example by setting conditions on developments on Council owned land.

The Board was advised that a Citizens' Panel had taken place in summer 2019, with several theme groups being supported by specialist advisers to support residents in developing a local action plan thereby enabling citizens to create and develop their own solutions. Responding to a query as to extending the use of Citizens' Panels, the Board was advised that Engagement Officers were writing to residents inviting their involvement in a generic Citizens' Panel.

A Member queried the deliverability of what were big pledges, noting that some of the identified problems appeared to be

insurmountable. Acknowledging these issues needed to be addressed, it was important to manage expectations, for example what might be achieved for people who were renting their homes. The Chair noted the breadth of the pledges, suggesting that some might be considered in further detail, noting for example that an item related to air quality was to be considered at the following meeting which might be connected to a related pledge. Further pledges would be considered at workshop sessions and be incorporated into future Board Work Programmes.

RESOLVED that the breadth and ambition of the Oldham Green New Deal approach, and the commitment of the Council to this ground-breaking approach be noted.

11 **COUNCIL MOTIONS**

The Board gave consideration to a Motion which had been referred from the meeting of the Council held on 6th November 2019.

"Clean Air Outside Our Schools"

"This Council notes that:

- Our residents, staff and children are exposed to unsafe levels of pollutants outside of schools at peak times in the morning and afternoon.
- Road transport is one of the biggest contributors to particulate matter and pollution in Oldham Borough.
- Epidemiological studies show that symptoms of bronchitis in asthmatic children increase in association with long-term exposure to pollutants, as well as stunting lung growth.
- Only a handful of schools across the country are trialling 'No Vehicle Idling zones' yet they bring many health benefits.
- Air pollution poses a serious threat to the health and development of young people. While many of the policy interventions to rectify this problem would have to come from central Government or the Greater Manchester Clean Air Plan, this Council can do more and needs to be proactive on this issue.
- That there should be No-Vehicle-Idling zones around schools across the Borough.

This Council resolves to:

- Review the work done by No-Vehicle-Idling nationally in other local authorities and work this into Oldham's action plan for No-Vehicle-Idling Zones.
- Implement No-Vehicle-Idling Zones, around as many primary schools in the Borough as possible, by the end of 2022.
- Work closely with schools that are part of the scheme to inform parents and carers of the No-Vehicle-Idling Zones.

- Encourage local businesses to sponsor green walls on school buildings and tree planting near schools and the appropriate cabinet member include this in their action plan."

The Chair noted that an item on air quality was expected for the following meeting of the Board and some of the issues in the Motion might be considered in further detail at that point or in workshop sessions.

RESOLVED that issues raised within the Motion be addressed in an item on air quality to be considered at the next meeting and in connection with the Greater Manchester Clean Air Plan when that Plan is received by the Board.

12 **KEY DECISION DOCUMENT**

The Board gave consideration to the latest published Key Decision Document.

RESOLVED that the Key Decision Document be noted.

13 **OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME**

The Board gave consideration to the latest Overview and Scrutiny Board Work Programme.

Further to the submitted Work Programme, Members were asked to note that

(a) further work was being undertaken on the Oldham Town Centre Masterplan and a request had been made to defer this item from the January 2020 meeting;

(b) it had been confirmed that the Safeguarding Adults Annual Report 2018/19 would be available for consideration at the meeting in January 2020; and

(c) the Work Programme for the March 2020 meeting would require further consideration in order to best manage the business listed across the Work Programmes of all three Overview and Scrutiny Committees.

RESOLVED that the Overview and Scrutiny Board Work Programme and further reported matters be noted.

14 **DATE AND TIME OF NEXT MEETING**

RESOLVED that the date and time of the next meeting to be held on Tuesday, 21st January 2020 at 6.00 p.m. be noted.

The meeting started at 6.00 pm and ended at 7.15 pm

HEALTH SCRUTINY
03/09/2019 at 6.00 pm

Oldham Council

Present: Councillor Moores (Chair)
Councillors Toor, McLaren (Vice-Chair), Alyas, Byrne and Davis

Also in Attendance:

Andrea Entwistle	Principal Policy Officer - Health and Wellbeing
Lori Hughes	Constitutional Services
Mark Drury	Oldham CCG
Helen Ramsden	Interim Assistant Director, Joint Commissioning
Laura Windsor-Welsh	Action Together

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Ibrahim.

2 **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

3 **URGENT BUSINESS**

There were no items of urgent business received.

4 **PUBLIC QUESTION TIME**

There were no public questions received.

5 **MINUTES OF PREVIOUS MEETING**

RESOLVED that the minutes of the Health Scrutiny Committee meeting held on 2nd July 2019 be approved as a correct record.

6 **MINUTES OF THE JOINT SCRUTINY PANEL FOR PENNINE CARE (MENTAL HEALTH) TRUST**

RESOLVED that the minutes of the Joint Scrutiny Panel for Pennine Care (Mental Health) Trust from the meetings held on 21st March 2019 and 23rd July 2019 be noted.

7 **MINUTES OF THE GREATER MANCHESTER JOINT HEALTH SCRUTINY COMMITTEE**

RESOLVED that the minutes of the GM Joint Health Scrutiny Committee held on 13th March 2019 be noted.

8 **RESOLUTION AND ACTION LOG**

RESOLVED that the Resolution and Action Log from the Health Scrutiny Committee held on 2nd July 2019 be noted.

9 **MEETING OVERVIEW**

RESOLVED that the Meeting Overview for this meeting be noted.

10 **NORTH WEST AMBULANCE SERVICE**

The Committee were provided with information which outlined the current performance, position and initiatives of the North West Ambulance Service with additional focus on the Oldham area.

The presentation covered current performance against national targets, level of activity, number of hospital conveyances, hear and treat/see and treat numbers, new initiatives/projects and news from the trust. The sectors within the Ambulance Service were defined as well as the challenges for which there was a good and improving picture. The emphasis on the service was urgent care and improving the collaboration with other partners. Quarter 1 performances for 2018 and 2019 were compared and presented continued improvements. Measures had been brought in to reduce turn around times. The Committee were informed about working in a complex environment, changes to release ambulances quicker through changing the culture of staff and creating greater capacity. Members were informed about the extra demand and how this was being addressed. Emergency department attendances were outlined for each CCG and Oldham had shown a reduced attendance at A&E. Oldham was presented with high demand and the Ambulance Services was working with Oldham to look at ways to better manage patients to release ambulances within 30 mins.

Ambulance performance was improving and the targets for the response times were highlighted to the Committee. Members were informed about the response cars located in the communities and the improvements in response to cardiac arrest and stroke incidents. The number of conveyances had been reduced but a challenge remained with ambulance turnarounds.

Members sought and received clarification regarding the use of private ambulances. The use of private ambulances was being decreased by recruitment to the full potential to reduce dependence on private providers as well as the service being modernised. The Ambulance Service was also reducing time on scene through key messages being in place and work with the crews.

Members sought clarification on the performance indicators in reducing the turnaround time and getting to emergencies, did it affect the quality of care the patient needed, was the use of the car better and whether the emergency cars had the same equipment as the larger ambulance? Members were informed that in terms of care the car had the same equipment as the large van apart from lifting equipment. Assessment of a patient did not require the large ambulance. The cars provided a vital function and did not reduce the quality. With regard to the handover at the hospital, 30 minutes was enough to discuss the patient and relay what had happened. There was always triage with the clinician on the care of the patient.

Members sought clarification on what had improved performance and what steps could be taken to further improve performance not just within the ambulance service but also other members of the team and how sustainability could be ensured? Members were informed that sustainability was a concern, crews were dispatched following key questions being asked

which had knocked 25 seconds off the cycle. There were things that could be addressed through technology. All crews now had i-tablets which could access patient records and were linked to location technology. Partnership with other services was key. Less life-threatening calls could be diverted to another provider. The Greater Manchester Health and Social Care Board was trialling links with a number of providers with funding to bring a pilot back and indicate a way forward for it to be brought in before the winter pressures.

RESOLVED that the information related to the North West Ambulance Service be noted.

11 **THRIVING COMMUNITIES**

The Committee received a report which provided an update on the Thriving Communities Programme and, in particular, the initial phase of the Social Prescribing Innovation Partnership.

The report outlined the Oldham Model whereby the Council and its partners were committed to a cooperative future and the Oldham Plan which set out the Oldham Model for delivering tangible and sustained change. The Thriving Communities element of the model would deliver the common objectives of the health and social care integration, Oldham Cares. The programme would deliver £9m plus of reduced demand in the health and care system as well as delivering wider benefits to Oldham residents around improvements to their general physical and mental health and wellbeing.

The Social Prescribing Network was highlighted which bridged the gap between medical care and the community. It was estimated that there were more than 700 community groups across Oldham delivering close to 1000 activities, events and positive interventions / support for residents. In Oldham West since January 2018 in excess of 250 people had been supported since January 2019. The network was helping people turn their lives around and work alongside existing services.

A three-year contract had been initiated in April 2019 which had been commissioned via an Innovation Partnership which was a new model of commissioning that allowed the approach to be iterated and evolved through co-production with residents and a higher emphasis on social value. A ‘Care Champion’ model was being tested in Cluster East which would see the development of peer networks for patients who have common illnesses attached to surgeries. Oldham residents could also directly refer themselves via the Oldham Cares website. Referrals and connections into community support had dramatically ramped up as the model was operating borough wide and three times the levels predicted in the business case.

Social Prescribing data was captured from interactions and trackers in the Social Prescribing network and work was ongoing to address obtaining timely health data. The report reflected referral sources.

Fast Grants were outlined in the report which commenced in July 2019 and would deliver £60k each year into grassroots community groups. The next phase had been launched with over 40 applications received. Members were informed about the Social Action Fund which would commission five medium-sized projects and included the Oldham BAME Consortium, Wellbeing Leisure, Oldham Play Action Group & Wifi, Street Angels and Groundwork.

The Health Improvement Workstream and Thriving Communities had agreed to merge to give a stronger voice to earlier intervention and prevention to unpick system wide issues like obesity and oral health.

Members were informed about workforce development which would develop a common way for staff to work across organisational boundaries in a strength-based way. Workforce training would be made available to community groups who could benefit.

Members were informed on the stronger focus on evidence and evaluation with the Thriving Communities index which provided insight into where positive and negative norms lay within the borough. The index was available to members. Members engagement on the programme was also outlined in the report.

The Committee were informed that five clusters went live in July and the number of referrals had increased without having to access professional help. The number at present was almost 300 from across all clusters. The number 1 reason for referral was loneliness / social isolation and the second was mental wellbeing. Alongside advocating social care transformation was good community development work and it was important that organisations had the right amount of support and development. Work was being undertaken with Community Development Workers. Investment to the sector was important. Projects had now been awarded funding and started to deliver. The governance group had now merged with public health improvement group.

Members sought clarification on the primary care referral route and referrals from social care and how residents would find out about self-referrals. Members were informed that in the pilot phase there had been conversations with residents in places such as GP offices and handed out leaflets as well as using social media. Word of mouth was also key.

Members asked that as the voluntary sector was an integral part of the scheme, how would the sector be supported as well as investment. Many organisations involved residents who were retired who provided a degree of expertise. Members asked about the use of these resources and if a meeting / workshop would assist in pulling various groups together, identify most significant issues and develop a framework. Members were advised of ongoing community work and workforce

development. Members were also informed of work undertaken with the National Lottery.

Members enquired how health and wellbeing outcomes were addressed. Members were informed data showed 157 connections and 90 different groups and organisations but needed to be careful not to overwhelm some organisations.

Members asked about support for hard to reach groups. Members were informed of link workers and work to ensure the workforce was representative of the communities and support provided by those who were bilingual, shared the same experiences as well as being approachable and accessible and how organisations worked with residents who had relationships on those communities such as key groups who supported women through a trusted relationship. A peer approach could be looked at.

RESOLVED that:

1. The progress on the Thriving Communities Programme be noted.
2. A discussion on the role of the voluntary sector with the Chair and Vice Chair be organised.

12 **CHOICE AND EQUITY POLICY**

The Committee gave consideration to a report which related to an updated Choice and Equity Policy and an outline consultation that would gather views of patients on the new policy.

NHS Continuing Healthcare (CHC) referred to packages of continuing care arranged and funded solely by the NHS where the individual had been found to have 'primary health need'. Where a person qualified for CHC, the CCG had a duty to offer to provide a package of health and social care services which met the individual's assessed health and associated social care needs.

The draft Choice and Equity Policy, which was appended to the report, set out how the CCG would implement CHC in accordance with the National Framework and took into account the legal requirement for the CCG to act efficiently, effectively and fairly. The policy would be applied to new patients (with exceptions) and, in a few cases, to existing patients whose care needs had changed considerably. The policy sought to balance the CCG's duties to the individual and to all the other patients to ensure fairness and best value.

CCG staff would aim to work with patients to identify potential locations and care options. The CCG would generally use home care providers and care or nursing home providers that it had assessed as being able to meet procurement and contractual requirements. Under the policy, the CCG would generally not fund a care package in a person's home if the cost of doing so was more than 10 percent higher than providing the same care in a care or nursing home. In addition, the CCG would generally

not fund a placement at a care or nursing home if its fees were more than 10 percent higher than those of a suitable preferred provider.

The CCG would take account of an individual's views and wishes regarding where their care package was provided, when determining whether their case was exceptional and justified a higher cost being incurred to provide care. This would include consideration of an individual's particular reasons and family circumstances, and whether there were compelling circumstances. However, in reaching the decision the CCG must be satisfied that the proposed overall cost of the care package was proportionate and a justifiable use of CCG funds in comparison to the cost of commissioning a package of care for the individual in another location.

The policy had been updated to ensure continued compliance with the National Framework, and Article 8 of the European Convention on Human Rights and had taken into account the implications for social care.

The CCG proposed a small scale, six-week consultation, as appended to the report, of the 232 Oldham patients who were currently in receipt of Continuing Healthcare beginning on 9 September 2019 and ending on 21 October 2019. It was aimed to finalise the policy at the CCG Governing Body meeting on 7 November 2019.

The Committee received information as to how resources were used efficiently and through a person centred approach and how the policy was applied. It was planned to put more joined up working in place. New arrangements were being implemented, quality assurance was being joined up. Consideration of services which would be funded was outlined and examples were provided. How the consultation would be undertaken and the timelines was outlined to the members.

Members sought clarification as to whom would be affected by the policy change and the ethnic background to those who were currently receiving funding. Members were informed that there could be changes to those who currently received CHC when a review was triggered and discussed through a best interest meeting. The ethnicity numbers were not available at the meeting.

Members sought clarification on the budget implications and the breakdown in conditions of those in Continuing Healthcare. Members needed a better understanding of the budget numbers and the way funding was deployed at the moment and more discussion with the advocates. Members raised the need for a degree of transition and how this was managed. Members asked about the outcome of the consultation and engagement with service users. Members requested a discussion on the outcome of the consultation and requested a workshop be arranged.

Members asked if there was an adequate number of providers. Members were informed that there was a shortage of mental health nurses and that some providers were looking to expand the services and opportunities to work across localities. There were general issues around nursing provision. With regard to care at home, Oldham had several small organisations who were committed to Oldham and were sustainable and ethical. Members were also informed that services users when they reached the age of 18 fell under different legislative framework.

RESOLVED that:

1. The updated Draft Choice and Equity Policy and outline consultation be noted.
2. A workshop be scheduled to receive further information regarding Continuing Health Care (Adults) and the initial findings of the consultation prior to implementation of the Choice and Equity Policy.

13 **URGENT PRIMARY CARE**

The Committee gave consideration to a report which provided an update on the implementation of a new model of Urgent Primary Care for Oldham.

Aspects of the proposed model had been progressed which included the establishment of an A&E primary care stream and the sharing of medical records between GPs, hospital clinicians and other health and social care professionals. However, work to establish Urgent Care Hubs had proved to be complex with a considerable amount of work required which would ensure the service would be robust and both clinically and financially sustainable. The new model would not be implemented until the CCG was confident that the service would meet clinical needs, be safe and offered an improved patient experience. An Objective Review would be undertaken to take stock of progress and consider how best to implement the model going forward. Patient safety was important when services were changed within the NHS and not be brought in unless the change provided a better experience for patients.

It was anticipated that the review would take one month to complete. The outcome of the review would be discussed with the Health Scrutiny Committee at a future meeting.

Members sought clarification on the constraints which prevented the model from being introduced. Members were informed that the modal was based around primary care and a new way of working. The model needed to be worked out and robust. It was important to ensure that the best outcomes for residents.

RESOLVED that:

1. The update on Urgent Primary Care be updated.
2. The Health Scrutiny Committee received a further update on the outcome of the review when completed.

14 **COUNCIL MOTIONS**

The Committee were advised of a motion which had been referred to them by Full Council on 10 July 2019:

"Making a Commitment to the UN Sustainable Development Goals:

Council welcomes the UK Government's commitment to the delivery of the seventeen Sustainable Development Goals adopted by the world community at the United Nations in September 2015. The goals form part of the 2030 Agenda for Sustainable Development which seeks to eradicate extreme poverty, address inequality and injustice, and promote sustainable development and peace.
The goals are to:

- End poverty in all its forms everywhere
- End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Ensure healthy lives and promote well-being for all ages
- Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Achieve gender equality and empower all women and girls
- Ensure availability and sustainable management of water and sanitation for all
- Ensure access to affordable, reliable and sustainable economic growth, full and productive employment and decent work for all
- Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Reduce inequality within and among countries
- Make cities and human settlements inclusive, safe, resilient and sustainable
- Ensure sustainable consumption and production patterns
- Take urgent action to combat climate change and its impacts
- Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development

Wishing to replicate the UK Government's position on the goals, this Council resolves to make a similar commitment to their delivery, as far as is practicable and within its power and resources, and calls upon the Health and Overview and Scrutiny Boards to identify the work that is already being done by the Council and its partners and what more can be done, and to

present a report with its finding and recommendations to a future meeting of full Council."

The Committee discussed the motion. Overview and Scrutiny Board would also be involved in the resolution of the motion. The issues would be raised with the relevant officers who had an understanding and information available to invite contributions. A deadline for the response would be given with information coordinated into a progress report. The information would then form one report to be reported back to the Overview and Scrutiny Board and Full Council.

RESOLVED that the approach agreed by the Overview and Scrutiny Board be endorsed by the Health Scrutiny Committee.

15 **MAYOR'S HEALTHY LIVING CAMPAIGN**

The Committee received a report which presented an overview of the Mayor's Healthy Living Campaign for 2019/20.

The current Mayor would be focussing on the following health and wellbeing themes:

- Mental Health and Emotional Wellbeing;
- Healthy Eating; and
- Early Detection and Diagnosis of Health Conditions.

The Mayor had been using social media to promote her Healthy Living Campaign, shared information and advice on her chosen themes and details about a number of local services and organisations as part of her attendances at events. The Mayor had shared information about local and national organisations that supported mental health and also shared suggestions for the promotion and maintenance of good mental health. The Mayor had also shared advice regarding healthy nutrition and hydration to promote Healthy Eating. As part of her Early Detection and Diagnosis of Health Conditions Campaign theme, the Mayor had a health check and had shared advice regarding regular health checks and screening programmes.

Public Health officers were exploring opportunities for the Mayor to be involved in events which supported programmes which addressed Nutrition and Hydration for over 65s, Suicide Prevention and activity as part of the Whole School and College Approach to Mental Health and Emotional Wellbeing.

RESOLVED that the update on the Mayor's Healthy Living Campaign be noted.

16 **HEALTH SCRUTINY FORWARD PLAN**

RESOLVED that the Health Scrutiny Work Programme for 2019/20 be noted.

17 **DATE AND TIME OF NEXT MEETING**

RESOLVED that the scheduled date and time of the next Health Scrutiny Committee meeting to be held on Tuesday, 15th

October 2019 at 6.00 p.m. This meeting will be a Development Session.

The meeting started at 6.00 pm and ended at 8.00 pm

Report to OVERVIEW AND SCRUTINY BOARD

Update on the SEND Inspection Re-visit

Portfolio Holder:
Cllr Mushtaq Shaid

Officer Contact: Andrew Sutherland, Director of Education, Skills & Early Years.

Report Author: Andrew Sutherland, Director of Education, Skills & Early Years.

21st January 2020

Purpose of the Report

To give the Overview and Scrutiny Board (O&S) an update on the outcome of the SEND re-visit which took place on the week of September 26th, 2019. Due to the election there was a delay in the final publication of the letter, and it went live to the public on the Local Offer on December 23rd, 2019.

Executive Summary

The Local Authority, together with the local Clinical Commissioning Group (CCG) ('Local Partnership') have responsibility under the Children and Families Act 2014 for an effective SEND provision. An Inspection by Ofsted & the Care Quality Commission (CQC) in 2017 found that arrangements were not satisfactory and required the Council and CCG to co-produce with parents/carers a Written Statement of Action (WSOA) by 2 March 2018 on five recommendations. In September 2019 an Ofsted/CQC re-visit took place and three of the five recommendations were signed off as completed. Two recommendations required further action, and these are being worked on at present. It is important to note that the re-visit letter praised the the Local Partnership in significantly taking forward all the recommendations including the two outstanding recommendations. This report summarises the key points made in Ofsted CQC revisit and sets out our strategy in taking forward the remaining recommendations.

Recommendations

1. The Overview and Scrutiny Board commend the Local Partnership for their efforts made between 2017 - 2019 which has resulted in a positive Ofsted re-visit letter that commends the transformational changes and improvement in outcomes achieved over the two years

2. The Overview and Scrutiny Board request an update report in 6 months seeking advice on the progress made in the two areas of the original written statement of action not signed off in the re-visit letter.

Update on the SEND Inspection Re-visit

1 **Background**

1.1 Between 2 - 6 October 2017 Ofsted and the Care Quality Commission (CQC) inspected the arrangements within Oldham to meet the needs of children, young people with Special Educational Needs and Disability (SEND). The Inspection letter containing the findings of the inspection was published on the Ofsted website on 28 November 2017 and required the Council and the CCG to develop with key stakeholders a Written Statement of Action (WSOA). This statement was co-produced with parents/carers, children and young people and submitted to Ofsted by 2 March 2018. This report details the Inspection outcome and the measures taken by the Council and its partners to address the issues raised

2 **Current Position**

2.1 There were five areas in the original written statement of action. The inspection team said that sufficient progress had been made against three areas with two remaining outstanding. One of the key areas that received positive commendation was leadership of change by the local partnership. Below are some excerpts of the report in this category.

Ofsted reported in the re-visit letter (23rd December) that: 'leaders have worked hard to earn the confidence, trust and respect of their colleagues across the local partnership. This local partnership includes children's services, health services, the parent carer forum and schools. The positive relationships they have developed have been key to resolving the most pressing issues. Effective co-production has been at the heart of Oldham's SEND journey. The contribution of the parent carer forum to this improvement journey is valued by everyone'.

2.2 The re-visit letter also identified: 'strong oversight by the governance boards and the timely interventions of the transformation assurance board (TAB) have brought the right level of challenge and support. The TAB has made sure that leaders have kept their plans on track. As a result, there is a 'buzz' across the local partnership as stakeholders work together to realise their ambitious vision for children and young people with SEND'.

2.3 It also reported that: 'leaders have made sure that they now have the information they need to accurately understand the strengths and weaknesses in Oldham's SEND arrangements. Leaders' use of this information is dynamic and continually refined in response to developments. Most importantly, the information is informing leaders' actions and the challenge by governance boards. As a consequence, staff morale is good, communication with stakeholders has improved considerably and parental concerns are resolved more efficiently and effectively. No one is in any doubt about the considerable amount of work still to be done. However, the shared endeavour of the local partnership is gathering momentum and starting to make some of the positive differences needed for children and young people with SEND and their families'.

2.4 The re-visit letter also noted that the local partnership had acted swiftly to remove any potential illegal practices and the home to school transport policy was now legal and demonstrated good practice. (Further detail can be found in the re-visit letter attached to this report as appendix 1.)

2.5 The re-visit letter noted separately that: 'the new EHC process has improved the quality of plans. Intensive training and support have increased the knowledge and skills of the new team of EHC officers. Quality assurance processes are helping to bring plans up to the high standard set by leaders, but a small number of plans which do not meet this high standard are still being signed off. EHC plans checked by inspectors confirmed the

variability and inconsistency identified by the local partnership's most recent audit. This means that some children and young people continue to have plans that do not meet the local partnership's high standards.

As a result, this finding, which was flagged up by the local partnership team to the inspectors on day one, meant that sufficient progress had not been made to sign off this recommendation. It is worth noting that the re-visit letter benchmarked progress against our own high standards and recognised the progress that had been made. The challenge facing the partnership was the logistical number of annual reviews in the system needing updated. A plan is in place to manage this and we are confident that sufficient progress will have been made over the next six months to also sign off this recommendation.

2.6 The final recommendation which was not signed off was the 'persistent absence underachievement and exclusion of children and young people with SEND'. The re-visit letter did note that: 'Investment in building positive working relationships between the area leaders and its education providers has been a springboard for raising the achievement of children and young people with SEND in Oldham. Leaders routinely hold headteachers to account for their school's performance and schools are more open and transparent now to share information, discuss challenges and find solutions. One consequence is that school leaders have taken on the development of some key tasks following the inspection. For example, they have worked well with the local partnership to formalise positive alternatives to exclusion, such as managed moves and discipline placements. These managed moves give eligible pupils the opportunity to have a 'fresh start' at a new school. The discipline placements provide a 'breathing space' for both school and pupil. The pupil attends another school for a very short period before returning to their own school. In the early years and primary phases, children with SEND in particular benefit from the focus on improving communication, language and literacy.

The investment by the local partnership coupled with the Opportunity Area investment has targeted resources at schools and settings with the greatest need. The academic achievement of children with SEND in Oldham is improving faster than that of their classmates across the early years, key stage 1 and key stage 2.'

The reasons that this areas was not signed off on, which the Local Partnership brought to the attention of the inspectors on day one, was that in Key stage 4, performance is not yet at the required standard and we had an increase in exclusions at secondary level in 2019 benchmarked against the positive baseline of 2018. We are working closely with secondary schools to improve performance in these areas and Opportunity Area funding in 2020 will focus on a range of interventions to accelerate improvement.

2.7 Ofsted have now concluded their inspection with the local partnership. A nominated DfE adviser will link with the partnership to review progress in the remaining two areas over the next six months.

3 Key Issues for Overview and Scrutiny to Discuss

3.1 Overview and Scrutiny may wish to discuss how the SEND strategy 2019-22 will link to the final two recommendations still to be achieved and seek further clarification on next steps in reporting progress to the DfE.

4 Key Questions for Overview and Scrutiny to Consider

4.1 An update report will be issued in 6 months updating on the two outstanding recommendations.

5. **Links to Corporate Outcomes**

5.1 SEND links to all the corporate priorities impacting on children and young people. It also links to the health and wellbeing priorities of the council and partners and the SEND strategy 2019-22.

6 **Additional Supporting Information**

6.1 N/A

7 **Consultation**

7.1 N/A

8 **Appendices**

8.1 Appendix 1: The SEND Re-visit Letter issued on 23rd December 2019

Ofsted
Agora
6 Cumberland Place
Nottingham
NG1 6HJ

T 0300 123 1231
Textphone 0161 618 8524
enquiries@ofsted.gov.uk
www.gov.uk/ofsted
lasend.support@ofsted.gov.uk

19 November 2019

Ms Merlin Joseph
Managing Director of Children's Services
Oldham Council
West Street
Oldham
OL1 1XJ

Dr Carolyn Wilkins, OBE, Chief Accountable Officer, Oldham Clinical Commissioning Group (CCG) and Chief Executive, Oldham Council
Andrew Sutherland, Local Area Nominated Officer, Oldham Council

Dear Ms Joseph and Dr Wilkins

Joint area SEND revisit in Oldham

Between 23 and 26 September 2019, Ofsted and the Care Quality Commission (CQC) revisited Oldham to decide whether the area has made sufficient progress in addressing the significant weaknesses detailed in the written statement of action (WSOA) issued on 31 October 2017.

As a result of the findings of the initial inspection and in accordance with the Children Act 2004 (Joint Area Reviews) Regulations 2015, Her Majesty's Chief Inspector (HMCI) determined that a written statement of action was required because of significant areas of weakness in the local area's practice. HMCI determined that the local authority and the area's clinical commissioning group (CCG) were jointly responsible for submitting the written statement to Ofsted. This was declared fit for purpose on 16 March 2018.

The area has made sufficient progress in addressing three of the five significant weaknesses identified at the initial inspection. The area has not made sufficient progress in addressing two significant weaknesses. This letter outlines our findings from the revisit.

The revisit was led by one of Her Majesty's Inspectors from Ofsted and a Children's Services Inspector from the CQC.

Inspectors spoke with children and young people with special educational needs and/or disabilities (SEND), parents and carers, and local authority and National Health Service (NHS) officers. More than 200 parents and carers contributed to the revisit. Inspectors looked at a range of information about the performance of the area in relation to the actions outlined in the WSOA and sampled more than 20 education, health and care (EHC) plans.

Main findings

- The initial inspection found that:

  There was a lack of effective leadership and joint partnership in leading, developing and evaluating the reforms.

  Following the initial SEND inspection, new leaders inherited a 'broken system and broken teams'. This leadership team swiftly set about putting in place the foundations needed to resolve the endemic weaknesses.

  Leaders have worked hard to earn the confidence, trust and respect of their colleagues across the local partnership. This local partnership includes: children's services, health services, the parent carer forum and schools. The positive relationships they have developed have been key to resolving the most pressing issues. Effective co-production has been at the heart of Oldham's SEND journey. The contribution of the parent carer forum to this improvement journey is valued by everyone.

  Following a period of considerable turbulence as new leaders and staff came into post, everyone has 'rolled their sleeves up' and set about putting in place the policies and processes needed to sort things out. Strong oversight by the governance boards and the timely interventions of the transformation assurance board (TAB) have brought the right level of challenge and support. The TAB has made sure that leaders have kept their plans on track. As a result, there is a 'buzz' across the local partnership as stakeholders work together to realise their ambitious vision for children and young people with SEND.

  Leaders have made sure that they now have the information they need to accurately understand the strengths and weaknesses in Oldham's SEND arrangements. Leaders' use of this information is dynamic and continually refined in response to developments. Most importantly, the information is informing leaders' actions and the challenge by governance boards. As a consequence, staff morale is good, communication with stakeholders has improved considerably and parental concerns are resolved more efficiently and effectively.

  No one is in any doubt about the considerable amount of work still to be done. However, the shared endeavour of the local partnership is gathering momentum and starting to make some of the positive differences needed for children and young people with SEND and their families.

  The area has made sufficient progress to improve this previous area of weakness.

- The initial inspection found that:

  Illegal practice may be happening in Oldham.

  Leaders worked with a range of partners to find and resolve any possible illegal practice. Firstly, they systematically reviewed the possible illegalities which were identified during the initial inspection. Following this review, appropriate legal

advice was sought. This provided assurance that all aspects of the area's work were compliant with the SEND regulations.

Leaders overhauled the transport policy and related arrangements. Also, they put in place a new process for considering all requests for EHC needs assessments. These decisions are now based on a transparent process, in line with statutory guidelines and overseen by a multi-agency panel.

Leaders have sought assurance from headteachers that they do not use 'unofficial' exclusions. The local partnership has worked together to formalise a range of alternative options to exclusion. However, it is too early to evaluate the impact of these plans on children and young people with SEND.

This is an action that leaders recognise requires ongoing monitoring if they are to be reassured that all SEND policy, processes and practice continue to be legally compliant. To this end, the local partnership routinely uses information and advice from different partners to challenge any possible illegal practices.

The area has made sufficient progress to improve this previous area of weakness.

- The initial inspection found that:

Transport arrangements for children and young people who have SEND were defective.

The local partnership took swift and decisive action to put in place transport arrangements which put the needs of the children and young people first. Leaders sought assurance from their legal team that the policy and associated arrangements were compliant with statutory requirements.

Officers apply this policy consistently when considering applications. They ensure that health risk assessments are completed when applications are approved. The specific health needs of children and young people are considered routinely when officers make safe transport plans.

All passenger assistants have received training to help them do their jobs well. Those who support children and young people with complex health needs receive additional targeted training. Consequently, this team manage pupils' needs competently and confidently.

The local partnership has started to look at how it supports young people to travel independently. This reflects the local partnership's ambition to ensure that young people are well prepared for their transition into adulthood.

The local area has made sufficient progress to improve this previous area of weakness.

- The initial inspection found that:

The EHC process was dysfunctional and the quality of plans was inadequate.

The local partnership had to start from scratch. Following the inspection, leaders recognised the pressing need for structural change as well as capacity building. This took time. Once new leaders and teams were in place, comprehensive training was delivered to all staff involved in EHC processes and plans. Leaders used audit processes to evaluate the quality of each stage of the EHC assessment process and to inform further staff training. Over the past 12 months, the timeliness and quality of advice from all partners have improved.

The new EHC process has improved the quality of plans. Intensive training and support have increased the knowledge and skills of the new team of EHC officers. Quality assurance processes are helping to bring plans up to the high standard set by leaders, but a small number of plans which do not meet this high standard are still being signed off. EHC plans checked by inspectors confirmed the variability and inconsistency identified by the local partnership's most recent audit. This means that some children and young people continue to have plans that do not meet the local partnership's high standards.

There is a recovery plan in place now to review all the plans issued before the new quality standards were introduced in September 2018. However, at this time only one in 10 of these plans have been amended or rewritten. This means that many children and young people continue to have poor-quality plans.

The area has improved information-sharing with key groups of professionals. The special educational needs coordinator forums, POINT events and the link EHC officer role, have helped to reassure schools and families about the progress that is being made to resolve the most pressing issues.

Leaders have not put in place a mechanism to evaluate the impact of EHC plans. Consequently, leaders do not have assurance that the provision set out in each plan is helping the children and young people achieve their intended outcomes.

The area has not made sufficient progress to improve this previous area of weakness.

- The initial inspection found that:

Children and young people with SEND underachieved considerably and had high rates of fixed-term exclusions and persistent absence.

Investment in building positive working relationships between the area leaders and its education providers has been a springboard for raising the achievement of children and young people with SEND in Oldham. Leaders routinely hold headteachers to account for their school's performance and schools are more open and transparent now to share information, discuss challenges and find solutions. One consequence is that school leaders have taken on the development of some key tasks following the inspection. For example, they have worked well with the local partnership to formalise positive alternatives to exclusion, such as managed moves and discipline placements. These managed moves give eligible pupils the opportunity to have a 'fresh start' at a new school. The discipline placements provide a 'breathing space' for both school and pupil. The pupil

attends another school for a very short period before returning to their own school.

In the early years and primary phases, children with SEND in particular benefit from the focus on improving communication, language and literacy. The investment by the local partnership coupled with the Opportunity Area investment has targeted resources at schools and settings with the greatest need.

The academic achievement of children with SEND in Oldham is improving faster than that of their classmates across the early years, key stage 1 and key stage 2. However, despite considerable investment, improving pupils' outcomes at key stage 4 continues to be a challenge. In 2018, the achievement of pupils with SEND declined. Moreover, despite a reduction in the number of fixed-term exclusions following the inspection, there has been a significant increase month-on-month since February 2019. There is also considerable variability across schools. There are schools who have successfully made adjustments so that pupils' needs are better met. In these schools, the number of fixed-term exclusions for pupils with SEND is low.

A worrying trend is in relation to permanent exclusions from secondary schools. The number of permanent exclusions from secondary schools has risen considerably. Pupils receiving support for SEND are disproportionally more likely than their peers to be excluded. Last year, despite only representing around a tenth of the cohort, they accounted for half of all permanent exclusions.

The local partnership has plans in place to reduce the persistent absence of children and young people with SEND. However, these plans have stalled. The local partnership is setting up a new 'task and finish' group to lead this work but this group is not yet operational.

The area has not made sufficient progress to improve this previous area of weakness.

The area has made sufficient progress in addressing three of the five significant weaknesses identified at the initial inspection. The area has not made sufficient progress in addressing two significant weaknesses. As not all the significant weaknesses have improved it is for the Department for Education and NHS England to determine the next steps. Ofsted and the CQC will not carry out any further revisit unless directed to do so by the Secretary of State.

Yours sincerely

Pippa Jackson Maitland
Her Majesty's Inspector

Ofsted	Care Quality Commission
Andrew Cook, HMI Regional Director	Ursula Gallagher Deputy Chief Inspector, Primary Medical Services, Children Health and Justice
Pippa Jackson Maitland, HMI Lead Inspector	Lucy Harte CQC Inspector

cc: Department for Education
Clinical Commissioning Group
Director Public Health for the local area
Department of Health and Social Care
NHS England

Oldham Council

Report to OVERVIEW AND SCRUTINY BOARD

Alexandra Park Eco-Centre and Northern Roots

Portfolio Holder: Councillor Jabbar, Deputy Leader

Officer Contact: Emma Barton, Director of Economy

Report Authors: Brian Enright, Principal Regeneration Officer and Anna da Silva, Project Director, Northern Roots
Ext. 4298

January 21 2020

Purpose of the Report
To update Overview and Scrutiny Board on progress made regarding the Alexandra Park Eco-Centre and Northern Roots.

The update will consist of a PowerPoint presentation to members.

Recommendations
To note progress made to date regarding the Alexandra Park Eco-Centre and Northern Roots.

This page is intentionally left blank

Report to OVERVIEW AND SCRUTINY BOARD

Generation Oldham update (including COALESCCE)

Portfolio Holder:
Cllr Abdul Jabbar, Cabinet Member for Finance & Corporate Resources, Deputy Leader

Officer Contact: Rebekah Sutcliffe, Strategic Director of Communities & Reform

Report Author: Andrew Hunt, Green Oldham Lead
Ext. 6587

21 January 2020

Purpose of the Report
To provide an update on the Generation Oldham community energy programme, including the Interreg Europe COALESCCE project.

Recommendations
That the Board:-

1. Notes the success of Oldham Community Power in consolidating its position after the Phase 1 installations
2. Notes the ongoing work to scope a potential Phase 2 of OCP's scheme
3. Notes the success of the COALESCCE project in influencing Greater Manchester's environmental strategy and delivery plan at the highest level
4. Considers the questions in Section 4 as to how Oldham Council can build on our leadership successes in this area so far

Generation Oldham update

1 **Background**

1.1 The Generation Oldham programme is the Council's community energy programme. Launched in autumn 2014, it aims to support the development of community-owned renewable energy generation capacity to achieve a number of aims:-

- To help the borough meet its carbon reduction targets
- To reduce electricity bills for the occupants of community buildings
- To support community groups taking on buildings via Community Asset Transfer
- To enable Oldham residents to own a share in the borough's own renewable energy co-operative, retaining the benefits of energy generation locally
- To support local Green Technology and Services sector organisations via the supply chain
- To engage young people in the climate change agenda
- To create training and employment opportunities for residents in the GTS sector

1.2 In January 2018, the Generation Oldham programme was augmented by the Interreg Europe funded COALESCCE project. COALESCCE stands for Community Owned And Led Energy for Security, Climate Change and Employment, and the project aims to build the community energy sector in Greater Manchester and seven other partner EU regions – in Germany, Spain, Italy, Bulgaria, Hungary and Romania. Oldham Council is the Lead Partner for the project, the concept for which came out of the Generation Oldham programme.

1.3 Oldham Council won the national Community Energy Local Authority Award in 2018 for our support for community energy locally, nationally and internationally.

<u>Oldham Community Power</u>

1.4 2016 saw the establishment of Oldham Community Power, a Community Benefit Society, led by three volunteer directors from the community and also a representative from the Council on the Board. Over the summer of 2016, Oldham Community Power installed 220kW of solar PV on the roofs of five schools and a community centre. The installations were funded by a combination of community shares (purchased by residents) and a loan from the Council. After the installations were completed, OCP launched a new share offer and refinanced around £150,000 of the Council loan by selling community shares to residents. The majority of the Society is now owned by residents and local organisations such as Action Together, with the Council holding a minority shareholding of £100,000. However, under the rules of the Community Benefit Society, each Member holds only one vote at the Annual General Meeting, so no large shareholders can unduly influence the direction of the Society.

1.5 OCP has faced a number of challenges since its creation, both technical and administrative. Problems with securing an export meter for one of the sites, due to difficulties in engaging with the relevant energy companies and the Distribution Network Operator, resulted in some financial losses through the loss of Feed In Tariff (FIT) payments for exported electricity at that site. The finalisation of the roof leases between the Council and OCP took much longer than expected, which has delayed (but not prevented) the receipt of FIT payments to OCP as in order to claim FIT payments, evidence of a roof lease being in place must be provided to the energy company administering the FIT payments. However, OCP has overcome these challenges and has

consolidated its position, attracting a new Finance Director in the process to strengthen the Board. Following the release of FIT payments upon completion of the roof leases, OCP is now preparing to pay its members their first interest payment on their investment.

1.6 The time it has taken to resolve the roof leases and other issues mean that OCP has not yet been in a position to undertake a Phase 2 of their solar PV installation scheme. However, scoping work is now underway to establish what a Phase 2 might look like. A number of Council properties have been identified as potential Phase 2 sites, and Unity Partnership have been engaged to carry out a high-level assessment of which of these buildings could be suitable. OCP also has interest from private and community sector building owners, which is very encouraging as one aim of the Generation Oldham programme is to make OCP a truly community-based organisation. Installations on Council buildings have provided an anchor for OCP's business model, but ultimately the intention is for their portfolio to be much wider than just Council buildings.

1.7 The 'Climate Change and Green Oldham' report to full Council in July 2019 stated that, "Since installation in 2016, the OCP solar PV systems have saved the five schools and community centre around £5,700 on their electricity bills, and already have reduced carbon emissions by around 135 tonnes – the equivalent of taking around 67 cars off the road for an entire year."

1.8 In the same report, the Council stated its intention to become a "Green New Deal Council", with a new strategy to be brought forward setting out how the Council can become carbon neutral as an organisation by 2025 and how the borough can achieve carbon neutrality by 2030. The Oldham Green New Deal Strategy (still in development) is due to be presented to Cabinet in March 2020, but consultations on the overall objectives have already taken place, including a paper to the Overview and Scrutiny Board in November 2019. The Oldham Green New Deal Strategy is likely to re-state the Council's commitment to supporting community energy, via a new Vision for the borough and key objectives and pledges:-

- The vision is a short statement aimed at summing up what the overall purpose of the strategy is about:- *"Making Oldham a greener, smarter, more enterprising place to be."*
- Key objective:- "Make Oldham a leading local authority area for environmental quality and play a leading role in meeting the GM Mayor's Green City Region objectives" (community energy features in the overall GM Environmental Vision, see later in this report)
- Key pledge:- "Oldham borough will continue to have the most renewable energy generation in community ownership in the city region, and will encourage the other Greater Manchester local authorities to work with their own community groups to build the community energy sector"

1.9 The Council is also preparing a Memorandum of Understanding with the Oldham Partnership, setting out areas where the Partnership can work together to tackle the 'Climate Emergency'. One of these areas is likely to be community energy, and the Council will urge partners to engage with OCP to see if any of their buildings could be suitable for inclusion in future phases of OCP's solar PV programme.

1.10 Despite the delay in designing and implementing a Phase 2, OCP has been successful in other areas. The Society secured a grant from Electricity North West (the local Distribution Network Operator) to design and deliver innovative interactive educational screens for use in schools, to help the students to understand their solar PV system and how it helps to reduce bills and tackle climate change. OCP is working with local innovator Oldham Live and Now to design the screens and will be commissioning an organisation called Ready to

engage with the schools. The system is completely unique and could have much value and success in the future if it is adopted by schools across Oldham, Greater Manchester and nationally.

COALESCCE

1.11 As set out earlier, the COALESCCE project is an Interreg Europe funded project created by Oldham Council to take the principles of the Generation Oldham programme and apply them to the whole Greater Manchester city region, as well as engaging six other European regions in building the community energy sector in their countries. Oldham Council is the Lead Partner and amongst the most advanced and experienced in the field of community energy, although both the Spanish and German partner regions also have expertise in the field of energy co-operatives and community-owned renewable energy and energy efficiency schemes. The other partner regions – in Italy, Bulgaria, Romania and Hungary – have less experience but some interesting examples mainly concerned with the community-owned retrofit of thermally inefficient, relatively old blocks of flats, which are nonetheless replicable and useful models.

1.12 For Phase 2 of the project, each of the COALESCCE partners must create a Regional Action Plan to support the community energy sector in their region. These RAPs are informed by a process of interregional peer review exchanges and study visits, to enable all partners to benefit from the knowledge and experience of the others. The "Oldham Model" of local authority support for community energy has been identified through COALESCCE as an international model of best practice, and many of the partners have included the development of such a model in their RAPs.

1.13 Another example of best practice coming from Oldham has been an online tool called "Power Paired". Power Paired is a website / portal which has been developed by Forum for the Future, supported by Oldham Council in a pledge made at the 2018 GM Green Summit. Power Paired enables the owners of buildings and other assets to list them, without obligation or commitment, online so that local community energy groups can look at them and engage with the asset owner if they wish with a view to developing the assets as community energy projects. Oldham Council has supported the initiative by using it to identify buildings for a potential OCP Phase 2 project, and this has helped to build confidence in the platform, which now hosts a large number of potential project sites owned by a variety of different organisations. Power Paired has been identified through COALESCCE as being an example of best practice which the other partner regions can also seek to create in their own country.

1.14 The real value of the COALESCCE project for Oldham though has been the process of local stakeholder engagement in Greater Manchester, the building of the GM RAP and the influence of the project at GM Combined Authority level and the GM Mayor's Green City Region initiative. Two very well attended (70+ delegates at each) local stakeholder workshops were held in Manchester, one in spring 2018 and one in spring 2019, to build the COALESCCE GM RAP. The first of the two workshops also acted as a 'listening event' for the community energy sector in GM to feed into the 2018 GM Green Summit. The purpose of the GM Green Summit was to begin the process of drafting a new 5-year Environment Plan for the city region, and the input of COALESCCE into this process was absolutely key.

1.15 The outcome of this process has been that for the first time, community energy has been highlighted as a headline aim for the city region in its programme to tackle climate change. The new environmental Vision for Greater Manchester specifically envisages "more community owned renewable energy". As part of this commitment, all ten GM local authorities are required to assess their assets for renewable energy suitability and to develop them either in-house or in partnership with a community energy group.

1.16 The 2019 local stakeholder workshop finalised the RAP for the GM community energy sector. Now supported by policy at the highest level, the GM community energy sector has its own action plan and has committed to delivering 10% of the city region's target for renewable energy generation. As a result of the COALESCCE project, a new North West Community Energy Hub is being set up, and workshops have taken place with large private sector landlords to highlight the opportunities of working with community energy groups, as well as training events for community energy organisations themselves around the development of roof leases – which was one of the main challenges for OCP here in Oldham.

1.17 This framework for supporting the GM community energy sector which has been provided by the COALESCCE project means that now a significant number of the ten GM local authorities are actively engaged in community energy projects. As well as Oldham, Stockport, Salford, Trafford and Bury all now have projects underway with community energy groups. As COALESCCE Lead Partner, Oldham will continue to engage with the remaining local authorities to encourage them to explore the potential for community energy in their own areas and support them to do so with signposting to resources and contacts.

Community Energy Innovation Project

1.18 One other success of the Generation Oldham programme was the GM Community Energy Innovation Project. In 2016/2017, Oldham Council delivered a BEIS-funded £65,000 project to help four community energy organisations in GM develop their innovative business ideas. Oldham Community Power were awarded a grant to explore ways to engage low income households in community energy, Biomass Energy Co-op received a grant to develop a boiler capable of burning biomass pellets made from used coffee grounds, Bury Community Hydro received assistance to look at a 'virtual private wire' approach to local energy supply, and Carbon Co-op received a grant to develop a "My Home Energy Planner" online tool for homeowners.

1.19 Oldham Council worked with Electricity North West and Community Energy England to deliver the innovation project.

2 Current Position

2.1 As mentioned earlier, the Council's Transformation Team is currently carrying out an assessment of OCP's Phase 1 project, to identify successes and also where things would need to be done differently if the Council is to support a Phase 2 project. Part of this process is to ensure that all stakeholders involved understand the principles behind the Council's co-operative approach to delivery, and so have an appreciation of the social value objectives behind the Generation Oldham programme as well as the financial and environmental ones.

2.2 A number of Council buildings are being explored as potential sites for a Phase 2, and an indicative budget requirement is being drawn up in collaboration with Unity Partnership, covering technical support services which would need to be provided to OCP where they intend to install solar PV on further Council buildings.

2.3 The forthcoming Oldham Green New Deal Strategy will re-state the Council's commitment to supporting community energy in the borough.

2.4 A Project Manager in the Transformation Team is working with OCP to put together an indicative Project Plan for a potential (not yet approved) Phase 2 scheme which would be installed in the summer of 2021. One advantage that a Phase 2 scheme has over Phase 1

is that as the Feed In Tariff is no longer available, a longer timescale for implementation does not mean an adverse effect on the overall business model. On the contrary, as the cost of renewable energy generating equipment continues to fall and energy prices continue to rise, a longer project development timescale means that installations which were previously economically marginal will become more viable.

2.5 There may be an opportunity as part of a Phase 2 scheme for the Council and Unity Partnership to take on a shared Community Energy Specialist Apprentice to support the scheme. Such an apprentice would be the first in the UK, after Oldham Council developed the new national apprenticeship standard, the country's first apprenticeship in community energy. The Council is working with external organisations to provide training and End Point Assessment functions for the apprenticeship standard, and it is hoped that these provisions could be in place if the Council wanted to take on the UK's first Community Energy Specialist apprentice.

2.6 It should however be stressed at this point that no decision has been made to proceed with a Phase 2 scheme, and no detail of one has yet been developed, either by the Council or by Oldham Community Power. Any decision to do so will be a mutual agreement between the two parties after suitable feasibility and due diligence has been completed, and may be reinforced by a new Co-operation Agreement between the two parties setting out roles, responsibilities and shared objectives.

3 Key Issues for Overview and Scrutiny to Discuss

3.1 The Board to note the success of Phase 1 of OCP's solar PV installation scheme, the challenges which have been overcome and lessons learned, and the scoping work currently underway on a potential Phase 2 of the scheme.

3.2 The Board to note the Council's continuing commitment to supporting community energy in the forthcoming Oldham Green New Deal Strategy and Memorandum of Understanding with the Oldham Partnership.

4 Key Questions for Overview and Scrutiny to Consider

4.1 How can the Council further support Oldham Community Power, in particular to strengthen its Board and secure further volunteer support to build community engagement?

4.2 How can the Council further build on its community energy leadership at Greater Manchester level to ensure that the principles behind Generation Oldham are embedded as a standard aspect of the city region's economic and climate change strategies?

5. Links to Corporate Outcomes

5.1 Corporate Plan:-

<u>Inclusive Economy:-</u>

- #ourbit: Attracting investment and encouraging business and enterprise to thrive
- #yourbit: Supporting and promoting local businesses and ventures
- #ourbit: Working with partners to create quality work prospects - and ensuring all residents can access new skills and opportunities and be work-ready

<u>Thriving Communities:-</u>

- #ourbit: Increasing the sense of involvement and ownership of issues that affect people and they care about

- #yourbit: Getting involved in your community: actively sharing ideas and experience with others about things you are passionate about

5.2 The Oldham Plan

Inclusive Economy

- Investment:-
  - We will challenge the orthodox investment model at Greater Manchester and beyond where it doesn't benefit the people and the areas that need investment the most
  - We will support the growth of our key employment capabilities seeking and supporting increased innovation and enterprise
  - We will continue to invest in Oldham and stimulate investment
- Human capital:-
  - We will develop a productive and integrated education, skills and employment offer for Oldham
  - We will ensure a great education and vocational training offer and enable residents to be life ready and work ready
  - We will ensure effective business support to increase investment in enterprise, skills and training including apprenticeships

Co-operative Services

- Brilliant everyday collaborations at scale:-
  - We will build new collaborations that improve living standards and the life chances of Oldham residents
  - We will bring in funding and expertise to Oldham to do great things

Thriving Communities

- Co-operative workforce:-
  - We will ensure assets based working and co-production is embedded in our unified workforce

5.3 The Generation Oldham programme also supports delivery of the Council's Climate Change Strategy and target of a 48% cut in carbon emissions by 2020 on a 1990 baseline, and the Council's Affordable Warmth Strategy in terms of cutting the energy bills of Oldham communities. It is also expected to be a key work area in the forthcoming Oldham Green New Deal Strategy.

6 **Financial Implications**

6.1 Phase 1 for Generation Oldham's community energy programme led to the establishment of Oldham Community Power (OCP). The Council provided OCP with a 2 year loan of £250k and this was settled in 2018 by the selling of community shares (£150k) and the Council retaining shares in the company (£100k).

6.2 In January 2017, the Council was awarded an Interreg EU grant for the COALESCCE project with the aim to complement the community energy programme. The grant over 4 years amounts to £334k and is being utilised to take the principles of Generation Oldham and apply to the Greater Manchester region.

6.3 The report outlines that there is currently a review by the Transformation Team for OCP's phase 1 project. This review will inform whether the Council will support phase 2 of the project. Financial implications will be evaluated in full once the review has taken place. (Nicola Harrop)

7 **Legal Services Comments**

7.1 Any property transactions must comply with the provisions of the Land & Property Protocol;

7.2 Any procurement of works or services or contracts entered into must comply with the provisions of the Contract Procedure Rules;

7.3 The Council's Financial Procedure Rules must be complied with.

7.4 In relation to granting leases, if what is proposed either (a) requires the "occupier" to sign up to a power supply agreement with the owner of the solar panels (to whom a lease is usually granted by the Council of say, roof space occupied by the solar pv panels) and/or (b) the lease granted to the solar panel owner limits development not only of the building on which the panels are situated but surrounding land, there is the possibility of free use and development being prejudiced.

7.5 The schools and other occupiers of relevant sites need to agree and sign a Power Supply Agreement with the provider before invoices can be issued.

7.6 If grant funding is available to the Council going forward then appropriate legal and financial due diligence must be undertaken to ensure the Council can lawfully comply with any grant conditions and /or any match funding requirements and the Council's Financial Procedure Rules.

7.7 Installation of solar PV panels as part of this scheme require a formal lease to be completed of part of the the airspace up to a height of six metres above the roof surface (as measured perpendicular to the angle of that roof surface) above the part of the roof on which the panels are to be installed) to ensure that all parties interests are adequately and appropriately protected. The lease also needs to grant rights over the building and possibly adjoining land owned by the Council to panel owner covering access for installation, repair, maintenance, inspection etc of the panels. Furthermore, it is very important to note that the panel owner will require a right to the **unobstructed passage of light and air to the airspace** in question. This issue needs to be carefully considered when negotiating the terms for each lease (or perhaps at the point of choosing a site) when deciding on the area of the Council's property adjoining the building in question over which the Council is prepared to grant such rights.

Equally, the lease will reserve rights for the Council (amongst others) to require the panels to be removed or decommissioned (either temporarily or permanently depending on the circumstances) to enable works to be carried out to the building affected by the installation (including the roof itself). Except in very rare situations, this will involve payment of compensation for loss of income to the panel owner (caused by the cessation in generation of solar energy) or, where removal and decommissioning, is to be permanent compensation on a sliding scale (reducing during the term of the lease) to the panel owner to compensate for the costs of installation.

All leases will need to be granted for a fixed term of about 21 years and these leases need to exclude any right for the tenant (ie the panel owner) to call for a renewal under the provisions of the Landlord and Tenant Act 1954.

7.6 Appropriate advice from legal and property colleagues must be taken at every stage. (Rebecca Boyle)

8. **Co-operative Agenda**

8.1 Generation Oldham is one of Oldham's award-winning co-operative ventures, involving the Council, community and a number of other strategic partners.

8.2 The initiative will, in the long run, help communities to become more self-reliant through the reduction of their energy bills and upskilling them to run their own energy and asset businesses. The links between Generation Oldham, the community asset transfer programme and other initiatives such as Oldham Live and Now (who are working with Oldham Community Power on interactive educational screens for schools) are building true resilience in the community and giving Oldham residents and businesses control over their own resources. (Andrew Hunt)

9 **Human Resources Comments**

9.1 The Council's Learning and Development Team are in the process of finding an End Point Assessor Organisation for the Community Energy Specialist Apprenticeship Standard. It is not recommended to recruit anyone onto a Standard until an EPAO has been identified. There is a current lack of interest in the market. (Andrea Dickinson)

10 **Risk Assessments**

10.1 N/A

11 **IT Implications**

11.1 N/A

12 **Property Implications**

12.1 Installation of solar PV panels as part of this scheme require a formal lease to be completed of part of the the airspace up to a height of six metres above the roof surface (as measured perpendicular to the angle of that roof surface) above the part of the roof on which the panels are to be installed) to ensure that all parties interests are adequately and appropriately protected.

12.2 It is advised that should Council owned buildings be considered for future phases, that the required preliminary property (estates and building) work is fully scoped well in advance and that appropriate budget provision is identified in order to facilitate delivery of the same. (Peter Wood)

13 **Procurement Implications**

13.1 N/A – update only

14 **Environmental and Health & Safety Implications**

14.1 Generation Oldham is a key delivery area of the Council's commitment to reduce carbon emissions in line with targets set in the GM 5-year Environment Plan (to which the Council is a signatory) and also Oldham's own target to be carbon neutral as a borough by 2030 (which will be set in the forthcoming Oldham Green New Deal Strategy). (Andrew Hunt)

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

15.1 N/A

16 **Equality Impact Assessment Completed?**

16.1 N/A – update only.

17 **Key Decision**

17.1 N/A – update only.

18 **Key Decision Reference**

18.1 N/A

19 **Background Papers**

19.1 N/A

20 **Appendices**

20.1 None

Oldham
Adult Safeguarding Board

Oldham Partnership

Annual Report
April 2018 – March 2019

Published: January 2020

Author: Abigail Pemberton, Safeguarding Adults Board Manager

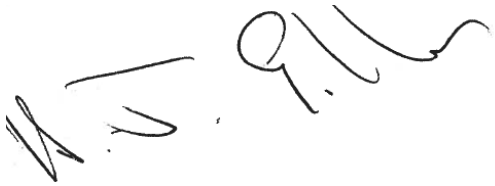
Issued: January 2020

Review Date: April 2020

Forward from the Independent Chair

Welcome to this report on the work of the Oldham Safeguarding Adults Board for the business year April 2018 to March 2019. This has been an exceptionally busy year for the Oldham Safeguarding Adults Partnership, which has continued to progress key safeguarding priorities for vulnerable adults in the Borough. In addition to discharging its core business, the Board commissioned two major reviews into aspects of its safeguarding work. First, was a peer review undertaken in collaboration with Stockport's Safeguarding Adult Board, which examined key elements of local safeguarding practice and partnership working. The review enabled Oldham to be compared to a near neighbour and reflect on the opportunity to revise or enhance current local practices and procedures and improve the efficiency and effectiveness of our safeguarding activity. The conclusion of the peer review, which was broadly positive, highlighted issues where enhance integration of governance, staff deployment and operational practice could be attained.

These issues were further considered and evaluated in a full-scale internal Partnership review of safeguarding arrangements that was undertaken between November 2018 and January 2019. This led to a report with 22 recommendations relating to the better integration of health and social care processes and personnel. These recommendations included revised governance arrangements for the Board, devolution of front-line responsibility for safeguarding to neighbourhood teams and revised specialist support to local staff on issues relating to mental capacity and responding to safeguarding needs. Currently these recommendations are in the process of being implemented, with the revised arrangements aimed at being operational by April 2020. Meanwhile the safeguarding of vulnerable adults in the Borough continues to be actively addressed and, as this annual report shows, an expanding area of activity.



Dr Henri Giller, Independent Chair, Oldham Safeguarding Adult Board

Oldham in context

Safeguarding is about people's human rights, their health and wellbeing and supporting people to live free from abuse and neglect.

There are many social factors which contribute to the causes of abuse and neglect.

For many Oldham citizens life is good, and they are able to protect themselves from the risk or experience of abuse and neglect.

There are also factors which increase vulnerability to abuse and neglect including deprivation and poor levels of health and wellbeing which continue to affect many Oldham Citizens.

- 58.8% of Oldham's population are aged 18-64
- 15.9% are aged 65+
- 22.7% of the areas in Oldham are amongst the 10% most deprived areas in England
- Oldham's healthy life expectancy and overall life expectancy are significantly lower than England's averages.

Oldham Safeguarding Adults Board are committed to addressing the causes of abuse, preventing abuse and ensuring that protection and support to recover from the experience of abuse is available to the citizens of Oldham.

Oldham Safeguarding Adults Board

Oldham Safeguarding Adults Board is a partnership of organisations whose aim is to safeguard adults who are vulnerable to, at risk of or are experiencing abuse and neglect. As a statutory body the primary role of Oldham Safeguarding Adults Board is to strategically lead adult safeguarding within Oldham. The board is also required to assure itself that organisations and agencies across Oldham are effectively ensuring the safety and promoting the interests of adults who are vulnerable to abuse and neglect.

Oldham Safeguarding Adults Board is comprised of both statutory and non-statutory members. We are required to produce and publish a strategy every three years which outlines the priorities of the board, and an annual business plan which details how we will achieve our aims.

Our partnership approach is that our shared vision will be achieved by working together in partnership as communities, organisations and affiliated boards to maximise effective, forward looking strategies which safeguard adults.

The strategy and workplans underpinning our vision remain flexible in approach. Where new risks are identified, or key aspects require review, the strategy and workplans are amended to support the most effective means of preventing abuse and neglect and promoting the wellbeing and safety of adults.

This annual report evaluates our effectiveness in achieving our aims in 2018-19 and will identify our future plans and where strategy will focus and develop going forward.

Our principles and priorities 2018/19

Our collective values as a board are that:

- It is a human right to live a life free from abuse and neglect.
- Individualised, outcome focused safeguarding and public protection is the responsibility of the board partnership and the wider community.
- Preventative practice reduces the risk of abuse or neglect to adults with care and support needs.
- Multi agency working supports excellence in safeguarding practice.
- A holistic approach is at the heart of safeguarding practice.
- Individual rights to both to take risks and receive protection should be respected.
- Safeguarding is everyone's business.
- Partnership agencies are responsible for holding each other to account.
- Achieving excellence in safeguarding is a continuous process which occurs through a culture of learning.

The underpinning principles that we work to are those of empowerment, prevention, partnership, proportionality, protection and accountability.

Our Priority areas of work for 2018 /19 have been:

Prevention and wellbeing

The board recognise that preventative safeguarding has the capacity to enhance resilience to abuse and neglect and empower individuals and communities to safeguard themselves. In 2018- 19 the board therefore gave priority to developing a prevention sub group and prevention strategy. We planned to focus on prevention through community engagement which supports early identification of new safeguarding issues, engagement with the development of the prevention offer for adults across Oldham, and to lead on the delivery of key messages to front line staff.

Transitions

In 2018 – 19 the board planned to continue to maintain oversight of the transition's agenda and priorities via links to existing working groups.

It was recognised that the boards plan to expand its prioritisation of this area of work from a focus on learning disabilities to all areas of need, and the boards consideration of the need for a joint transitions' subgroup with the Local Safeguarding Children's Board would form part of the phase two our three year strategy going forward into 2019-20.

Making safeguarding personal

The Making Safeguarding Personal (MSP) approach is an agenda for change aimed at achieving a cultural shift in the way we work with adults who are experiencing or at risk of abuse and neglect. It emphasises the need to move away from process led safeguarding practice and systems, to person centred, interventions-based practice which uses preventative, wellbeing and safety approaches to meet the desired outcomes of adults at risk.

The approach requires all organisations to engage with people about the outcomes they want from the point of first contact and drives safeguarding work which supports people to be in control and can make decisions for themselves about their wellbeing and safety. In 2018 – 19 the board therefore gave prioritisation to the creation of a making safeguarding personal subgroup and the development of an engagement strategy with the citizens of Oldham.

Integration and safeguarding

In 2018 a new model of care that brought together health and social care to improve outcomes for local people was implemented in Oldham. Oldham Cares is the banner under which Oldham's health and social care commissioners and providers work together on an integrated approach to health and social care in the borough. Integration in Oldham has presented both opportunities and challenges which continue to be shaped by ongoing dialogue. In 2018 – 19 the board recognised the need to give priority to leading the dialogue in relation to the impact of and opportunities created by integration for safeguarding adults.

Domestic abuse

In 2018 – 19 the board planned to continue to maintain oversight of the Domestic Abuse agenda and priorities via links to existing working groups.

Prevent

In 2018 – 19 the board planned to continue to maintain oversight of the Prevent agenda and priorities via links to existing working groups.

What has the board done 2018/19

In May 2018 Oldham an adult safeguarding peer review with Stockport which addressed the following areas:

The Efficacy and Quality of the All Age Multi Agency Safeguarding Hub

Key learning points

Stockport Said…

- A joint adult and children's MASH helps staff understand the family journey and avoid duplication and lack of consideration of the full picture.
- Colocation leads to strong multi agency collaboration
- Having an early intervention response embedded in the MASH was seen as good practice.

Oldham reflections….

- Oldham welcomes this independent feedback, particularly in the context of the cluster work and ensuring MASH continues to provide safeguarding oversight and prevention work.
- Oldham has worked hard to strengthen application of the Care Act in the MASH to ensure better understanding of where cases meet the S.42 threshold for enquiry.
- Whilst Stockport cited the need for independent reviewing officers in Stockport, this may or may not be needed in Oldham, where a culture of empowerment at Social worker level is gathering momentum.

Recommendations

Stockport Said….

- OMBC should consider the impact of the move to clusters very carefully.
- OMBC and partners should understand the impact of Greater Manchester Police's Investigation and Safeguarding Review and work closely together to minimise the impact on the MASH.
- Consideration should be given to a mental health worker and housing worker being based in the MASH.

Oldham reflections…..

- Oldham welcomed this insight (based on learning from Stockport's locality working) and will consider the relationship, roles and responsibilities and interdependencies between the MASH and cluster teams.
- Oldham reflected on the excellent relationship with the police in Oldham, and the engagement in the MASH has been seen as a positive. However, it was acknowledged that there has been some disengagement in certain groups and settings, (Including strategy meetings), which is resulting in safeguarding cases not having police insight/intervention.

Key actions to take forward:-

- Oldham Director of Adult Social Services to take forward GMP engagement issues at NW ADASS

Outcomes and experiences for people – Deprivation of Liberty Safeguards

- **Key Learning Points**

Stockport Said….

- In Oldham, the lack of signatories to scrutinise and authorise deprivations is significantly impacting on the situation.
- Currently the Learning Disability and Mental Health Head of Service is the only active signatory.
- Integration will create more senior posts which will enable more opportunity for trained signatories.

Oldham reflections…

- Oldham is in the process of training additional staff to become signatories recognising that this has been a weakness for some time.
- Oldham has received the same advice regarding managing the back up of applications and has taken the decision to put on hold cases that haven't been assessed and focus on existing high and medium priority cases.
- Oldham to review Liberty Protection Legislation, ahead of Mental Capacity Amendment Act implementation in 2020.

Recommendations

- It would be useful to review process and determine at what point in the system waiting lists should start.
- More active signatories should be available for sign off of Form 5s.

Key Actions to take forward:-

- Ensure new authorisers are fully trained and allocated to help reduce the current caseload and reviewed/audited soon after by the quality sub group.
- Oldham Director of Adult Social Services to pick up wider legislative changes at NWADASS.

Outcomes and experiences for people – Case File Audit

- **Stockport said..**
- OMBC to assure themselves that all meetings including strategy meetings are appropriately recorded and defensible decision making is described.
- Some third party records were written in people's notes. OMBC to consider whether 'Group recording function' would be more appropriate.
- OMBC to assure themselves that risk assessments are completed along with action plans about how risk will be mitigated

Oldham reflections…….

- Oldham will reflect on efficacy of checks and balances in terms of sign off arrangements.
- Oldham have Mental Capacity Act (MCA) training in place but there has been historic problems of partner engagement.
- Oldham to consider role of Clusters and identifying MCA champions so that MCA become part of the operating culture.
- Oldham has recently agreed to audit a % of cases as a result of two new members of staff coming in to the service.
- Oldham acknowledged improvements to risk planning is needed and these will be picked up via the case audit work and addressed with staff as an area of practice improvement.

Recommendations:

- OMBC to consider how quality checks and balances are managed – including regular audits of cases to review the quality of decision making and recording.
- OMBC to consider how to audit and oversee the electronic system which requires management sign off. It was identified that some managers sign off their own decisions.
- OMBC / PCFT to consider undertaking more work around capacity assessment training

Outcomes and experiences for people – Health Watch

- **Key Learning Points**
- A strong commitment and relationship with HWO that will only ensure the service users perspective is considered so that improvements to be made to the service.
- Visibility within the care homes will promote a robust pathway of engagement with service users.
- A strong desire from HWO in devolving ways in which to further engage those who are impacted by the services offered, and a keen aspiration to work with neighbouring Healthwatch services.

Recommendations

- The review team would welcome more accessible documentation being made available to the wider public.
- Consider effective methods of gathering and developing feedback from users to improve people's experience of safeguarding.
- Consideration is given to ensure that service users' voices are heard, and mechanisms are in place for the translation of action across the partnership, and to ensure that arrangements are fed back to the service user and where appropriate, to the wider population.

Oldham reflections…

- Oldham welcomed this feedback, though acknowledged some personnel changes have enabled a better memorandum of understanding and clarity of roles and responsibilities.
- Oldham will reflect on the service user voice issue and have made inroads in ensuring such insights are included within emerging performance frameworks.

Key actions to take forward: -

Continue to develop this relationship within relevant decision making forums and ensure consistent application of Making Safeguarding Personal by staff.

Contribution of Health Services – Pennine Care Foundation Trust

Key Learning Points

- It was noted that there is a presence from PCFT within the MASH in the form of a safeguarding nurse, which offers a different dimension to the assessment/screening process.
- The current practice of Council staff working within the Integrated Mental Health Teams, using the Council recording system enables the Council to have a clearer oversight of Care Act compliancy.
- The PCFT governance lead oversees complaints and incidents; there are twice weekly meetings across the trust to examine incidents and a monthly governance assurance meeting; however, it is not clear how this feeds into the SSAB.
- The new policy was developed in conjunction with staff and this has led to a welcome and positive shift in culture.

Recommendations

- Separate recording systems is likely to heighten the risk of key information being missed by professionals
- PCFT should work with their Organisation Development to review and implement a robust training strategy.
- The 'NHS Safeguarding Self-Assessment Tool' should be completed to reflect the lack of confidence around staff ability to address safeguarding issues and an action plan designed to ensure that training is built into the business plan

PCFT should ensure learning from previous incidents, such as Safeguarding Adult Reviews, is considered more, so that preventative measures can be implemented sooner with the intention to reduce incidents from occurring.

Recommendations

- The review team were informed there was a skill gap in the Prevent and Channel strategy, this is an area for development and the membership should reviewed to consider representation from mental health services.
- The Team Around the Adult model should be assessed to ensure that ownership of tasks / issues is fully understood.
- The Manager of the community nursing team should consider visiting one of the integrated teams in Stockport for further shared learning of how DN and SW approach safeguarding issues jointly through shared duty and triage meetings

Contribution of Health Services - CCG

Key Learning Points

- Evidence of good support from Designated Nurse to practitioners from other agencies to understand their safeguarding duties.
- Good engagement on a Greater Manchester level as a member of the Greater Manchester Designated Nurses Safeguarding adults network.
- Designated Nurse demonstrated excellent knowledge and Interaction at the OSAB and was witnessed supporting the chair with outcomes and actions.
- Good relationships seen with multi agency partners.

- Good escalation processes in place for trusts which are not meeting there assurance contracts.

Recommendations

Stockport Said…

- Oldham CCG should consider whether the right level of seniority of staff attends board in the light of the fact that the Designated Nurse is there as an advisor to the board.
- Oldham CCG should consider how to strengthen oversight process for smaller providers; this involves a separate small provider GM assurance tool.
- Oldham CCG should assure itself that the issues identified within Pennine Care NHS FT are being addressed promptly and effectively.

Oldham reflections…

- Oldham concurred on the quality and insight of the CCG representative in an advisory capacity and will consider how in addition another CCG representative can be sought to fulfil strategic requirements of the board.

Key Actions to take forward: -

- As part of the OSAB Annual review consider membership and engagement issues.

The Safeguarding Adults Board and the relationships between partners

Key Learning Points

- Developed links with Oldham Children's Boards were strong, particularly with the transitions agenda.
- OSAB is working well with good attendance from partners with an improving strategic focus.
- Partnerships are strong and getting stronger.
- The Director of Adult Social Care and his senior management team are committed to the safeguarding business. This ethos infiltrates throughout adult social care with a demonstration of strong leadership.

Recommendations

- Consider the development of induction packs to ensure they are available for new board members; this would be a good resource for new board members.
- The implementation of a full financial forecast that would demonstrate the level of financial commitment from both statutory and non-statutory partners.
- Consideration should be given to the sub group structures and thought given to amalgamate membership of sub groups, and to review the frequency of meetings.
- The peer review team recommend that OSAB spend time in refreshing their memorandum of understanding, of what it means for Oldham to have a consistent track record of attendance, with clear terms of reference so that individual organisations could be held to account.

Oldham reflections…

- Oldham liked the idea of induction packs and the Statement of commitment which could be refreshed annually and used when new members join.
- Oldham has been proactive in refreshing the Performance Sub Group, including its TOR and is currently considering a multiagency dashboard.

Key actions to take forward:-

- To learn from the board development work at Stockport, including the adoption of the above products where appropriate.
- Consider wider review of sub groups

Stockport said..

- Develop a Safeguarding website that is available to professionals and the wider public.
- Promote wider public awareness of safeguarding that offers accessible information to a range of people from different language backgrounds.
- Assist CQC to engage more with OSAB.
- Consider including a communication strategy on the agenda as a standard item to ensure that the matter of how to tell people what Safeguarding Adult outcomes are discussed and agreed.

Oldham reflections..

- Consider wider role/relationship of CQC not specific to Oldham per se.
- Communications have already been identified as an area of improvement and a new apprentice has been recruited to look at partnership comms.

Key actions to take forward:-

- Comms strategy for the board, based on what is reasonable and within the resources available.

Workforce and the Neighbourhoods - Neighbourhoods

Key learning points

- Strong evidence of Making Safeguarding Personal being embedded within the teams with good examples of practice.
- Clear definition of duties for staff around safeguarding.

Recommendation

- Consider if there is a need to monitor risks regarding staffing levels and how this impacts on case management of complex cases and prevention of abuse through active case management
- OMBC should consider building up a library of case studies where people's experiences can be collected to share best practice examples with other workers
- OMBC and PCFT should consider how to mitigate the risk of having two separate systems.
- Consider using a Risk Register for cases where workers are concerned about a person's wellbeing so they can be 'monitored'
- Consider how MSP can be promoted within the wider workforce and economy.

Workforce and the Neighbourhoods – Quality Assurance and Safeguarding Hub

Key Learning Points

- The move to the CCG building was strengthening relationships with health colleagues.

Recommendations

Stockport said…

- OMBC should consider reviewing the DoLS process with the aim of slowing down allocation until there is assurance that Form 5s will be signed off promptly. They should also consider how to increase the number of active signatories.
- OMBC should consider how to strengthen links with the MASH team specifically around police engagement with safeguarding investigations.
- OMBC should review the capacity for undertaking safeguarding investigations and supporting care homes within the team.
- OMBC / OSAB should consider how to assure themselves of the quality and consistency of Section 42 investigations and case conference out coming, not just within the QUASH team but across the wider Oldham services.

Oldham reflections…

- To reflect on how care home allocation can be better distributed across the team.
- Build confidence and resilience within the team around DOLS.
- Consider how the team can re-ignite links with MASH.
- Consider current lack of police engagement and how this can be managed operationally and at a strategic level.

Key actions to take forward:-

- Consider the above in light of Safeguarding Review taking place and doing so in a way that acknowledges impact of change to date.

In Summary

- The panel saw evidence of commitment and enthusiasm in all areas visited. Staff were knowledgeable and helpful and keen to demonstrate both the good work that had been done and their awareness of the gaps in service that needed to be addressed.
- There were many similarities between the issues faced in Stockport and many of the recommendations reflect the challenges that the public sector faces with increasingly demand and increasing complexity across the adult agenda.
- The panel felt there was scope for joint working to consider how we address the challenges we face.

The Safeguarding Adults Board Subgroups and priority areas delivery on the annual business plan

The Safeguarding Adults Review subgroup

The SAR subgroup screened three new referrals in 2018- 19 and a SAR was recommended for all three people.

One of these reviews was completed during 2018 - 19 alongside the completion of two ongoing reviews.

The learning from the completed SARs completed in 2018-19 can be summarised as:

SAR 1

- The use of standard engagement processes which anticipate people's full cooperation and engagement is not suitable or successful for all people. Assertive outreach approaches are needed to support some people to engage with services who can support them with their health, wellbeing and safety.
- Professionals within the safeguarding partnership would benefit from a framework for working with adults who have mental capacity and who are at risk of serious harm or death through self-neglect, risk taking behaviour or refusal of services.
- Peoples diagnoses can evolve over time. A working diagnosis [the latest diagnosis] together with historical information should be clearly identified by professionals and used to inform risk assessments and care plans which support a person's wellbeing and safety.
- When a person's mental capacity is in question, the completion of formal decision to assess mental capacity and time specific mental capacity assessments can help to formulate risk assessments and care plans and assists in the provision of appropriate services.
- Prompt recording, grading and formal sharing intelligence is necessary in order to ensure that professionals have the right information to inform decision making. Healthcare staff need to understand what intelligence gradings mean and be able to apply that knowledge to their risk assessments.
- Actions from multi agency meetings need to be agreed by all present and be Specific, Measurable, Achievable, Realistic, Time bound. Processes need to be in place to notify professionals not present at meetings that they have been allocated an action prior to the minutes being available.

- Where a mental health assessment is planned to consider detention under the Mental Health Act immediately prior to a person's release from prison, in the event that a decision not to detain under the Mental Health Act is made, a contingency plan should be developed to support the individual and manage their release and engagement with services.

SAR 2

- When Information sharing between agencies is completed it is not always in a clear manner.
- When making referrals to other agencies and organisations referrers should be clear about the purpose of the referrals and expectations of the outcome of the referral and ensure that they have fully considered all and made all appropriate referrals for support and signposting opportunities.
- Agencies should be clear on their roles and responsibilities in supporting an individual's wellbeing and safety and the roles and responsibilities of other agencies that can support people's safety.

SAR 3

- A person may come into contact with many agencies on a frequent basis, but not fully meet the criteria for, or engage with any of the agencies for ongoing support. A multi-agency approach with a co-ordinating lead professional role is required to support a person's safety in these circumstances.
- A person who presents with behaviours that pose a high risk to their safety, agencies should be routinely demonstrating through their recording that mental capacity to make decisions about these behaviours has been considered and assessed.

Actions:

- The publication of all three SARs in 2019 -20.

The actions and recommendations below will be incorporated into the into Oldham Safeguarding Adults Board business plan and activity for 2019- 20 to support learning to be embedded in practice across Oldham's Safeguarding Partnership.

- The development of a multi-agency self-neglect policy and a Risk Management protocol.
- The implementation of multi-agency audits examining how the principles of the Mental Capacity Act are embedded in the practice of the organisations with the Oldham safeguarding partnership to assure Oldham Safeguarding Adults Board that all agencies have the necessary knowledge and understanding of the requirements of the Mental Capacity Act to discharge their statutory responsibilities.
- A multi-agency Mental Capacity Act training plan should be developed comprising of information about the legislation and practical advice about applying the legislation in practice to assure Oldham Safeguarding Adults Board that General Practitioners are being offered, and are participating in, training to increase awareness and knowledge of Mental Capacity Act requirements.
- Oldham Safeguarding Adults Board should receive assurance that all of its member agencies have clear policies and a proactive approach to working with families. This should include sharing information; care planning; appropriate levels of decision making (that are Mental Capacity Act compliant); pathways for end of life care.
- Oldham Safeguarding Adults Board should receive assurance that General Practitioners are fully conversant with the requirements of Mental Capacity Act in relation to matters of consent and are supported in delivering the principles of Making Safeguarding Personal.
- Oldham Safeguarding Adults Board should be assured that all agencies know when and how to escalate safeguarding concerns. They should also be assured that multi-agency discussions regarding safeguarding concerns are built into local care planning and delivery.

The Operational Policy and Procedures subgroup

The operational Policy and procedures subgroup have experienced some challenges throughout 2018 -19 with capacity and resource constraint.

As a result, the subgroup hasn't achieved all the activity the Board had hoped. The main focus of the subgroup in 2018 -19 has been on policy and procedure development and included a review Oldham's Multiagency Safeguarding policy and procedures and fully updating these, reviewing the ADASS Person in a Position of trust (PIPOT) policy and commencing work on a multi-agency PIPOT procedure for Oldham, and commencing work on a self-neglect policy which will sit alongside a Multi-agency Risk Management protocol. Completion and delivery of these policies and procedures will continue into 2019 -20. The sub group will also place a renewed focus on operational development.

The Prevention and Wellbeing Subgroup

The prevention and wellbeing subgroup were created in 2018 -19. Terms of reference for the subgroup activity were agreed and the group began to work with a focus on supporting adult safety and wellbeing. The initial work completed by the group was undertaken to gain an understanding of what was in place to support the prevention of abuse and neglect in Oldham. The subgroup has reviewed the outcomes of a review of the prevention offer in Oldham, community based initiatives, thriving communities and enablement work. The subgroup also began work on an understanding what good preventative safeguarding looks like and the options on how to deliver this in Oldham. A framework for Adult Safeguarding Prevention was established which outlines different cohorts of people and what sort of prevention activity would be required to have a meaningful impact on reducing the risk of and vulnerability to the risk abuse or neglect at the earliest possible point. The subgroup also began to contribute to the development of a prevention strategy and began planning awareness raining events around early intervention for delivery in 2019-20.

The Making Safeguarding Personal Subgroup

The making safeguarding personal subgroup were also created in 2018 -19 with the key focus on raising the profile of making safeguarding personal and promoting participation. The groups work is the start a conversation with the citizens of Oldham on what is important in preventing abuse and neglect, supporting wellbeing and how citizens should be protected when they need such support. Terms of reference for the subgroup activity were agreed and mapping of existing engagement with service users across the partnership was completed and its findings reviewed. The group undertook an options appraisal for how engagement with Oldham Citizens can be undertaken by Oldham Safeguarding Adults Board and an action plan created. This plan will now be implemented in 2019 – 20 and into 2021 through close alignment to the prevention and wellbeing subgroup.

The Performance subgroup

The work of the performance subgroup in 2018 – 19 focused on assuring the board that effective leadership and partnership working are taking place across the safeguarding adult's partnership. Four Performance Indicator documents were created, a 2018/2019 performance dashboard indicator list was

created, the group also provided a quarterly Performance Dashboard and accompanying Performance Report for Oldham safeguarding Adults Board, and the summary of annual safeguarding activity for the annual report.

The Quality Assurance and Audit Subgroup

The work of the Quality Assurance and Audit Subgroup in 2018 – 19 has also focused on assuring the board that effective leadership and partnership working are taking place across the safeguarding adult's partnership. The terms of reference for the subgroup were reviewed and updated. A core set of products and tools for the audit of cases and assessment and assurance of quality in safeguarding activity undertaken across the partnership was developed. The subgroup members completed Oldham's Adult Safeguarding peer review report, plus an overall report summarising finding from both Oldham and Stockport. They also undertook a safeguarding case file audit around the theme of the Mental Capacity Act and delivered the findings to the board. Further planned audits were placed on hold to allow the delivery of the Adult Safeguarding Peer Review with Stockport and whilst a full review of the Adult Safeguarding arrangements in Oldham occurred.

The Workforce Development subgroup

The work of the Workforce development subgroup in 2018 – 19 focused on raising awareness of and embedding Oldham's multi-agency Safeguarding Adults Policy, Procedures and Adult Social Cares Safeguarding Practice Guidance into front line safeguarding practice. The ability to deliver the remainder of the Subgroups objectives has been affected by capacity and resources the subgroup has not achieved all the activity the board had hoped. These issues have now been resolved and the subgroup will continue to work on the revised delivery of a workforce development strategy in 2019 – 2020.

The Public Relations and Communications subgroup

The work of the public relations and communications sub group has focused on raising the public profile of adult safeguarding and partnership work throughout 2018 -19. A communications network across the adult safeguarding partnership has been created and the pre-work needed to develop a multi-agency Safeguarding Adults Board brand, independent Oldham Safeguarding Adults Board website, and the promotion of its purpose commenced. This work is intended to continue jointly throughout 2019 - 2020 and into 2021 as part of the boards 3-year strategy and will take place through close partnership with the Oldham's Safeguarding Children's partnership.

Domestic Abuse

Oldham Safeguarding Adults Board continued to receive assurance into how the work of the Domestic Violence Partnership contributes to the safeguarding Adults Boards strategy. The board were provided with updates from a report summarising victim pathways and provision, identifying gaps, and on the creation and progress of a domestic abuse action plan.

Prevent

Oldham Safeguarding Adults Board continued to receive assurance in relation to the prevent agenda and priorities through consideration of the messages from the Annual report on Prevent. Regular updates were received on the Greater Manchester rollout of Operation Dovetail. The board were provided with assurance that a programme of engagement activity to build community understanding and confidence in Prevent and that staff in partner organisations are being trained on Prevent in order to understand their responsibilities for safeguarding.

Integration and Safeguarding

Alongside significant benefits of the integration of health and social care the need for a full review of Oldham's Safeguarding Adults arrangements was recognised as an outcome of integration. Further to this, the Mental Capacity (Amendment) Act came into legislation in 2019.

This safeguarding review was delivered from November 2018 and concluded in January 2019 at Oldham Safeguarding Adults Board (OSAB) development day. 22 individual recommendations were made regarding how the current local model can be strengthened and improved. These can be summarised as:

- Recommendations regarding our local implementation of our statutory requirements for a Safeguarding Adults Board, including changes to format, frequency, support, and communications. These include proposals for a twice annual joint Safeguarding Forum with Children's safeguarding colleagues, examining the overlapping elements of our agendas, and a refresh of Sub Groups.
- Recommendations regarding the establishment of a multi-agency Strategic Safeguarding service to replace the current service that sits with Commissioning. This will be aligned to the Multi Agency Safeguarding Hub (MASH), but provide greater strategic capacity for policy, audit, workforce development and assurance. A refreshed Deprivation of Liberty function, and a Board Business Unit will also feature.
- Recommendations relating to operational adult safeguarding activity, such as referral pathways, expanding our local approach to the management of safeguarding activity to include NHS-employed colleagues, and the role of the MASH and the hospital-based Integrated Discharge Team.
- Recommendations relating to workforce development and training for adult safeguarding and mental capacity.

Adult Safeguarding activity in Oldham

843

safeguarding concerns were received by the local authority

Of the safeguarding concerns received

43.7% were for males

56.3% were for females

Safeguarding concerns by age range:

18-64	46.5%
65-74	14%
75-84	20.3%
85-94	15.8%
95+	3.2%

403

Statutory Safeguarding enquiries were commenced

142

None statutiry Safeguarding enquiries were commenced

310

Safeguarding enquiries were concluded

In the concluded enquiries

30% of individuals at risk lacked capacity

In the concluded enquiries the outcome of action being taken was:

Risk removed: 40.6%

Risk remained: 9.7%

Risk reduced: 49.7%

Concluded safeguarding enquiries by category of abuse:

Neglect / acts of omission: 28.8%

Financial or material abuse: 19.8%

Psychological abuse: 13.8%

Physical abuse: 18.3%

Discriminatory abuse: 2.3%

Sexual abuse: 6%

Self neglect: 2.5%

Domestic Violence: 6%

Organisational abuse: 1.8%

Sexual exploitation: 0.5%

Modern Slavery: 0.3%

Concluded safeguarding enquiries by location:

Residential Care homes: 28.4%

Nursing Care homes: 9.7%

Own home: 43.2%

Acute hospital: 3.2%

Other location: 9.4%

Community: 4.5%

Mental Health Hospital: 0.6%

Community hospital: 0.3%

in a community service: 0.

Safeguarding in action

Shirley's story

Shirley is a 52-year-old female who lived alone. She had been diagnosed with Huntington's Disease for 6 years. There were concerns about her physical health and Shirley was refusing to have any medical investigations, she was neglecting her personal care and was not eating or drinking properly. There were significant risks to Shirley's health and safety identified as part of a safeguarding enquiry.

3 experienced professionals worked with Shirley over a significant period of time to develop an honest and trusting relationship. They assessed that she lacked mental capacity in relation to decisions about her care and treatment and considered her mental health needs through a Mental Health Act assessment. An advocate was involved to ensure her views were represented.

As risks to physical and mental health continued to increase an application to the court of protection was made. Specialist support was identified, and the Judge agreed for Shirley to move to a specialist placement.

She is now very settled. Her relationship with her family has improved and she also has a good relationship with the staff that support her. Her physical and mental health and wellbeing needs are being met and she has been sitting out of bed and has taken a few steps for the first time in over a year.

Margaret's story

Margaret lived alone in rented accommodation with no informal support around her. Her property was becoming hazardous to herself and others due to the amount of belongings which were discarded on the floor and she needed support with her mobility and personal care. Over the years she had been known to social care but had not engaged with them.

A safeguarding concern was raised by the fire service and a self-neglect safeguarding enquiry began to consider Margaret's wellbeing, the risks she faced to her safety, the risks to others, what she wanted to happen in relation to her wellbeing and safety and what actions were also needed to protect others.

During the enquiry, Margaret had a fall in her home which resulted in a hospital admission and temporary support to allow her time to recover from an injury.

Through a transparent safeguarding enquiry that supported a relationship to be built between Margaret and the professionals supporting her she is now working in partnership with her landlord and Social Worker to support her to return safely to her property and on a future goal of building and maintaining relationships that will ensure she can maintain her tenancy and live well in a safe environment.

Future Plans

The recommendations of the review of safeguarding arrangements in Oldham were fully endorsed by the Safeguarding Adults Board in January 2019 and delivery will take place through three phases of activity over 2019 -20: an initial mobilisation phase, a second transition phase, and a third and final consolidation phase. A programme team, including Programme Board arrangements are in place to direct, coordinate and deliver the programme. The Programme Board will report directly to the board for the duration of its meeting.

Recommendation 1: A restructure of the Adult Board arrangements, including reducing meeting frequency and removing the Executive Group
Recommendation 2: The creation of a joint Safeguarding Forum to focus on the assurance and oversight of safeguarding across Children's and Adults
Recommendation 3: The amalgamation of appropriate Sub Groups across Children's and Adults
Recommendation 4: A new Board Business Unit to support the Board and its Sub Groups
Recommendation 5: A renewed focus on Communications, with investment to mobilise this
Recommendation 6: Endorse an ambition for the Board to continue to identify and explore opportunities for greater integration and alignment with Children's Safeguarding
Recommendation 7: Creation of a new multi-agency Strategic Safeguarding Service, aligned to MASH, and replacing and enhancing elements of the previous Quality Assurance & Safeguarding Hub. ASC Commissioning HoS to no longer lead.
Recommendation 8: Strategic Safeguarding Service includes the Board's Business Unit and Strategic Safeguarding Leads
Recommendation 9: Strategic Safeguarding Service includes a revised DoLS function, which now includes two dedicated Best Interest Assessors / Approved Mental Capacity Professionals
Recommendation 10: Strategic Safeguarding Service includes a small team of specialist Safeguarding practitioners who provide a link between practice and strategic activity
Recommendation 11: Endorse an ambition to explore opportunities and appetite to develop the Strategic Safeguarding Service into an all-age offer
Recommendation 12: Removal of the dedicated Residential Safeguarding function from within existing centralised arrangement, with all residential and community safeguarding activity to be

undertaken in the Cluster teams, with the exception of specific scenario`s to be undertaken in MASH and IDT
Recommendation 13: No such thing as a wrong front door; referrals made directly through professional relationships, or MASH where triage to identify an appropriate team is required, with all contacts recorded in Mosaic
Recommendation 14: A strengthened pre-referral process, including guidance and resources for 'referrers'
Recommendation 15: Empower NHS employed practitioners (Community and Acute) to undertake the Safeguarding Adults Manager (SAM) role
Recommendation 16: MASH to strengthen links with Clusters and Specialist teams and become a resource for professionals to access specialist support and guidance
Recommendation 17: Invest attention in developing the required 'enablers' for improved safeguarding, such as secure communications channels between agencies and a clearer business support offer
Recommendation 18: Endorse an ambition to build the support, confidence and knowledge required for safeguarding to truly be 'everybody's business' through the expansion of safeguarding enquiry delivery responsibility more widely across the borough
Recommendation 19: Develop a safeguarding and MCA training framework tailored to different levels of responsibility
Recommendation 20: Develop a safeguarding and MCA workforce development offer around initial training, refresher training, and workforce support and development
Recommendation 21: Identify safeguarding, MCA and Best Interest workforce development and training coordination capacity for the Business Unit
Recommendation 22: Establish a differentiated workforce development and training resourcing model whereby statutory partners fund SAM and Enquiry Officer training with wider partnership funding for referrer training (plus an equivalent for MCA)

The creation of the new strategic safeguarding service will increase strategic capacity to deliver on both the recommendations of the safeguarding review and the remaining recommendations to be implemented form the Stockport peer review.

Sub group activity will continue to focus on the strategic objectives and priority areas outlined in Oldham Safeguarding Adults Board three-year strategy 2018 – 2021.

Single Agency Statements

All Board members have written reports for Oldham Safeguarding Adults Board highlighting their agency's Safeguarding work over 2018/19 and their future plans. The full single-agency statements will be published on our webpage to accompany this report.

Safeguarding is everybody's business.

Anyone who has concerns that an adult is at risk of abuse, harm or neglect should report the concerns to:

Oldham Multi agency Safeguarding Hub (MASH)

Tel **0161 770 7777**

Email: adult.mash@oldham.gov.uk

Oldham
Adult Safeguarding Board

Annual Report

Single Agency Statements

April 2018 – March 2019

Adult Social Care

Local and national developments for your organisation in respect of safeguarding adults during 2018/19.
Throughout 2018/19 Oldham Adult Social Care has been involved in key service developments that have all led to strengthening and embedding safeguarding. **Oldham Cares and Health & Social Care Integration** A key feature of the launch of the Oldham Cares ICO in 2018 has been the integration of community health and social care services on a locality basis. This integration activity has seen teams collocated across five locality 'clusters', alongside centralised health and social care teams for Learning Disability and Mental Health, as well as an Integrated & Urgent Care team based at the Royal Oldham Hospital. In addition, the launch of Oldham Cares has seen the integration of CCG and social care commissioning, which in Oldham includes strategic adult safeguarding services. **Re-provision of Community Health Services in Oldham** In October 2018 it was announced that from April 2019 Pennine Cares Foundation Trust (PCFT) community services contracts will be transferred to other providers. This means that in Oldham, while PCFT will retain provision of Mental Health and Learning Disability health services (which are integrated in their delivery with Oldham Adult Social Care Services), alternative provision is being sought for community health provisions such as district nursing. This approach has enabled us to further embed and have a consistent approach to safeguarding adults. **Introduction of Liberty Protection Safeguards** The Mental Capacity (Amendment) Bill was introduced to the House of Lords on Tuesday 3 July 2018 to replace the current Deprivation of Liberty Safeguards (DoLS) system. The Government has now developed a new system, known as 'Liberty Protection Safeguards' (LPS), which will become law through the bill in 2019. The reforms seek to: • introduce a simpler process that involves families more and gives swifter access to assessments • be less burdensome on people, carers, families and local authorities • allow the NHS, rather than local authorities, to make decisions about their patients, allowing a more efficient and clearly accountable process • consider restrictions of people's liberties as part of their overall care package • get rid of repeat assessments and authorisations when someone moves between a care home, hospital and ambulance as part of their treatment" (Department of Health 3 July 2018) Oldham's Adult Social Care services have been working to prepare for transferring DoLS and implementing LPS.

The safeguarding adults focus of your organisation during 2018/19.
In October 2018 an Adult Safeguarding Review was commissioned by Mark Warren, Oldham Director of Adult Social Services (DASS) and Managing Director of the Oldham Community Health and Social Care provider, and Claire Smith, Oldham Executive Nurse. The review was undertaken from November 2018 and concluded on the 25th January 2019. The review presented 22 recommendations clustered around four thematic areas, to the Oldham Safeguarding Adults Board (OSAB) Development Day. All recommendations were endorsed by the Board resulting in a requirement for a programme of implementation activity. The Implementation is being delivered through four workstreams: • Board Arrangements: developing and delivering a revised support model and way of working for the statutory Safeguarding Adults Board in Oldham • Strategic Safeguarding: developing and delivering a revised Strategic Safeguarding Service offer, including a Board Business Unit, revised DoLS/LPS function, and greater capacity for the strategic oversight of safeguarding activity • Operational Safeguarding: developing and delivering revised processes, procedures and enablers for day-to-day adult safeguarding activity • Workforce Development & Training: developing and delivering a revised workforce offer for development and training regarding adult safeguarding and MCA
The progress and achievements your organisation have made in respect of safeguarding adults during 2018/19
The Safeguarding Adults Review has highlighted the areas that we needed to focus on and provided a framework for making improvements. This includes supporting and providing clarity on how practitioners interpret and apply safeguarding policies as well as developing an improved offer for residents of Oldham through the integration of community health and social care services on a locality basis
The internal training and information sharing delivered by your organisation in respect of safeguarding adults during 2018/19?
The following face to face training has been delivered by Oldham Council during 2017/18: • MCA – Basic awareness. • MCA – Putting theory into practice. • Safeguarding Adults – Basic awareness. • Safeguarding Adults training for Enquiry Officers. • Safeguarding Adults training for SAMs. ELearning training on Safeguarding Adults, MCA and DoLS.
The challenges faced by your organisation in respect of safeguarding adults during 2018/19 (Linking to the Safeguarding Adults Boards priorities).
Workforce recruitment and retention issues are a challenge. Within the newly formed clusters we have tried to ensure we have the right staff in the right place with the right skill mix. However recruiting experienced Social Workers to undertake complex safeguarding investigations is a challenge. This workforce challenge is reflected across Greater Manchester and further work will be undertaken attached to the

Greater Manchester living well at home framework to address the challenges of recruitment.
The main priorities for your organisation with regard to safeguarding adults during 2019/20 (linked to the SAB Business Plan priorities).
The implementation of the revised Adults Safeguarding restructure is key to being able to meet Oldham's Safeguarding Board priorities for 2019/20.

Oldham Clinical Commissioning Group

Local and national developments for your organisation in respect of safeguarding adults during 2018/19.
Throughout 2018/2019 there have been further developments within the NHS to strengthen and embed safeguarding. NHS England, alongside the Royal Colleges launched Adult Safeguarding: roles and competencies for Health Care Staff, August 2018 (https://www.rcn.org.uk/professional-development/publications/pub-007069) that provides the details of the required level of training, knowledge and skills expected of each staff group within the NHS. Within Greater Manchester, there has been a desire to standardise quality assurance across all NHS funded providers. The GM Safeguarding Standards tool has been embedded into all NHS funded provider contracts for 2018/2019 in order to gain assurance about the care being provided. There continues to be concerns raised locally and nationally about the understanding and organisational application of the Mental Capacity Act. This has been identified particularly within the LeDeR programme (learning disability mortality review programme). As a result, NHS England is leading a national pilot to review the use of the Mental Capacity Act within acute hospital settings in first instance.
The safeguarding adults focus of your organisation during 2018/19.
The health and social care integration has been a focus and priority for 2018/2019. During this time, NHS Oldham CCG participated in a review of safeguarding adults systems within Oldham. There were 4 key areas of focus, these were: strategic safeguarding (including SAB), operational safeguarding processes, Mental Capacity Act and workforce development. Oldham CCG takes a "Whole Family" approach to safeguarding children, young people and adults at risk. This is delivered through the Quality and Safeguarding Team and provides strategic leadership for safeguarding children, Children Looked After and adults at risk of harm across the Oldham health economy. The Designated roles provide leadership, quality assurance, training, supervision and specialist

clinical advice on safeguarding to the CCG, the Local Authority and the provider organisations, including Primary Care.

Oldham CCG continues to work alongside partner agencies to develop the model for integration of services within Oldham. There is a clear vision to achieve the highest standards of quality and safety and to embed safeguarding principles across the Borough.

The focus for safeguarding adults within the CCG throughout 2018/2019 has been to continue to drive forward the safeguarding agenda by improving the effectiveness of the SAB subgroups and ensure the multi-agency policies and procedures are utilised appropriately. The CCG Safeguarding team continue to invest considerable resource into the Safeguarding Adult's Board, demonstrating commitment as well as the desire to enhance practice.

The progress and achievements your organisation have made in respect of safeguarding adults during 2018/19

NHS Oldham CCG's achievements from 2018/2019 are:

- ✓ Established and developed the processes for assurance visits for Primary Care/large and smaller NHS commissioned providers
- ✓ Delivered a wide range of Safeguarding training to primary care and contributed to Multi-agency Mental Capacity Act training
- ✓ Recruited to a safeguarding administrator post to support the team and develop services
- ✓ Established a system for undertaking LeDeR reviews and ensuring the learning is shared with the multi-agency partnership. This included the delivery of a LeDeR learning event
- ✓ Co-location of health and social care safeguarding services has developed and improved relationships
- ✓ Chairing two of the SAB subgroups. The Safeguarding Adult Review (SAR) subgroup has continued to develop. The SAR subgroup is reviewing referrals on a regular basis now. One SAR was commissioned by the SAB and completed and the Designated Nurse co-ordinated the completion of 2 other outstanding SAR's. The Operational subgroup is aiming to progress with the development of a suite of multi-agency policies and procedures as well as discussion about operational areas for development.
- ✓ Quality Assurance – The safeguarding standards tool, designed by the Greater Manchester Safeguarding Collaborative, is within all NHS provider contracts. As a result the CCG Safeguarding team continue to review and monitor the completed self-assessment tools.

- ✓ Learning Disabilities - The Learning Disability Mortality Review (LeDeR) programme has been set up to improve the quality of health and social care for people with learning disabilities. Throughout 2018/2019, Oldham CCG received 11 notifications of deaths of people with learning disabilities within Oldham. The Designated Nurse Safeguarding Adults, with the support and engagement of the multi-agency partnership, has coordinated and led the completion of these reviews. Embedding the learning from the LeDeR programme is a key priority of NHS Oldham CCG.

- ✓ Domestic Abuse – 1 Domestic Homicide Review was had been submitted to the Home Office for ratification and a second review had been commissioned and completed. This has also been submitted to the Home Office.

- ✓ Prevent - NHS Oldham CCG is represented at the NHS England regional Prevent subgroup and the Oldham Prevent steering group. NHS Oldham CCG is dedicated to ensuring that the health economy is working in partnership with statutory services to protect vulnerable people who may be susceptible to radicalisation by violent extremists or terrorists. The aim is for Prevent to be embedded into training programmes, contractual monitoring and policy and procedure for all health providers as it currently is for NHS trusts. NHS England have developed a level 3 e-learning training package for health providers, this has been cascaded to all NHS funded providers.

- ✓ The Designated Nurse Safeguarding Adults continues to attend the Greater Manchester Pressure Ulcer Forum. The aim of this forum is to discuss prevalence, prevention of pressure ulcer and share good practice across Greater Manchester. It is also to standardise care and practice across Greater Manchester.

The internal training and information sharing delivered by your organisation in respect of safeguarding adults during 2018/19?

NHS Oldham CCG has developed a training strategy for the CCG to provide a comprehensive programme of training to support primary care with all aspects of safeguarding practice.
NHS Oldham CCG safeguarding team have combined children's and adult safeguarding training in order to promote the "think family" approach from practitioners. This has been received positively and has developed the skills of the practitioners to consider the whole family when delivering care.

NHS Oldham CCG safeguarding team also delivered masterclass sessions to primary care staff throughout 2018/2019. These sessions were designed to be shortened sessions that were topic focussed. NHS Oldham CCG's safeguarding team delivered training on Mental Capacity Act, complex safeguarding and self-neglect.

The challenges faced by your organisation in respect of safeguarding adults during 2018/19 (Linking to the Safeguarding Adults Boards priorities).

Learning Disabilities – There are local processes in place with a steering group and panel established for the learning disability mortality review (LeDeR) programme. However it has been recognised that there are resource implications across the multi-agency partnership. This is being looked at from a local, GM and a national perspective.

Mental Capacity – Ensuring the Mental Capacity Act is embedded into practice remains a challenge across the Oldham multi-agency partnership. As a result, an MCA joint subgroup is being formed between children's and adults safeguarding boards.

The main priorities for your organisation with regard to safeguarding adults during 2019/20 (linked to the SAB Business Plan priorities).

Integration and Safeguarding – NHS Oldham CCG is committed to the integration of services and will continue to work alongside partner agencies to ensure safeguarding is a key priority for the integration of health and social care services.

Transitions – NHS Oldham CCG is supporting the transitions arrangements from a SEND perspective and is mindful that there is a requirement for adult services to play a bigger role with children transitioning to adulthood. NHS Oldham CCG will be members of the joint transitions subgroup that will be established in 2019/2020.

Prevent – The Duty Guidance for Prevent outlines the legal duty of NHS Trusts to consider the Prevent strategy when delivering their services. The NHS standard contract also includes the requirement to identify a Prevent Lead and to embed Prevent duties into the delivery of services. Prevent is being discussed within the Think Family training sessions currently as well as raising awareness of the Prevent e-learning package for NHS funded care providers.

Making Safeguarding Personal – NHS Oldham CCG aims to ensure the highest quality, safe and effective health services are commissioned. In order to achieve this, the patient's views and experiences need to be heard and be central to all activity. This is promoted throughout Continuing Health Care assessments.

Mental Capacity Act - An audit reviewing the practice of clinicians with regards to the Mental Capacity Act (2005) will be completed, with themes and findings disseminated across all health providers. The audit will target the decision making of Do Not Attempt Cardio Pulmonary Resuscitation. MCA training will continue with the aim of making sure the legislation is embedded into all aspects of care.

Domestic Abuse - Domestic Abuse is an adult and children's safeguarding priority. NHS Oldham CCG aims to develop the contribution of primary care to this particular area of focus. Oldham CCG's Safeguarding team plan to implement a pilot within primary care which will be aimed at routine enquiry by primary care practitioners. NHS Oldham CCG is currently reviewing the contribution from the health economy towards domestic abuse processes, particularly around information sharing and engagement with the Multi-Agency Risk Assessment Conference (MARAC). The aim will be to introduce an information sharing document that will provide a 2 way

flow of communication between MARAC and primary care. **Workforce Development –** NHS Oldham CCG is committed to developing the workforce and enhancing safeguarding practice across the health economy. A safeguarding training programme has been developed for 2019/2020.

Greater Manchester Police

Local and national developments for your organisation in respect of safeguarding adults during 2018/19.
The HMICFRS conducted an inspection on how GMP deal with Crimes against the Older Persons. Out of the inspection came a number of recommendations including: • NPCC/CPS – agree definition • NPCC/COP – guidance on case quality and special measures • NPCC – identify NPCC lead for adults at risk and develop strategy • NPCC – review Crime Allocation Policy • COP – Develop guidance and Training • Chief Cons – victim needs assessments completed, conduct analysis of current and future demand and work with Mayor and partners to review victims support services • Chief Cons/NPCC – review safeguarding referrals • CPS – restraining orders, scrutiny panels
The safeguarding adults focus of your organisation during 2018/19.
Vulnerability is one of GMP's strategic priorities. We are developing a new Adult at Risk Policy and looking to improve our response to incidents involving an Adult at Risk
The progress and achievements your organisation have made in respect of safeguarding adults during 2018/19
Scrutiny Panel Ahead of the recommendations made by HMICFRS one of which was to hold Scrutiny panels, such a panel was held in July 2019 jointly with CPS and Victim Services Co-Ordinator.

- Whilst the report from HMICFRS appears bleak what should be recognised is the context behind the inspection:
- the dataset was restricted as there is no published crime data
- there are barriers to reporting
- Police referrals to CPS decreased
- CPS completed prosecutions decreased

Participation and engagement in the Domestic Violence Partnership and task and finish groups resulting from this, which has included being involved in a proposed GP Domestic Abuse Pilot and development of a policy around managing investigations with people in a position of trust

Contributed to the Quality Assurance & Audit Sub Group Single Agency Audit around Neglect

Continued working with partners in the MASH and development of a Daily MASH meeting to discuss high risk incidents at an early stage to provide better outcomes.

Ongoing work to improve the quality of referrals and a nominated lead for Adults at Risk (PS Chadwick)

Participation in Safeguarding Adult Reviews

The internal training and information sharing delivered by your organisation in respect of safeguarding adults during 2018/19?

GMP have delivered Continuous Professional Development training to the workforce around Vulnerability and Mental Health to frontline officers

GMP offer a Specialist Adult Abuse Investigators course over 10 days aimed at investigators with responsibility to manage vulnerable adult investigations

The challenges faced by your organisation in respect of safeguarding adults during 2018/19 (Linking to the Safeguarding Adults Boards priorities).

IOPS – in July 2019 GMP implemented a new computerised system which due to technical issues, some of which were beyond our control and user familiarity, impacted on capability to utilise the new IT system. The outcome of this has been an increase in retained workload, blockages in sharing information and decreased referrals through the appropriate pathways.

Strategy Meeting Attendance – GMP implemented a new way of working in order to overcome demand given the diminishing resources which was known as Independent Safeguarding Review. This entailed collapsing the previous Public Protection Units and merging all the detectives into one office to become omni-competent. One of the disadvantages of this was that previously there had been a Vulnerable Adults Triage desk which dealt predominantly with the incidents and investigations of Vulnerable Adults. However with the implementation of ISR and investment into the MASH this has led to difficulties in attending Strategy Meetings

for Adults.
The main priorities for your organisation with regard to safeguarding adults during 2019/20 (linked to the SAB Business Plan priorities).
Focussing on the recommendations made by the HMICFRS, and the learning from SARS and the Scrutiny Panel in relation to Crimes against Older People in line with Focus on Prevention, Safety and Wellbeing and Effective Partnership Working

Northern Care Alliance Acute

Local and national developments for your organisation in respect of safeguarding adults during 2018/19.
Making safeguarding personal. Mental Capacity Act. Domestic Abuse. Prevent.
The safeguarding adults focus of your organisation during 2018/19.
Continued training for staff on Mental Capacity principles and application. Deprivation of Liberty safeguards – supporting staff to recognise and appropriately request authorisations for those patients who meet the Acid Test. Prevent – utilisation of the NHS England Prevent e-learning training for staff with supplementary face to face training sessions. Domestic Abuse – Safeguarding team attending and supporting the MARAC process. Participation in the SAB Domestic Abuse audit. SAR's/DHR's – continued support and engagement in these reviews and the sharing of lessons learned across the Alliance. Section 42 Enquiries – partnership working with local authority colleagues to ensure safeguarding concerns are investigated in a timely manner, action plans are effected and completed, and lessons learned are shared across the Alliance. Staff recognition of and response to safeguarding concerns with appropriate referrals to social care. Increase of 29% across the NE Sector on 2017-2018.
The progress and achievements your organisation have made in respect of safeguarding adults during 2018/19
MCA – increased awareness and application of MCA in practice. An increase in the number of Best Interests discussions/meetings taking place.

DoLS – an increase in the number of authorisations sought by staff for patients 157 2017-2018, 402 2018-2019 an increase of 61%. Domestic Abuse – Safeguarding team continue to attend and support the MARAC process. Participation in the SAB Domestic Abuse audit. Section 42 Enquiries – Safeguarding team supported enquiries with an increase of 49% in 2018-2019 across the NE Sector in comparison to 2017-2018. Increased staff recognition of and response to safeguarding concerns with an increase of referrals (29%) across the NE Sector on 2017-2018.
The internal training and information sharing delivered by your organisation in respect of safeguarding adults during 2018/19?
Level 3 safeguarding adults training – A full day session incorporating MCA, Domestic Abuse, making safeguarding personal, recognition of and response to safeguarding concerns. Using local SAR's and DHR's as examples and case studies. Mental Capacity training sessions and ward based visits to discuss and apply the principles in practice. Human trafficking workshop/training event. SAR and DHR 7 minute briefs shared with staff via training and safeguarding adult's intranet pages. Homelessness duty shared with staff via Trust newsletter and safeguarding adult's intranet pages. Refresh of the ward MCA/DoLS packs (tools and guidance for staff).
The challenges faced by your organisation in respect of safeguarding adults during 2018/19 (Linking to the Safeguarding Adults Boards priorities).
Prevent – ensuring appropriate staff are trained to recognise and respond to concerns. Domestic Abuse – Training on completion of DASH risk assessment for appropriate staff e.g. A&E's with a planned roll out to other staff groups.
The main priorities for your organisation with regard to safeguarding adults during 2019/20 (linked to the SAB Business Plan priorities).
Embedding making safeguarding personal. Continued embedding of the MCA in practice. Continued work with staff on recognition of and appropriate domestic abuse referrals. Ensure appropriate staff are trained to recognised and respond to concerns about radicalisation.

The National Probation Service North West

Our Achievements

As part of the NPS North West Business plan 2018/2019, 2 key objectives were identified in relation to adult safeguarding;

- Prisoners having access to benefits and accommodation on release
- Improving provision, especially suitable accommodation, which meets health needs of elderly offenders

2018/19 has focused on addressing the needs for homeless individuals and our contribution to homelessness reduction continues, especially for those who present with complex dependences. Given previous concerns pertaining to deaths in custody where service users have taken their own lives, the NPS North West continue to monitor developments resulting from a project led locally, around the area of recalls to custody and Nisha Bakshi is leading on a review for effective licence management currently.

All staff have now completed mandatory e-learning on Safeguarding Adults, Safeguarding Children and Domestic Abuse. The introduction of Continuous Professional Development days in Oldham, which are mandated for all practice staff, has seen additional sessions focusing on Human Trafficking and Modern Slavery, as well as findings from SARs – both local and national. Attendance is monitored and to date, over 95% of staff across the Bury, Rochdale and Oldham cluster have completed Safeguarding Adults training. Additionally, we benefit from the input of the Insight Personality Disorder team who continue to enhance the skills and knowledge of our staff groups via formulation development, reflective discussions and the psychotherapist who leads on professional development groups monthly. We have introduced a tracker for attendance at the latter to ensure that staff prioritise their learning and development. Sessions to date have focused on Complex Mental Health Diagnoses: Bi-Polar Disorder; Borderline Personality Disorder; Schizoaffective disorder; Adjustment Disorder, Adult Attention Deficit Hyperactivity Disorder and Post Traumatic Stress Disorder; Attachment Theory and the use of genograms to help in the understanding of this; anger, hostility and aggression; working with people who sexually offending and denial.

The national serious organised crime strategy was launched in November 2018, which was incorporated into a learning event within the cluster which included discussions pertaining to the exploitation of vulnerable adults both in the community and custody and safeguarding responses. Similarly at another CPD event we focused on extremism and right wing activity in particular, alongside the impact of radicalisation. Briefings re changes to the Pathfinder process re extremism cases, as well as amendments to Terrorism Act legislation were also delivered to staff .

We now have suicide prevention SPOCs in each of our cluster offices including Oldham. As well as local awareness raising activity, they are currently leading on localised responses via learning from SCRs and deaths under supervision, with a view to developing a briefing event which will take place later in the year. We have had one member of staff commended for their work in preventing a suicide attempt in Oldham. This builds upon work which commenced last year to develop coherent practice guidance for staff.

The NPS contributes to the early identification of care and support needs for an offender in the community, as well as cases where an offender who is a carer, needs support themselves. Making Safeguarding Personal briefings last year and a repeat of these continue to place Adult Safeguarding at the forefront of people's minds.

A new maturity pack for working with young adults has recently been launched. This is a mandated package of work which can be tailored to meet individual need and risk and will be subject to quality assurance activity later in the forthcoming year. The NPS second two part time (one full time equivalent) Probation Officers into Oldham Youth Justice Service to work with all transition cases.

There is ongoing engagement with PREVENT/CHANNEL (This is support for those at risk of radicalisation).; MARAC (risk conferences linked to high risk domestic violence cases) and the NPS maintain local co-ordination and responsible authority chairing of Multi Agency Public Protection Arrangements. Training has been undertaken in Oldham for Duty to Co-operate agencies and MAPPA Chair Training for GMP colleagues who are a Responsible Authority, has also been refreshed during the year. Moving forward it is hoped management oversight of MAPPA level 1 cases will be incorporated into risk meetings within the Engine Room.

Our plans for 2019/2020

Moving into next year there will be professional development sessions focusing on Transactional Analysis; working with life sentenced prisoners; hopelessness in clients and in you; learning from lived experience - *Service User Network presentation; c*ommunity based psychological interventions for Personality Disorder; Substance misuse – Chemsex then alcohol and offending. A further CPD session

will focus on identification and response to self neglect in adults and the Mental Capacity (Amendment) Act 2019.

All staff will undertake training in respect to suicide prevention over the forthcoming year, alongside ongoing engagement with Oldham Suicide Prevention Group.

It is envisaged that work developed in Rochdale to develop a mental health support group can be replicated in Oldham by winter 2019, practice staff keen to establish this given numbers of individuals requiring support and not being able to access other group settings due to risk of serious harm, or general engagement issues. The group in Rochdale has sustained numbers and the feedback from service users as to reductions in social isolation, anxiety and accessing health provisions is viewed as a success by all.

Adult learning services have recently agreed to provide health and wellbeing sessions for service users, with a view to expanding other learning opportunities should there be the demand.

We hope to place staff to work on a co-located basis for some of each day into the Engine Room, developing greater collaborative approaches to working with the most complex and high risk individuals in Oldham.

A quality assurance exercise will take place with regard to transitions from YOS to probation provision in the autumn of 2019, this will seek to review the implementation of the Transitions Protocol and identify any barriers to progressing effective working practice in this area.

Following QA work and HMIP findings pertaining to accommodation issues, there will continue to be a focus on reducing homelessness and a QA exercise will take place to ensure pro-active planning is taking place to prevent homelessness or address it at the earliest possible stage. Collaboration with CRC colleagues delivering Through The Gate provisions will be key to this work as well.

Age UK Oldham

Local and national developments for your organisation in respect of safeguarding adults during 2018/19.
Managers at AUKO continue to attend and take part in the safeguarding sub groups which include: Prevention and Wellbeing, Policies and Procedures and the Serious Case Review Board. The CEO has a place on the Adult Safeguarding Board. During this year the CEO and the Care & Support Services Manager have attended a series of workshops facilitated by Oldham Cares as part of the Oldham Cares Community Health & Social Care commissioned Safeguarding Review process 2018/19. One of the work streams which focused on Safeguarding Investigations and the importance of the enablers to safeguarding investigations e.g. system, business support etc. An opportunity which provided our organisation to feed into the process and present the view of the service users and their families and give the

perspective of people who stand outside the care system.
The safeguarding adults focus of your organisation during 2018/19.
AUKO have continued to provide regular safeguarding updates and in house refresher training courses for all staff and / or volunteers who are working in our offices, out in the community and at our day centres and lunch clubs. We have given a specific focus this year and commissioned a bespoke safeguarding training programme for Contractor Staff who work as an additional service to our Handyvan team. This training was aimed at staff who are trained tradesmen but who have no knowledge of safeguarding procedures and whose main role is to carry out repairs and building work outside the scope of our Handyvan Service. Any work carried out by the contractors has the full back up and guarantee from our organisation. The Contractors received thorough and robust checks before we enter into a contact with their company. Safeguarding training is a very important factor as part of their induction to our organisation. All are trained to be very sensitive and aware when entering a property to be respectful but vigilant of other people's lifestyles and how to use their instinct, where necessary, to report back to our managers when they felt '***that something just didn't feel right'***. Often it can be a tradesman who first comes across 'an older person struggling', 'very poor living conditions including a cold property', 'concerns have they have found a large amount of money in an airing cupboard', 'people unable to use parts of the property for various reasons including mobility, dilapidated conditions' and people who are very isolated and are vulnerable as a result. Often people are not known to any statutory services and are in need of differing levels of support to keep them safe. This year we also sourced bespoke training for the organisation's Board of Trustees which will fit with their strategic role within the organisation.
The progress and achievements your organisation have made in respect of safeguarding adults during 2018/19
Co-development of the 'Rats in the Sofa' performance which provided a very real and thought provoking event. Continued to raise awareness and provide up to date safeguarding training for our Trustees, staff, volunteers and contractors across the organisation. Taken part in a series of safeguarding workshops as part of the local authority commissioned review of safeguarding.

Developed an organisational safeguarding link policy and in house referral form and process.

Incorporated 'Modern Slavery' into our in house link safeguarding policy as a result of the changing dynamics in the town.

Continued to attend Adult Safeguarding Board and Sub Groups which provides our managers with the opportunity to work with other partners from a range of agencies – all with their own specific services and roles from statutory services and the third sector. This not only gives our staff the opportunity to be part of the local safeguarding developments and benefit and learn from the experience of other agencies but also to be able to provide the prospective of our own client groups and services.

The internal training and information sharing delivered by your organisation in respect of safeguarding adults during 2018/19?

Making Safeguarding Personal – all in house safeguarding training which has been delivered and this ethos is clearly embedded into both the organisation safeguarding link policy and referral form the need to ensure that all staff are asking when recording any safeguarding concerns 'what is the outcome people would want to achieve as a result – what would a good outcome for them look like'.

Prevention and Wellbeing - As part of the newly formed Prevention and Wellbeing subgroup AUKO and Health Watch have co developed a presentation / training event by way of a live performance '***Rats in the Sofa'*** which has been based on an incident which was witnessed by one of our staff when providing a home visit for a gentleman living in the community. This presentation was very powerful and clearly demonstrated that there are people still 'slipping through the system' who are at high risk to themselves despite being deemed to have 'capacity' to 'make unwise choices'. These are the people who do not engage with services and quietly go unnoticed but nonetheless are at risk.

The challenges faced by your organisation in respect of safeguarding adults during 2018/19 (Linking to the Safeguarding Adults Boards priorities).

Priority 1. Prevention and Wellbeing – challenges can occur and sometimes difficult for front line staff in partner organisations to report their concerns to statutory services. Can be difficult for referrers who are very concerned being informed when they are reporting a concern that '***the person has full capacity' 'the person is making an unwise choice***' – this can be the case but staff still feel that person is still vulnerable and could be at risk. Often no other guidance given to referrers at this point.

Priority 4. Integration and Safeguarding – has brought its own challenges for partner organisations, particularly the voluntary sector whose staff have the similar

responsibility in their roles as local authority staff. Changes to the existing safeguarding team structure, changes in reporting and the lack of clarity on occasions from the local authority regarding who and where to report a safeguarding concern in the first instance. The absence of a partner referral form creates poor communication channels for both reporting and feedback purposes. At this time referrals being reported by telephone and emails – no structure from the local authority to report back to the referrer, where appropriate, if only to acknowledge the concern and reassure the referrer the concern is being dealt with. **Priority 6. Prevent** – challenges faced by lack of inclusion or notification for the partner agencies to attend safeguarding training events provided by the local authority since workforce development ceased to exist.
The main priorities for your organisation with regard to safeguarding adults during 2019/20 (linked to the SAB Business Plan priorities).
To ensure that staff and volunteers update their MCA training in line with the amendments which have taken place. To continue to develop our staff and volunteers' opportunities in their roles and to source and provide safeguarding training at the appropriate levels for specific job roles. To continue to attend and take part at the Safeguarding Board and the Sub Groups we have membership on. This is a valuable opportunity for our organisation and ensures that our service user's voices are heard and that our organisation can learn and benefit from the expertise of other services who attend. To keep up to date with Integration Agenda in Oldham and the changes and challenges which may arise as a result to partner organisations. AUKO Residential Review Team will continue to support Oldham Cares as necessary at safeguarding cases conferences and meetings where issues / concerns have been raised in relation to older people living in care homes.

Mio Care

Local and national developments for your organisation in respect of safeguarding adults during 2018/19.

• Following the implementation of robust recording and reporting procedures, MioCare Group have developed the way in which accidents, incidents and safeguarding concerns are reported at Board level for oversight and scrutiny. This has enabled in depth root cause analysis and the monitoring of appropriate actions being taken i.e. reports to Oldham Council and CQC. We have also been able to assess the severity and risks associated with incidents such as medication errors; gaining a much better understanding of themes and trends whilst enabling us to identify actions and learn from what the data is telling us. • Additional scrutiny has also been provided by Oldham Council which has resulted in an internal audit of safeguarding practices; this highlighted good practice as well as recommendations on which we can continue to develop and improve.
The safeguarding adults focus of your organisation during 2018/19.
• As above
The progress and achievements your organisation have made in respect of safeguarding adults during 2018/19
• A 'Good' rating in the domain of safe in 3 recent CQC inspections (Reablement, Extra Care Housing and Supported Living/Shared Lives) • 15 employees have completed a CACHE level 2 qualification in Safeguarding and Dignity • 19 employees have completed a CACHE level 2 qualification in Mental Health • 6 employees have completed a CACHE level 2 qualification in Equality and Diversity • The Learning Disability Service has been successful in achieving the Autism Accreditation (via the National Autistic Society) for the second time • Medlock Court have achieved the Certificate of Excellence which acknowledges high quality practice in relation to infection prevention and control
The internal training and information sharing delivered by your organisation in respect of safeguarding adults during 2018/19?
• Safeguarding remains a mandatory training course for all MioCare employees, including those who are not directly delivering care such as Business Support Teams • The training offer has been extended to include a CACHE level 2 in Safeguarding and Dignity; to date 15 employees have completed this qualification and we will deliver a further session in 2020 to meet demand • CACHE level 2 Mental Health Training and CACHE level 2 Equality and Diversity Training has also been provided. This has resulted in 25 employees becoming champions in these areas with the aim of providing support to their colleagues and service users and ensuring that people are kept safe • Staff within Supported Living have undertaken Forced Marriage Training which included Prevent; this was to ensure that safeguarding remains personal to an individuals identified needs and that staff are well equipped to support them effectively

The challenges faced by your organisation in respect of safeguarding adults during 2018/19 (Linking to the Safeguarding Adults Boards priorities).
• Transitions from children's services into adult learning disability services continues to be a challenge for MioCare. We feel that assessments and associated preparation and planning needs to be started at a much earlier stage to allow for well thought out profiling and matching to accommodation and/or carers • Limited numbers of allocated care managers can have a negative effect on the timeliness of provision, strategy meetings and actions being agreed and completed
The main priorities for your organisation with regard to safeguarding adults during 2019/20 (linked to the SAB Business Plan priorities).
• To develop the service user voice in making safeguarding personal and evidencing whether people feel safe and that we are responding to their individual needs • To develop the role of Safeguarding Champions (these are the people who have achieved a level 2 qualification) with a view to sharing learning, action plans and good practice across the Group • To work with other agencies to develop and embed effective and efficient processes in relation to the transition from children's services to adult social care

Public Health

Local and national developments for your organisation in respect of safeguarding adults during 2018/19.
• Reduce E.Coli blood stream infections especially urosepsis; • Reduce the spread of infection in order to reduce Antimicrobial resistance by lessening the use of antibiotics; • Implemented the Oral health NICE Guidelines for care Homes via Oral health Audit; • Commissioned an Oral Health Improvement Programme to skill up the Care Home/Dom Care// hospice and secondary care workforce to reduce aspiration pneumonia;
The safeguarding adults focus of your organisation during 2018/19.
Reducing Health Care Associated Infection/Sepsis through supporting initiatives to reduce urinary tract infections (UTIs) with both Care Homes and GP Practices. Reducing Community Acquired Pneumonia & Hospital Acquired Pneumonia

The progress and achievements your organisation have made in respect of safeguarding adults during 2018/19
Health Protection Team worked on:- • Partnership work with Lancaster House around catheter and continence care to all Care Homes in Oldham; • Produced UTI resource packs to both Care Homes and General Practice; • Undertook IP&C Certificate of Excellence Training (which included IP&C, Sepsis Awareness, Flu Campaign to improve uptake of influenza vaccines in frontline staff commissioned by Oldham Cares) to all Care Homes to ensure that practices reduce infections to their residents/clients; • Awarded the Certificate of Excellence Award to 11 Care Homes; • Continued to audit Care Homes against the H&SC Act, Hygiene Code and CQC Key Lines of Enquiry; • Supported the improvement of the uptake of influenza vaccine to all frontline staff to protect residents/clients and the wider population.
The internal training and information sharing delivered by your organisation in respect of safeguarding adults during 2018/19?
See above
The challenges faced by your organisation in respect of safeguarding adults during 2018/19 (Linking to the Safeguarding Adults Boards priorities).
Care Home staff not engaging with IP&C workshops/Certificate of Excellence to minimise infections
The main priorities for your organisation with regard to safeguarding adults during 2019/20 (linked to the SAB Business Plan priorities).
Ensure Safeguarding Adults is a Key Part of the Integration Agenda around Care Homes therefore working more closely to Quality Monitoring Team in Oldham cares.

Positive Steps

Local and national developments for your organisation in respect of safeguarding adults during 2018/19.

Our involvement in the Prevention and Wellbeing sub-group this year has been positive and enabled us to focus on this area of practice. We have been able to share our experiences of safeguarding, particularly from delivery of Early Help support with adults.
The safeguarding adults focus of your organisation during 2018/19.
Historically Positive Steps have been a young people and families organisation and our policies have reflected this. This year we have reviewed our Safeguarding policy to ensure a greater focus on safeguarding of vulnerable adults and to emphasise that this is the responsibility of all staff in the organisation.
The progress and achievements your organisation have made in respect of safeguarding adults during 2018/19
Through our involvement in the Suicide Prevention group we have increased partnership-working around the safeguarding of vulnerable adults who are at risk of suicide. Positive Steps' Early Help staff now work alongside TOG Mind and Pennine Care staff as part of the Oldham Safe Haven. The joint training programme and partnership-working have increased confidence and competence within the organisation at working with people who present a risk of suicide.
The internal training and information sharing delivered by your organisation in respect of safeguarding adults during 2018/19?
The Positive Steps Safeguarding Management group meets quarterly to share and embed learning from local and national safeguarding but also to understand patterns seen at Positive Steps in relation to safeguarding. This group now has a focus on adult safeguarding as well as children and families. We have worked with partners in Early Help to test a "Hoarding toolkit" which would support workers to assess and support people who may be at risk of self-neglect and/or hoarding.

The challenges faced by your organisation in respect of safeguarding adults during 2018/19 (Linking to the Safeguarding Adults Boards priorities).
We have assessed that our staff need Safeguarding Adults training to be able to effectively identify potential abuse or neglect and to be able to act on this. We had hoped that this would be available through the Local Safeguarding Adults Board, however this has not as yet been possible.
The main priorities for your organisation with regard to safeguarding adults during 2019/20 (linked to the SAB Business Plan priorities).
Given the above challenge, we are now trialling e-learning in Safeguarding Adults and will hopefully be rolling this out to all staff in 2019-20.

Greater Manchester Fire and Rescue Service

Local and national developments for your organisation in respect of safeguarding adults during 2018/19.
What we have learned over the past few years, through our investigations into our fatal fires, is that fire risk and poor health outcomes have factors in common, such as: • Alcohol, smoking, drugs and prescribed medication • Living alone • Mobility issues • Mental health We work to reduce this fire risk by undertaking Safe and Well visits, which are a person-centred fire risk assessment providing fire safety advice and interventions tailored to the needs of the household, in order to reduce the risk of fire in the home. We also work with partners represented on the Safeguarding Adults Board in order to identify those at highest risk and provide the advice and support to improve safety.
The safeguarding adults focus of your organisation during 2018/19.
Greater Manchester Fire & Rescue Service (GMFRS) continues to work collaboratively with the local authority and partner agencies, including GMP, Pennine Care NHS Foundation Trust, Age UK, and local housing providers. Our primary aim is to reduce the risk of harm from fire to those most vulnerable within the community.

Our safeguarding responsibilities include regular attendance at the Board in order to provide support and challenge to the partnership, to ensure we are effectively responding to the abuse and neglect of adults at risk, and potential increased fire risk. We also support other work streams, including domestic abuse, community safety and health & wellbeing.

The progress and achievements your organisation have made in respect of safeguarding adults during 2018/19
Review of existing GMFRS Safeguarding Policy & Procedure carried out. GMFRS continues to embed the principles of MSP and MECC within GMFRS culture, policy and practice. Extensive partnership work has continued across the borough, in support of the GMFRS Safe and Well referral pathway, with organisations such as Adult Social Care and Pennine Care, NHS Foundation Trust. Over 1,670 Safe and Well visits have been undertaken in the Oldham area during 2018/19 (1,450 by operational firefighters, and 223 more complex visits undertaken by Community Safety Advisors). GMFRS Safeguarding Policy Review and Operational Groups have met quarterly to provide support for the Service's cohort of Lead Designated Safeguarding Officers, to increase effectiveness and support compliance of safeguarding activities, and to capture emerging trends and legislative changes from local Safeguarding Boards. GMFRS staff now complete mandatory annual Safeguarding e-learning training. GMFRS has continued to work closely with GMP and partners such as Oldham IDVA, as a result, 147 referrals for priority arson threat Safe and Well visits were received during 2018/19. A priority visit can include the fitting of additional smoke alarms and letterbox protection, and the provision of advice on how to reduce the risk of arson and accidental fires. GMFRS aims to carry out priority Safe and Well visits within 24 hours of receiving the report of an actual threat of fire related crime or violence, or an attempted attack or a threat to kill. GMFRS continues to recognise importance of working closely with or alongside staff from partner agencies and services e.g. GMFRS Crime & Disorder Co-ordinator embedded in Greater Manchester Police (GMP) Operation Challenger / A Station Manager embedded within North West Counter Terrorism Unit. GMFRS Fatal Fires Working Group has met quarterly to ensure all fatal fire deaths within GM are reviewed to identify and share good practice, discuss case studies and emerging trends, identify risk factors present and follow up action undertaken, identify areas for learning or development, and review inquest results for the previous quarter / issues raised by the Coroner.

The internal training and information sharing delivered by your organisation in respect of safeguarding adults during 2018/19?
• Designated Safeguarding Officers • Safeguarding Adult Managers

• Domestic Violence and Abuse
• Mental Health First Aid
• Act Awareness
• Trans and Gender Awareness
• Prevent Awareness
• GMFRS Inclusivity e-learning module

Oldham Community Safety Advisors have also attended a number of free training / awareness sessions delivered by a variety of partners, including:

• Hoarding Awareness
• Friends Against Scams
• Get Safe Online
• Making Every Contact Count (MECC)

Safeguarding lunchtime learning sessions have taken place on a quarterly basis, covering topics
such as:

• Countering Far Right Hatred and Division
• Child Sexual Exploitation
• Domestic Violence and Honour-Based Abuse
• Extremism and Radicalisation
• Surviving and Prospering in the Workplace

The challenges faced by your organisation in respect of safeguarding adults during 2018/19 (Linking to the Safeguarding Adults Boards priorities).

The Oldham Community Safety Team continues to operate at reduced capacity when compared with the permanent establishment (in relation to the number of Community Safety Advisors), and will continue to do so until the outcome of the GMFRS Programme for Change is known.

Organisational challenges are also present in relation to cascading of new Safeguarding training and themes which don't form part of the on-line level 1 e-learning package.

The main priorities for your organisation with regard to safeguarding adults during 2019/20 (linked to the SAB Business Plan priorities).

Existing GMFRS Safeguarding e-learning training will be updated in conjunction with Barnados.

Efforts continue towards GMFRS becoming a dementia friendly organisation. For example, when GMFRS now refurbish or build, a new community fire station or other building, every effort is made to ensure that it is dementia friendly as far as is reasonably practicable, including signage, floor coverings and colour schemes.

GMFRS will continue to be represented at the National Fire Chief Councils (NFCC) Assistive Technology working group where assistive technology available to reduce the risk of fire and improve the safety of people living with dementia is considered, and recommendations are made for new technologies to be trialled.

Specific Domestic Violence Guidance (an addition to the existing GMFRS Safeguarding Policy), has now been drafted and following feedback from Women's Aid, will be taken to the GMFRS Safeguarding Policy Review Group for approval.

Following a roll out of safeguarding awareness sessions to operational staff, it is envisaged there will be an increase in the number of adult safeguarding referrals.

The GMFRS Programme for Change OBC highlights a requirement to review our Safe and Well offer.

Turning Point

Local and national developments for your organisation in respect of safeguarding adults during 2018/19.
Since the last report submitted in August 2018 ROAR is now fully integrated and operational within Oldham and Rochdale. The model outlined within the report has been fully implemented. After an initial 'settling in' period and the usual turnover of staff following the TUPE process the service is performing to a high standard across the externally monitored KPI's. ROAR is working in partnership across both areas with both statutory and voluntary services with the aim of safeguarding adults. ROAR safeguarding lead, Jackie Hall, attends safeguarding meetings within both areas as well as having delivered training and regular updates to the team and circulates Safeguarding meetings on a monthly basis. The latest copy is attached. ROAR Newsletter November 19 DV.pdf The service was CQC inspected in July 2019 and was rated overall as 'Good' with a rating of 'Outstanding' in the Well Led category. A summary of the report can be accessed via the link below.

ROAR CQC Summary 091019.pd

The safeguarding adults focus of your organisation during 2018/19.

The safeguarding adults focus for ROAR will be to develop and build upon those highlighted in the 2017/18 report, see below;

Turning Point ROAR has a dedicated FT safeguarding lead to assist in delivering Turning Point's Substance Misuse strategy.

This post holder assists the Senior Operations Manager and wider staff team in leading, developing and coordinating Children and Adult Safeguarding practices across Rochdale and Oldham Active Recovery, to ensure the delivery of high quality, innovative and effective care.

Inducting new staff using the Safeguarding Lead Checklist.

Chairing Safeguarding Meetings.

Management & review of the service safeguarding log using a Multi-Disciplinary Team approach.

Oversight and management of the service Safeguarding Audit and Safeguarding specific action-plan.

Strategic oversight of Safeguarding Pathways including agreeing information sharing protocols and developing process diagrams.

Liaising with local and Children and Adult Safeguarding Boards.

Delivering Safeguarding coaching and training for all staff and when required to external partners.

Liaison with maternity services to provide pre-birth plans.

Monthly reviews of clients with specific safeguarding needs and concerns.

Facilitating occasional best practice developments forums, ensuring that learning is shared.

Ensure that safeguarding processes are implemented and used in accordance with stated policies, procedures and regulations so that the service achieves its compliance obligation.

The roll out of FASD Interventions to our client group by our team of FASD champions.
The progress and achievements your organisation have made in respect of safeguarding adults during 2018/19
Focusing on workforce development in particular but across most of these themes: Turning Point has reviewed and updated its safeguarding for managers and safeguarding training for frontline staff. Turning Point also has a designated Safeguarding lead in each service- with links to other safeguarding leads in other services. Turning Point has a Prevent lead organisationally and we plan to raise the profile of Prevent across substance misuse services following some very positive involvement with Channel in other areas. We have specific MCA training for substance misuse services We have safeguarding logs for each service and review meetings which provide organisational QA systems with review/audit from R+A as well; this covers performance management too. Locally we have established strong and consistent links to MARAC and we ensure fortnightly attendance at MARAC across Rochdale and Oldham. ROAR is part of an FASD pilot with Greater Manchester Health & Social Care Partnership and staff have received appropriate awareness training and support so that interventions can be delivered to our client group by our team of FASD champions. A FASD Awareness Day was held in the services on the 9th September 2019. The self-neglect screening tool has been rolled out to staff across both Oldham and Rochdale. ROAR supported the successful 'Rats in the Sofa' production, a play delivered by a theatre company working with vulnerable adults.
The internal training and information sharing delivered by your organisation in respect of safeguarding adults during 2018/19?
Turning Point has delivered a range of safeguarding specific training for staff since 1st April 2018, including face to face training on; Duty of Care and Handling Incidents Awareness. Equality and Diversity Awareness. Handling Information Awareness Inc. GDPR. MCA Awareness.

Safeguarding Awareness. Safeguarding Workshop Level 2. FASD Awareness and Interventions.
The challenges faced by your organisation in respect of safeguarding adults during 2018/19 (Linking to the Safeguarding Adults Boards priorities).
Prevention and wellbeing - developing and embedding substance misuse preventative work in early help services across ROAR in partnership with early help services Transitions- full participation in SAB + LSCB work stream on transitions and contribution to work with this sub-group. Turning Point have appointed a full time transitions worker to take this work forward across ROAR with early help and young people's services (Early Break and OASIS) in both authorities. Making Safeguarding Personal – Training and development as a continuing need and challenge in making safeguarding personal. The key challenge for us will be to ensure a personalised approach that enables safeguarding to be done with, not to, people. Embedding MSP into staff and recovery workers mainstream work and achieving better outcomes for people needing care + support who have experienced abuse or neglect. Ensure our practice focuses on achieving meaningful improvement to people's circumstances rather than just on 'investigation' and 'conclusion'. Implementing a full range of recovery and psycho-social programmes utilising specialist substance misuse intervention skills rather than just 'putting people through a process' Domestic Abuse- ongoing specialist training for recovery workers and embedding DA work in all case work. Prevent- improving identification and reporting where appropriate and further prevent training for substance misuse staff.
The main priorities for your organisation with regard to safeguarding adults during 2019/20 (linked to the SAB Business Plan priorities).
As in the section above plus the addition of the development of family interventions across ROAR. Developing provision for family interventions across ROAR Family and Carer offer/ pathway. 5 step family intervention and other family/carer offer identified. 5 Step training for identified ROAR Recovery Worker's, Volunteers and PSI Staff

The delivery of regular FASD interventions to our client group via the ROAR FASD champions.

Pennine Care Foundation Trust

Local and national developments for your organisation in respect of safeguarding adults during 2018/19.
• Pennine Care NHS Foundation Trust (PCFT) is committed to ensuring safeguarding is part of its core business and recognises that safeguarding adults is a shared responsibility with the need for effective joint working between partner agencies and professionals. • Safeguarding adult training has been revised to ensure it is compliant with the Intercollegiate Adult Safeguarding: Roles and Competencies for Health Care Staff Framework
The safeguarding adults focus of your organisation during 2018/19.
• PCFT focus has been to offer support, advice and guidance to staff to be able to recognise and respond to safeguarding concerns with a particular focus on the inpatient setting. • During 2018/19 PCFT Safeguarding Team has focussed on ensuring lessons from multi-agency learning reviews are understood by staff and have a positive impact on practice.
The progress and achievements your organisation have made in respect of safeguarding adults during 2018/19
PCFT intranet Safeguarding page has been reviewed and includes direct links to Oldham Adult Social Care and Oldham Adult Safeguarding Board to allow staff to easily access relevant information to support safeguarding practice.
The internal training and information sharing delivered by your organisation in respect of safeguarding adults during 2018/19?
PCFT continues to deliver Level 3 adult safeguarding training within Oldham. Staff can also access L1 and L2 adult safeguarding training via e-learning. The Trust adopts a blended learning approach to safeguarding and therefore to support the mandatory requirement additional methods are adopted such as ‘7 minute briefings’ and ‘lunch and learn’. Bespoke training sessions covering safeguarding and pressure ulcers have been delivered. PCFT staff are encouraged to attend multi-agency training provided within the borough. PCFT staff have also delivered multi-agency ‘Toxic Trio’ training within the borough. Prevent remains a key priority for PCFT and the statutory duty to work with partners is well established. At the end of 2018 91.2% of staff have received Prevent training

which is above the 86% overall NHS performance.
The challenges faced by your organisation in respect of safeguarding adults during 2018/19 (Linking to the Safeguarding Adults Boards priorities).
• Prevention and wellbeing • Transitions - • Making Safeguarding Personal – it is challenging to identify evidence to provide assurance that MSP principles are being implemented within the current patient records where there has been a safeguarding concern. • Integration and safeguarding • Domestic abuse – PCFT is not able to identify if service users are routinely asked about domestic abuse and therefore there is not a consistent response to recognition and disclosures.
The main priorities for your organisation with regard to safeguarding adults during 2019/20 (linked to the SAB Business Plan priorities).
• Prevention and wellbeing • Transitions - development and delivery of Level 3 safeguarding families training to support the 'Think Family' safeguarding agenda which incorporates adult safeguarding training to support transitions between child and adult services and between different adult services within PCFT • Making Safeguarding Personal – to consider how MSP can be evidenced within safeguarding enquires for PCFT service users in order to provide assurance. • Integration and safeguarding – to ensure staff are trained and supported to respond effectively to safeguarding concerns and statutory enquiries. • Domestic abuse – identified during 2019/20 as apriority area for PCFT to included planning training for staff and policy development. • Prevent – to review PCFT Prevent Policy to ensure it reflects current requirements and practice.

Report to OVERVIEW AND SCRUTINY BOARD

Oldham Council Libraries Update

Portfolio Holder:
Councillor S Fielding, Cabinet Member for Economy and Enterprise

Officer Contact: Rebekah Sutcliffe, Strategic Director of Communities & Reform

Report Author: Sheena Macfarlane, Head of Heritage, Libraries and Arts
Ext. 4664

21st January 2020

Purpose of the Report

To provide an update on Oldham Council Libraries' Performance, highlighting the outreach work to reach non-users and disengaged readers.

Recommendations
To note the report.

Overview and Scrutiny Board 21st January 2020

Oldham Council Libraries Update

1. **Background**

Oldham Libraries vision is to to be among the best library services in the country; a service that is synonymous with high quality, creative and innovative service provision.

We will do this by ensuring our libraries are:

- rooted within, and responsive to, the communities we serve
- have welcoming, animated and flexible spaces
- offer a wide range of free accessible books, information and digital resources, and cultural experiences for all ages
- have skilled, knowledgeable and happy staff

As a statutory service we are committed to being open and accessible to all our residents and users. Finite resources and the on-going need to find efficiencies present challenges to our ability to reach everyone in the borough. Only through the systematic and effective use of data, partnership working and process review can we ensure that the Library Service continues to offer a comprehensive and efficient service as required by the 1964 Act.

The report highlights the Library service's outreach activity which aims to reach and engage with non-users of the service, those that are traditionally hard to reach or those that have disengaged from the service.

2. **Current Position**

Oldham Libraries serves a population of 228,000. Our current active members (someone who has borrowed a book, used the library PC's or accessed wifi at Oldham Library), averages approximately 38,000 people per annum.

Fig1. Active Book Borrowers by Ward

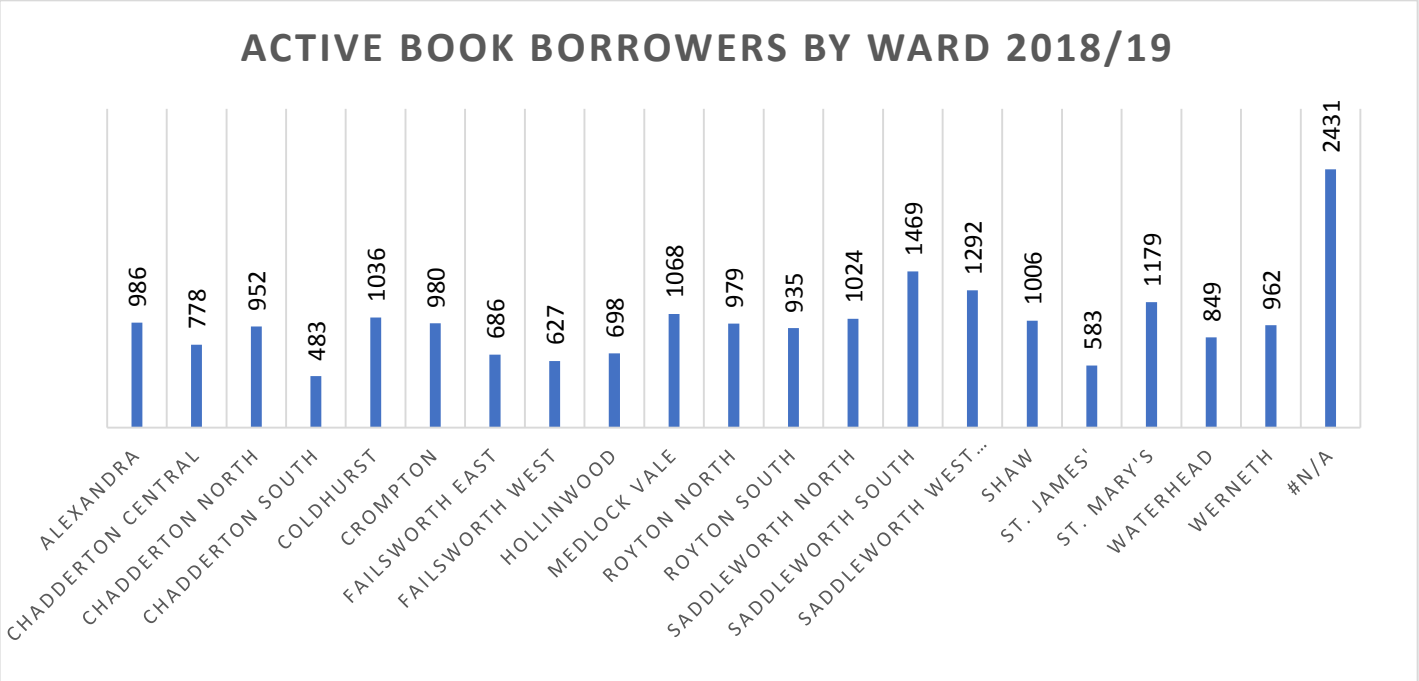
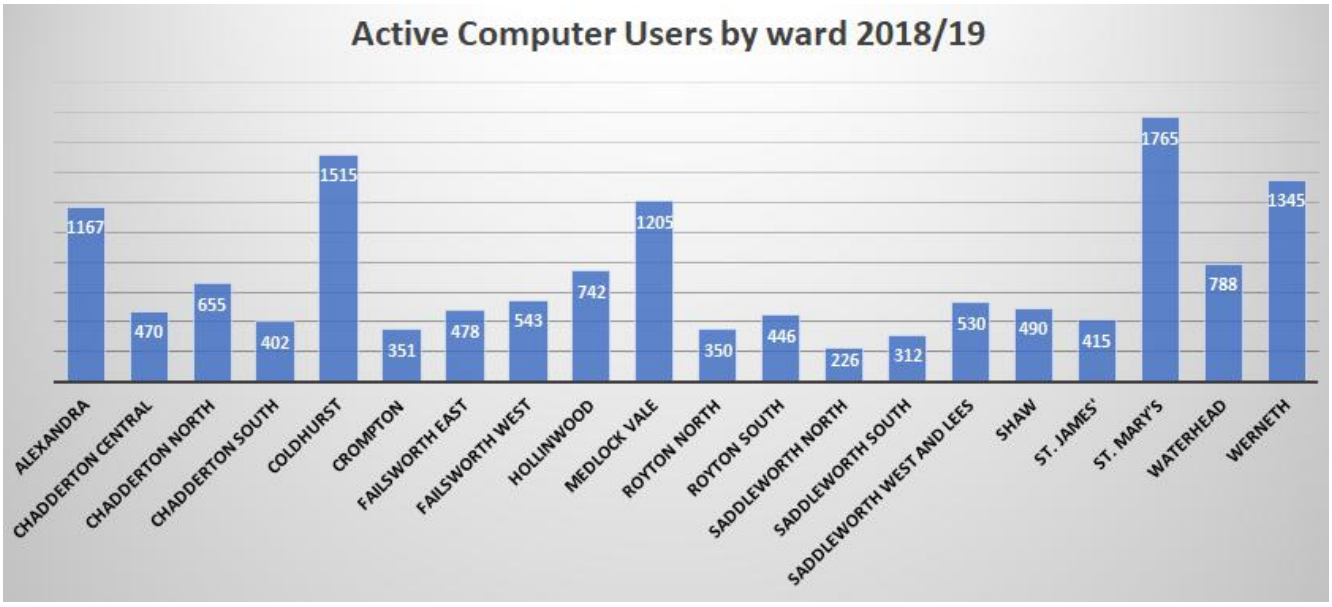


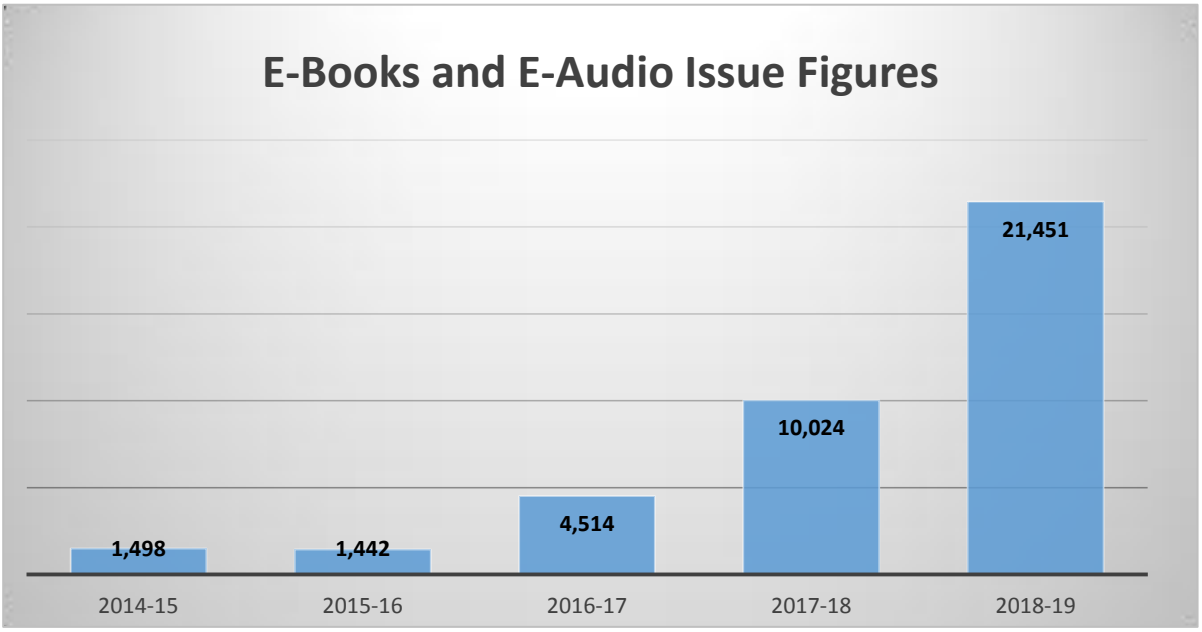
Fig 2 Active Computer Users by Ward 2018/19



Book borrowing in wards where libraries have been closed (St James and South Chadderton) is lower. It is encouraging to see that the active computer users for these wards is comparable to other areas such as Crompton, and Shaw and higher than some of the Saddleworth areas.

However, the above two charts do not include customers that download e-books or access online resources. We can see from the chart below that our e-books and E-audio issues have risen exponentially over the last 5 years however we cannot access this data by ward level.

Fig 3. E-book and E-audio Issue Figures



Similarly, the figures above also do not include those people that use the service to attend cultural programmes, children's events or to use the space to work, study or socialize.

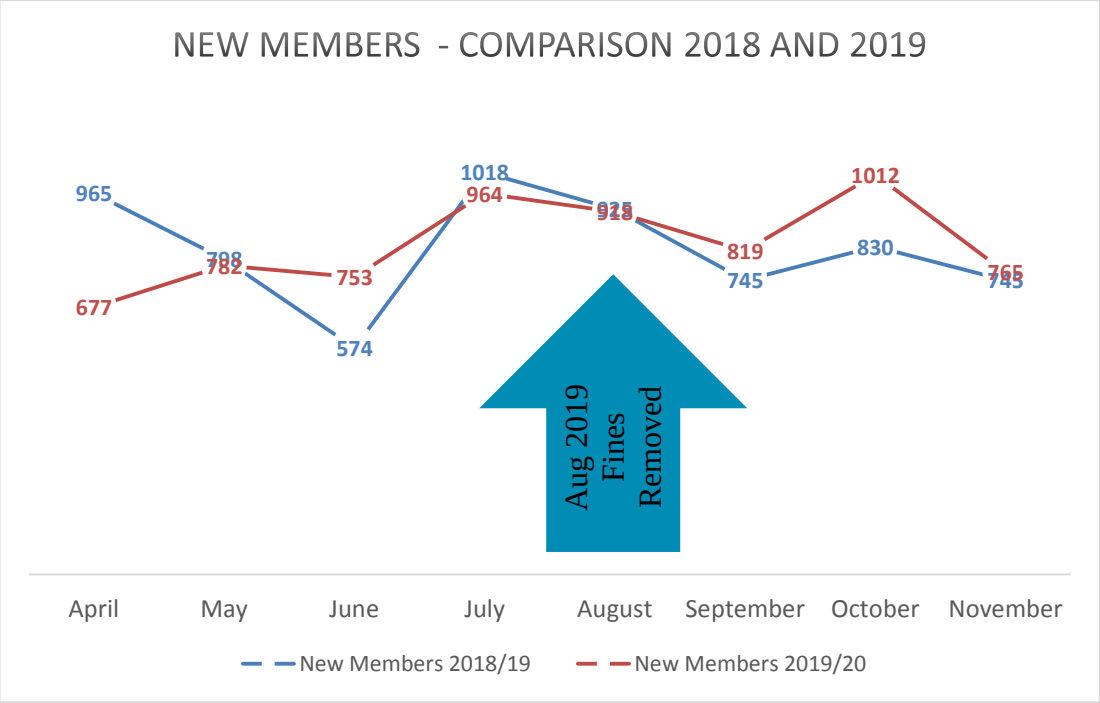
We recognize that there is more targeted work that we can do in these wards to both promote the fines free policy for book returns, the e-book offer, work with schools to encourage class visits and develop strong local community relationships. We are working with Business Intelligence to improve the data sets on the Thriving Communities Index so we can better plan and target our resources. We will also be conducting, in Feb-Mar 2020, a customer consultation specifically targeting non-users of the service to better understand their needs and motivations and ensure that through our library strategy we do what we can to address these.

3. **What are we doing to increase usage in areas of low engagement and audiences that are hard to reach?**

3.1 Removing barriers to access

Oldham Libraries removed fines for overdue books in August 2019. Research and data have shown that library fines do not encourage the timely return of books. Adversely it acts as a barrier to access for those that cannot afford to pay the fines. Analysis of Oldham data showed that those in the most disadvantaged wards were restricted from borrowing as a result of incurring fines.

Although it is too early to show the full impact of the fines removal policy, early positive indicators show that there has been an increase in library membership figures since fines were removed in August 2019 compared to the same period last year.



3.2 Reaching out to Homeless people

Library staff have held sessions for homeless people with the charity Street Angels at their town centre base, to speak to users about the library offer and encourage homeless people to join and take part in library activities.

In July 2019, we ran a series of 3 zine making workshops for rough sleepers who created a zine which they presented to the Mayor of GM to help to convey their lived experience of sleeping rough in Oldham. We worked with Street Angels to deliver this short project.

Since November 2019 we are working with If Oldham to deliver a weekly art club at Oldham Library. Homeless people take part in and help to run simple craft sessions that are attended by families. These sessions raise awareness of what the library has to offer homeless people and encourages them to take an active role in the library community.

Planned for January 2020 - Provision of tablets loaded with digital library content (ebooks, magazines and newspapers) to users of the night shelter in Oldham. We will work with If Oldham to facilitate this offer.

We are also exploring being a pilot site for the Universal Pass programme and to distribute emergency food vouchers during the holiday period.

3.3 Welcoming Refugees and Asylum Seekers - Libraries of Sanctuary.

In partnership with Manchester and Bolton Libraries, we have secured £45k funding to develop libraries in Northmoor, Chadderton and Oldham as Libraries of Sanctuary; ensuring our libraries are welcoming spaces for refugees and asylum seekers.

a) We are working with partners and community groups to deliver a programme of creative learning and cultural activities that ensures that new migrant communities, refugees and asylum seekers are welcomed to Oldham.

Programme of activities to date:

Event	Date	Library	Number attending
Zine making	11.6.19	Oldham	13
Zine making	18.6.19	Chadderton	2
Jo Cox get together	21.6.19	Northmoor	15
Dual language story walk	2.7.19	Oldham	25
Dual language story walk	9.7.19	Chadderton	36
Dual language story time	27.8.19	Northmoor	16
Learning Circles taster	20.8.19	Oldham	6
Learning Circles taster	30.8.19	Chadderton	3
Number Ninjas	12.9.19	Northmoor	10
Number Ninjas	20.9.19	Oldham	10
Number Ninjas	26.9.19	Chadderton	15
Autumn Gardening Taster Session	28.10.19	Chadderton	23
Autumn Gardening Taster Session	1.11.19	Northmoor	19
Autumn Gardening Taster Session	2.11.19	Oldham	17
Christmas gift giving and crafts	20.12.19	Northmoor	45
Christmas gift giving and crafts	17.12.19	Oldham	28
Christmas gift giving and crafts	17.12.19	Chadderton	31

Total number of attendees (monthly events) - 314

b) We are also delivering Learning Circles; Informal English conversation classes at Oldham, Chadderton and Northmoor Libraries. Run termly, in 6-week blocks, they are being well attended at Oldham and Northmoor with a new one being established at Chadderton Library.

c) We have secured funding to create a reading garden on wasteland outside Northmoor Library. The gardening club was co-created with attendees of Learning Circles at Northmoor Library and is also attended by newly arrived families whose children attend Northmoor Academy. This encourages new arrivals to take part in community events and settle into the area.

d) The Libraries of Sanctuary programme also funded families in temporary accommodation to attend the Christmas show 'The Secret of Christmas Eve' at Oldham Library. This will be the first time many of these communities will have attended a cultural show.

e) We are working with the Emerging Communities Team to deliver monthly library tours to groups of refugees and asylum seekers who are new to the Borough.

f) Bestseller Onjali Q. Rauf, author of The Boy at the Back of the Class, will be visiting Oldham Library in January to talk about her book based on a young refugee's experience of settling in to life in the UK. Approximately 300 children from schools in areas where numbers of new arrivals are high, will attend.

g) Library staff have also attended the weekly drop in at the Baptist Church to promote the library offer to refugees and asylum seekers.

h) In addition, we are working with Birmingham Libraries and Libraries Connected, our national sector support organization, to develop a national framework and toolkit to support other libraries to become Libraries of Sanctuary.

3.4 Tackling Loneliness and Social Isolation

The Reading Friends programme is reaching those that are at risk of social isolation and loneliness. This year we were successful in attracting an additional £71,000 to roll the scheme out across the Greater Manchester Region. Oldham's group has also featured in the national press as part of The Times Christmas Appeal supporting The Reading Agency charity.
https://www.thetimes.co.uk/edition/news/christmas-appeal-power-of-books-brings-memories-back-to-life-mmvdhxsq3?shareToken=3a9e369479661769fa2c8859a73cd7b8

We have worked with a number of Reading Friends groups across the Borough:

- Low Vision Group at St Pauls court (Hathershaw area)
- Royton Library- Small dementia group that meets in the library.
- Springboard (St Pauls Church, Royton) – Larger Dementia group and their carers.
- Holland Court (Delph)- Private housing association residents
- Anglo West Indian Group (Hathershaw area) – meet at a local community centre
- Young LGBT group at Oldham Library (Coldhurst)

The groups take part in a wide range of activities that inspire reading for pleasure and improve wellbeing including arts and crafts, learning to use devices for audio books, reading aloud, visits to local libraries, guest speakers, memory boxes, attending live performances at Oldham Library and Singing for the Brain sessions. The groups have also enjoyed stories from African storytellers as part of Black History Month.

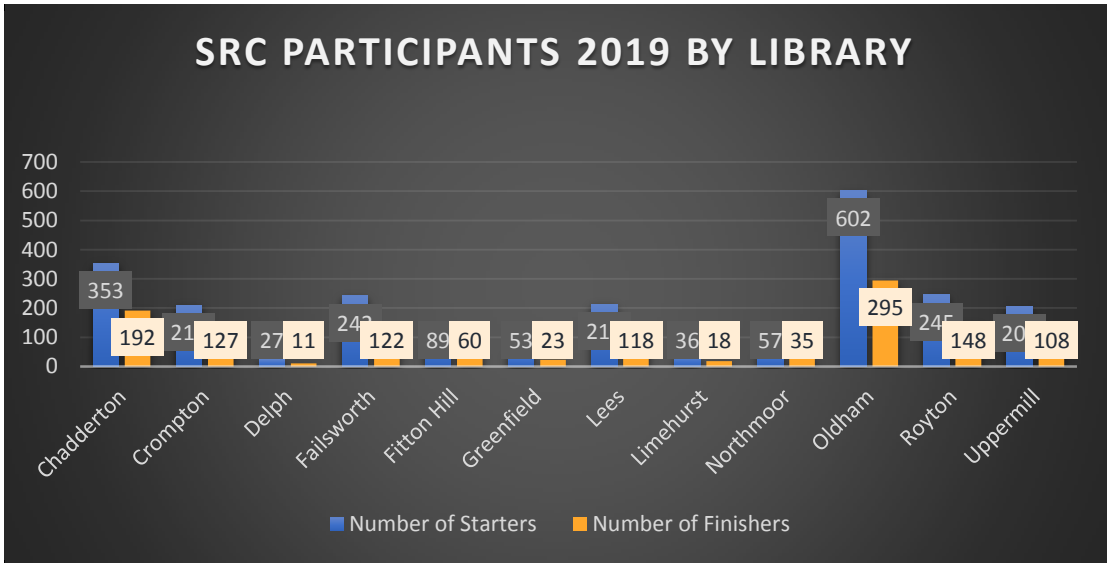
3.5 Children and Families

We are working with schools in all wards in the borough to promote reading for pleasure, encourage families reading together and to support school readiness.

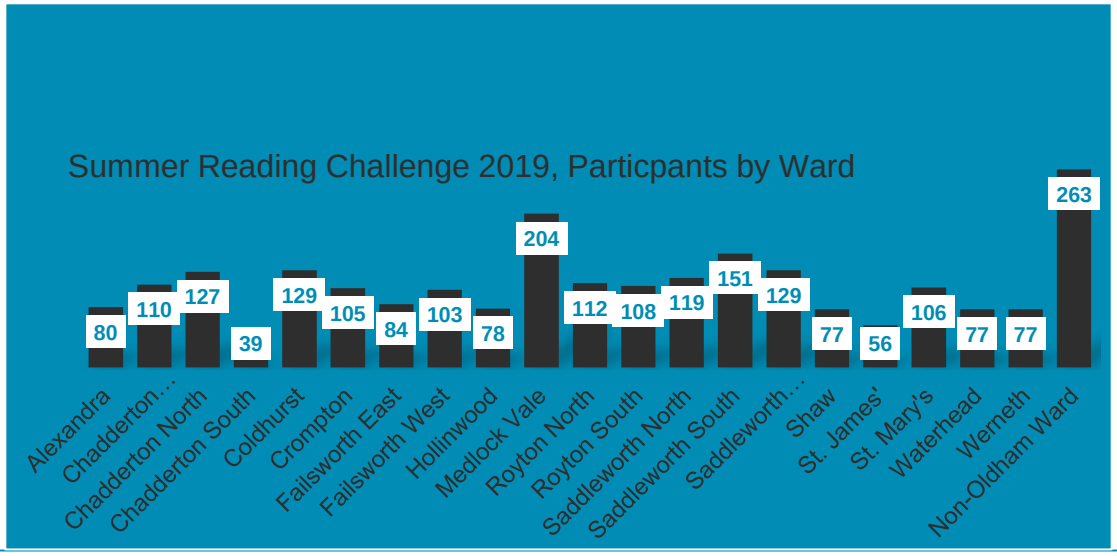
a) Number Ninja's project – At Royton Library we ran 34 Number Ninja sessions from January to October 2019 with 392 visits from children. The project expanded to include Mini Number Ninjas and sessions for the Libraries of Sanctuary project. Feedback forms from parents and carers indicated that 85% thought that attending a session 'increased their child's interest in mathematics through play', 65% thought attendance 'increased their child's confidence in mathematics'. We worked with The School Improvement Team, local Schools, The New Arrivals Team, The Council Family Information team, and Royton Community team to promote the sessions.

We have as a result of this project embedded numeracy into all our Rhyme time sessions and in 2020 we will be running training sessions for other library authorities so Number Ninjas can be run as stand-alone sessions or as part of the local GM STEM agenda.

b) Summer Reading Challenge, 2,334 children took part in the SRC in 2019. Staff visited the majority of primary schools to promote the challenge.



In



areas where libraries have closed, Stoneleigh in St James and Broadway in Chadderton South, we can see the lowest levels of SRC participation. We will undertake targeted work with the schools in these wards over the next year to encourage SRC participation.

Targeted work this year was undertaken to engage with families and schools at Fitton Hill Library following a lot of anti-social behavior in the area. As a result, the SRC participation rate for that library rose by 25% and two library assistants, Tia Boucher and Nazet Yaqub have been shortlisted for Frontline Service Award in Oldham's Top Awards.

c) Class visits – in the 2018-19 academic term we welcomed 37 schools to Oldham Libraries for a class visit that includes an introduction to the library, storytelling and research skills. Gallery and Library staff presented a paper about the Schools offer at an Education portfolio brief and are subsequently being invited to attend and link with primary and secondary heads of school network to better promote our offers.

We are also promoting the GM £1 tram scheme to encourage more school visitors.

d) Storywalks – we have been working closely with Parks and wider partners to reach new audiences and have conducted various themed story walks across the Borough:

- Moston Brook Canal, Failsworth
- Delph Village and Park
- Alexandra Park
- One planned in Stoneleigh in the new year
- Tandle Hill Park, Royton
- Chadderton Hall Park
- Dovestone, Greenfield
- Little Owl Farm, Denshaw

The storywalks attract new audiences and promote health and wellbeing, through creative and interactive storytelling.

e) Bookstart Programme.

This year we have signed a three-year agreement with Booktrust to ensure that:

- all children born in Oldham will receive a booktrust bag with a free book and library card with an invitation to join the library. This is delivered in partnership with Health Visiting Teams and Children's Centre's.
- all children aged 3-4 will receive a treasure pack via nursery settings prior to starting reception.
- Time to Read - free book pack for every reception aged child delivered directly to schools.
- Bookstart Corner – packs delivered to Children's Centre's to encourage families to read for pleasure together.

3.6 Poverty Proofing and Holiday Hunger.

In partnership with If Oldham we are now delivering food to children and families and the homeless during the holiday period to combat food poverty. We are reaching new audiences in some of our most deprived wards through this initiative. To date we have distributed 1293 portions of food to children and

families in Oldham. We will also be adding a community fridge to Oldham Library in the new year.

One of our staff members has also had training to deliver poverty proofing audits in schools, and we will be exploring how libraries may also be poverty proofed for the future.

3.7 Reaching people with low digital and science skills

We have secured £1,000 Barclays bank funding to reach people with low digital skills and we were also chosen by the BBC to pilot their Virtual Reality programmes. In addition, we have secured £1,000 to deliver Science Week activities in Northmoor library to help reach people from low socioeconomic BAME background, inspiring a new generation of young people to enter careers in the science fields.

3.8 Looked After Children

We have established a Foster Carers Group at Oldham Library and registered for the letterbox project for Looked after Children in partnership with the Virtual School. We have reached 131 looked after children through the scheme this year. Each child receives their own colourful parcel of books, maths games, stationery and other high-quality materials once every month for six months, from May to October. For many children, it's the first time they have had a letter or a parcel through the post and for some it's the first time they have had books of their own.

3.9 Autism Friendly Libraries

As part of our commitment to be part of the Greater Manchester Autism friendly region, Oldham library staff, along with GM library colleagues, have had autism awareness training delivered by Autism in the Arts and we will be receiving some funding to make small physical changes/buy equipment for libraries.

In addition, a touring escape room experience will be delivered in GM libraries; an immersive escape-room like experience designed in collaboration with a young, autistic theatre maker and groups of autistic young people. This will tour round 10 libraries, in each of the ten GM districts with a target audience of autistic young people and young adults. The initiative is part of Great Places, a GM programme funded by Arts Council and National Heritage Lottery Fund to put arts, culture and heritage at the heart of successful communities across England.

We are also supporting an artist to submit an ACE bid that will curate cultural performances in libraries targeted at autism groups and their carers.

3.10 Home Library Service

A mixed model of delivery of the Home Library Service is now offered to residents of Oldham who are unable to visit the library in person. This includes access to the RNIB service, collection service by a friend or family, or home delivery service by a volunteer.

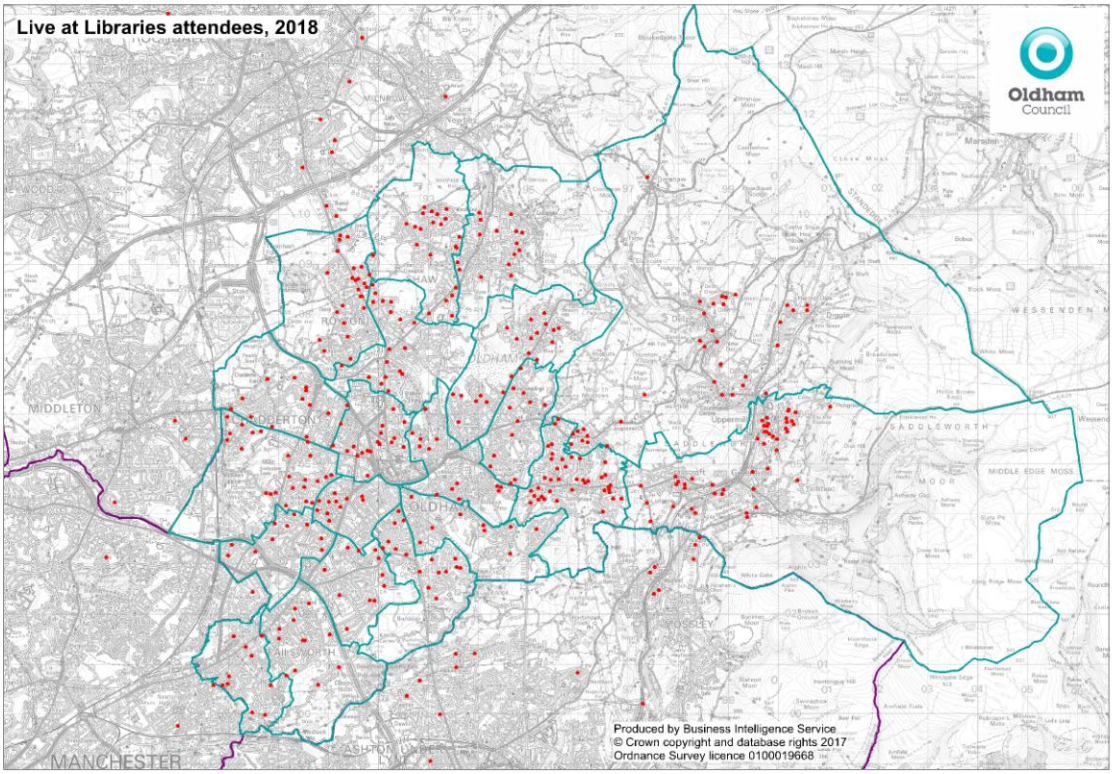
3.11 Young Volunteers

Data shows us that young people aged 13-19, only make up 8% of our active borrowers to borrow books and 12% to use the computers. To ensure we are reaching out to them and developing services that are relevant to them, we are

working with a group of young volunteers and the youth council to consult, design and deliver services. We want to ensure young people's voices are heard and represented and that they are advocates of the service to their peers. This is a new programme and we will report on progress and outcomes from this in the future.

3.12 Cultural Programming.

Oldham Library's cultural programme aims to ensure that library users have access to high quality cultural experiences at low or no cost. Our diverse programming also attracts new audiences to the libraries from across the borough – see graph below.
We have also reached out to schools, for example for 'The Secret of Christmas Eve' production, we welcomed 15 different schools from across Oldham to see the musical Christmas show from Oldham Theatre Workshop. Three of the schools that visited were schools with provision for young people with learning and/or physical disabilities and Hodge Clough Primary (Moorside) is based in a ward where the library was closed as a budget saving.



4. **Other highlights for the library service in the last year include**:

4.1 We attracted 1.3million visitors to the service in 2018/19 (second highest in GM and 6th highest in the NW)

4.2 Partnership with People Plus to support SME's and we have submitted a joint bid with 8 GM Library authorities for European Regional Development Funding to further support SME'S targeting those from disadvantaged backgrounds, BAME and women.

4.3 Refresh of all public and staff PC's supporting flexible working and access to digital resources

4.4 Capital funding secured to refresh all self-service machines in all our libraries, supporting residents to self-serve.

4.5 Launch of Take Part website – joint venture with gallery, archives and arts to encourage and engage with volunteers

4.6 Funding from Get Oldham Growing to create a reading garden at Greenfield Library

4.7 Oldham Libraries profile has been raised nationally:

- Subnum Hariff-Khan, Library and Information Manager, recognized in the Queen's honours and awarded a British Empire Medal for services to Public Libraries.
- Oldham's Reading Friends project profiled in The Times Christmas Appeal.
- Two staff presented at National Library conferences

4.8 Annual Report 2018/19 highlighting key performance statistics is included in **Appendix A**

3 Key Issues for Overview and Scrutiny to Discuss

3.1 To consider library outreach activity mentioned above and the new initiatives and partnerships aimed to ensure widest possible access within resource parameters.

4 Key Questions for Overview and Scrutiny to Consider

4.1 Overview and Scrutiny to consider the opportunities to develop a stronger library service; that delivers more innovative services that meet local needs and the challenge of balancing that with funding opportunities and increasing library visitor figures.

5. Links to Corporate Outcomes

5.1 As a uniquely trusted and accessible public service in the heart of our communities, Libraries are in a good position to support Oldham's co-operative ambition. By working with a resident focus Libraries provide a cradle-to-grave service which empowers residents to make positive choices in their lives and make real and beneficial changes for themselves and their community.

5.2 Oldham Council Libraries delivering against Corporate Priorities

An inclusive economy where people and enterprise thrive

Oldham Council libraries supports this objective by providing access to:

- Business support, including resources and events to support business start-ups as well as established businesses
- Employment support, including work clubs, jobs fair, resources and information
- Digital services, including free access to PCs, the internet and Wi-Fi ; and a 24/7 digital library service
- Learning support, including support for digital literacy and inclusion with Online Basics sessions at all libraries; books and resources to support learning and encourage 'intellectual journeys', signposting to learning opportunities, a programme of events and talks, including Ignite Talks and Tedx Oldham
- A Tourist Information Service, promoting Oldham as tourist destination and providing travel and transport information

- Reading and literacy support through a wide ranging book / resource collection, reading groups, writing groups, an annual Bookmark festival and other literature events, and a children's and schools programme which includes The Summer Reading Challenge and the Brilliant Books Book Award
- Cultural offer, attracting businesses and visitors to the town centre.

Thriving communities where everyone is empowered to do their bit

Oldham Library Service aims to meet this objective by providing access to:

- A network of libraries, some of which are co-located with other key agencies, and all of which are located in prime positions in each major district; libraries fulfil the role of community hubs, providing access to free community space, information and resources (including staffing) so empowering local people to do more for themselves
- Free advice sessions such as CAB and housing support
- Health support, including information and signposting, events (eg Health Awareness Day), resources such as Books on Prescription, and staff trained to help customers access reliable health information resources. All frontline library staff will be trained as Dementia Friends
- Council information, including information to support local democracy
- Volunteering opportunities, work experience and traineeships
- A cultural programme of events and activities through live@thelibrary which includes music, theatre and literature performances
- Local studies collections, and support for those researching their history with access to Ancestry and Find My Past online resources

Co-operative Services with people and social value at their heart.

Oldham Library Service aims to meet this objective by providing access to:

- High quality service provision, including high quality environments, high quality resources and excellent customer service, with a focus on 'getting it right'
- Accessible services, including stock in different formats and languages, assistive technology, accessible buildings.
- An inclusive service for all members of the community, including assistive technology and the Celebrate programme
- Support for older people, including Library at Home service
- Support for children and families, including Bounce and Rhyme, Stories and Rhymes, baby events
- Support for young people, including homework help, Get It Loud In Libraries programme and volunteering opportunities
- Value for money service

6 **Additional Supporting Information**

6.1 n/a

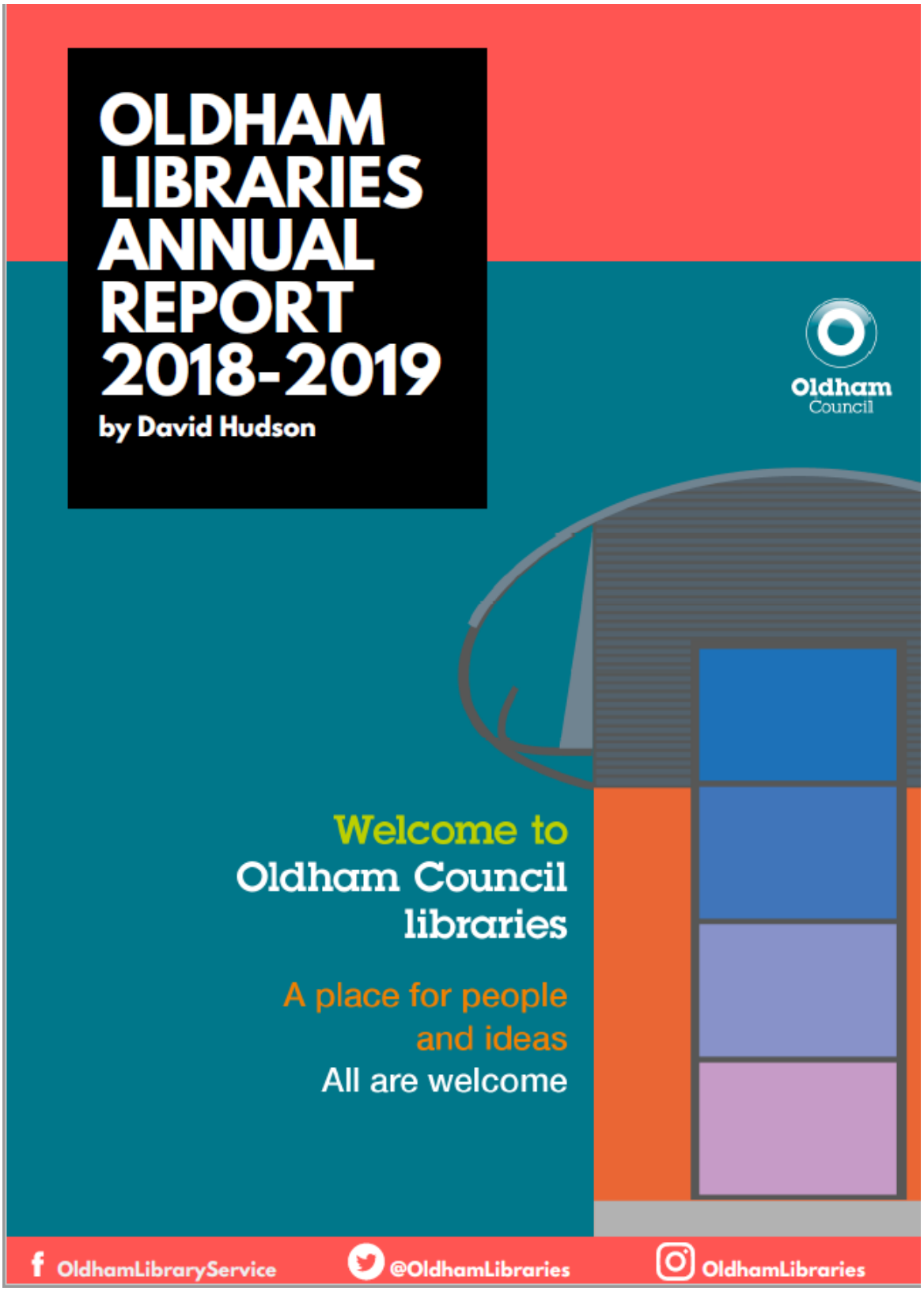
7 **Consultation**

7.1 n/a

8 **Appendices**

8.1 Appendix A – Annual Report 2018/19

Appendix A – Annual Report 2018/19



Free books

Free delivery

A place for people and ideas

All are welcome

Welcome to Oldham Council libraries

Free computers

FREE space

Free courses

Free events

Free Wi-Fi

470,469 Loans

That's the equivalent of 2 loans for every person in Oldham

1,275,559 Visits

Second busiest library service in Greater Manchester

38,286 active customers. Nearly a fifth of the population of Oldham.

128,828 Renewals

RESERVED

19,523 Reservations

26,249 Digital Issues including:

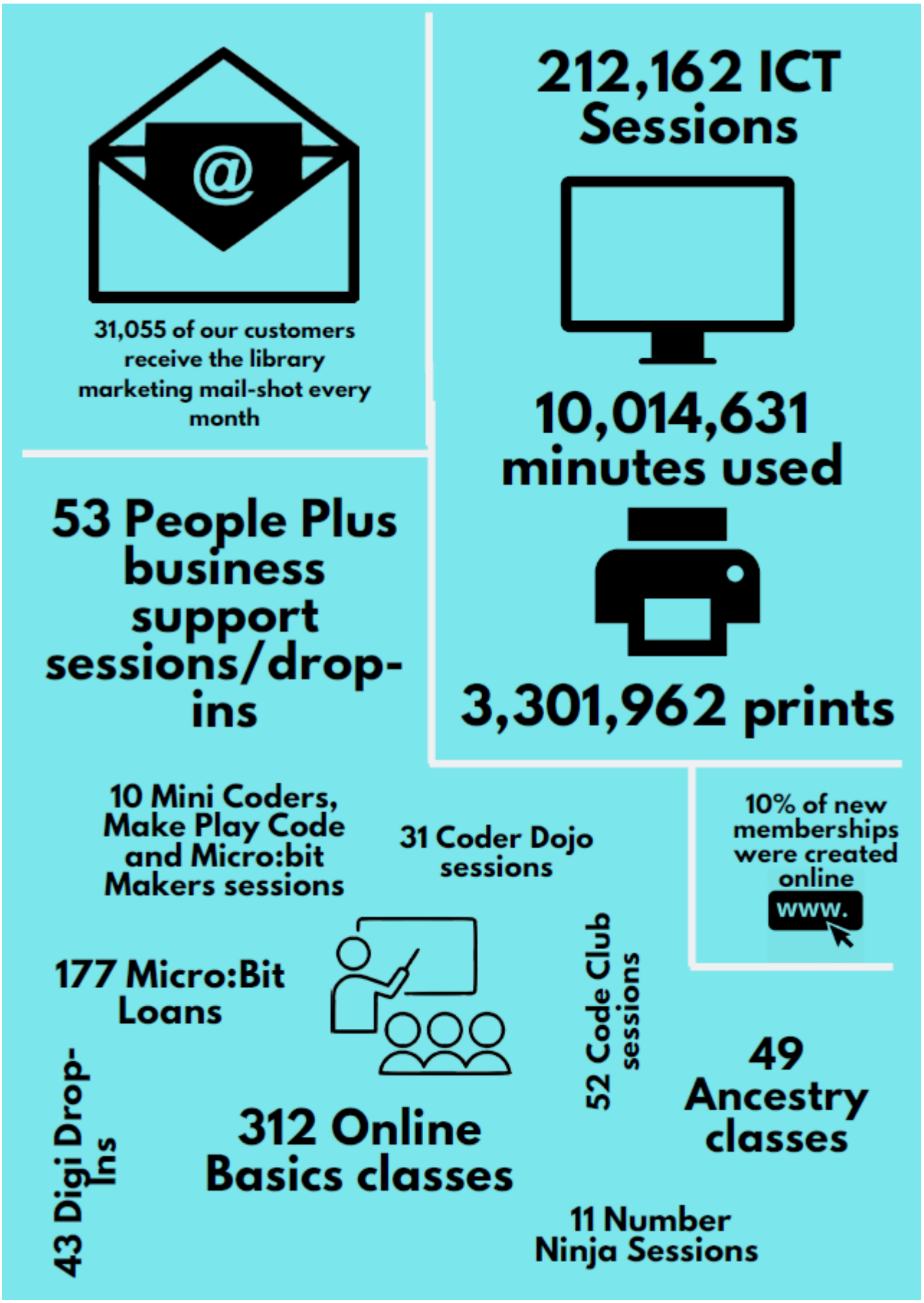
39,112 Virtual Visits

10,640 Digital Magazines

15,548 eBook & eAudio Loans

110% Increase in issues from previous year

81% of all items issued via self-service


31,055 of our customers receive the library marketing mail-shot every month
212,162 ICT Sessions
10,014,631 minutes used
3,301,962 prints
53 People Plus business support sessions/drop-ins
10 Mini Coders, Make Play Code and Micro:bit Makers sessions
31 Coder Dojo sessions
10% of new memberships were created online
www.
177 Micro:Bit Loans
52 Code Club sessions
49 Ancestry classes
43 Digi Drop-Ins
312 Online Basics classes
11 Number Ninja Sessions

Library Events

800+ attended Bookmark Festival

128 Live@thelibrary performances

Over 5000 attendees

Oldham Digifest

Over 30 different activities on offer

Health & Wellbeing

430 Health Events
Over 4,500 attendees

Summer Reading Challenge
2,450 Starters

1,330 Finishers

678 Baby & Toddler Sessions

11,534 participants

243 School visits with
6,982 pupils and teachers in attendance

The introduction of a brand new Sensory Room, the first of its kind for any library in the country!

45 Sessions booked so far!

180 volunteers

Contributing over 4,000 hours to the library

The Library Community

"I came to the libraries from the Get Oldham working scheme and was successful in gaining permananent employment with the library. It felt like a massive change, for the better, and helped bring me out of my shell as I felt reluctant to hold conversations with people. Now part of my role is to speak to customers on a daily basis which I love and I am very happy that I have chosen this line of work."

Terry Taylor, Library Assistant

"The Knit & Natter session has changed my life. I was on my own in the house week after week only going out for doctor & hospital appointments. One of the staff mentioned the session to me and asked if I would like to be a founder member. I have made lots of new friends and we also arrange to meet with each other for lunch, organise day trips together and parties as well! It has changed my life."

Julie, Founding Member of Royton Library's Knit and Natter Group

Reading Friends brings people together to read, share stories, meet new friends and have fun. In Oldham the project has made great progress over the past year and is reaching more than 400 participants. Oldham Libraries run groups for people with dementia and their carers as well as visiting care homes. Currently Oldham has 6 groups running. Since September 2018 Oldham Library Service expanded the programme to new areas of Greater Manchester.

This page is intentionally left blank

OVERVIEW AND SCRUTINY BOARD – 21st January 2020

GENERAL EXCEPTION AND SPECIAL URGENCY DECISIONS

Background

The Chair (or their nominee) is given powers in the Council's Constitution to give authorisation for key decisions to be made under the following rules:

Rule 16 – General Exception

Where the decision has not been placed on the Forward Plan, but it is possible to give 5 clear days-notice of the decision to be made, Rule 16 allows that the decision may be made where the relevant Executive Director has obtained agreement in writing from the Chair of the Overview and Scrutiny Board (or his/her nominee) of the matter about which the decision is to be made. Notice of this setting out the reasons why compliance with the 28-day notice period was impracticable will be made available at the offices of the local Authority and be published on the Council's website. Any decision made in this way is still subject to a potential call-in.

Rule 17 – Special Urgency:

In certain circumstances it may be impracticable both to:

1. Place the decision on the Forward Plan, and
2. Give 5 clear days-notice prior to the decision being made

Rule 17 allows that in these circumstances the decision may still be made where the decision maker has obtained agreement from the Chair of the Overview and Scrutiny Board (or his/her nominee) or if not available the Mayor or in their absence the Deputy Mayor. As soon as it is reasonably practicable after the decision maker has received agreement from the Chair of Overview and Scrutiny that the decision is urgent and cannot be reasonably deferred, a notice will be made available at the offices of the local Authority setting out the reasons why compliance with the 28 days was impracticable and this will be published on the Council's website. Where Rule 17 applies the decision is exempt from call-in.

For the Municipal Year 2019/2020 the Chair of the Overview and Scrutiny Board is Councillor McLaren

Subject Matter	Officer	Rule Applied	Date of Decision and Date of authorisation	By	Reason(s) for the decision
Funding of Voluntary Sector Infrastructure	Andrea Entwistle, Public Health Business and Strategy Manager	Rule 16	Decision Authorisation: 28 November 2019	Councillor McLaren	DECISION AUTHORISED: For the recommendation in the report to be agreed. The decision had not been placed on the 28 Day Decision Notice.

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker

Economy and Enterprise Cabinet Portfolio

RCR-10-14	Western Gateway Town Centre Land and Property Acquisitions	Director of Economy	March 2020	Cabinet
Description: To acquire strategic land and properties across the Western Gateway of the Town Centre Document(s) to be considered in public or private: Private for financial and commercial reasons				
ECEN-12-17	Oldham Heritage and Arts Centre Enabling Works	Director of Economy	February 2020	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
Description: The implementation of enabling works in relation to the development of a new heritage and arts centre and a new theatre. Document(s) to be considered in public or private: Part A Cabinet report (Oldham Cultural Quarter), 24th April 2017.				
ECEN-07-18	Hollinwood Junction Development Site - Disposal of land at Albert Street	Director of Economy	January 2020	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: To approve the final terms for the disposal of land at Albert Street, Hollinwood. Document(s) to be considered in public or private: Private because it contains information relating to the financial and business affairs.				
ECEN-21-18	Meridian Development Company: Land at Meridian Centre and Crossbank Street, Primrose Bank [Werneth]	Director of Economy	February 2020	Cabinet
Description: Document(s) to be considered in public or private: Report will be considered in private due to commercial sensitivity.				
ECEN-02-19	Tommyfield Market Options	Director of Economy	April 2020	Cabinet
Description: To approve recommendations relating to the future of Tommyfield Market. Document(s) to be considered in public or private: Report is to be considered in private due to commercial sensitivity and detail of financial/business affairs.				
ECEN-10-19	Final land transactions in respect to Saddleworth School	Deputy Chief Executive – Helen Lockwood	January 2020	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
Description: Document(s) to be considered in public or private:				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
ECEN-14-19	Northern Roots Update	Strategic Director Communities and Reform – Rebekah Sutcliffe	January 2020	Cabinet
Description: The Northern Roots project that was approved Jan 2019 is preparing to enter implementation stage. This report is to update Cabinet on progress with the project and seek permission to advance to the next phase. Document(s) to be considered in public or private: Private under Paragraphs 1 and 2 as individuals will be identified.				
ECEN-15-19	Royton Town Hall – Selection of Contractor	Deputy Chief Executive – Helen Lockwood	January 2020	Cabinet
Description: Cabinet is recommended to: 1. Delegate authority to the Cabinet Member for Economy and Enterprise in consultation with the Director of Economy, the Director of Legal Services, the Director of Finance (or their nominees) and the Cabinet Member for Finance to procure, negotiate, re-negotiate award and execute a main contractor for the works. Document(s) to be considered in public or private: public				
ECEN-17-19	Egyptian Room, Old Town Hall	Deputy Chief Executive – Helen Lockwood	January 2020	Cabinet
Description: Approval to progress letting of the Egyptian Room with associated fit out. Document(s) to be considered in public or private: Part public and Part Private by virtue of Paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972 and it is not in the public interest to disclose the information because it relates to the financial or business affairs of the Council				
ECEN-18-19 **New!**	Creating a Better Place - Oldham	Deputy Chief Executive – Helen Lockwood	January 2020	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: Creating a better place boroughwide Document(s) to be considered in public or private: Private report - paragraph 3				
ECEN-19-19 **New!**	Alexandra Park Depot	Deputy Chief Executive – Helen Lockwood	January 2020	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
Description: Consultant fees Document(s) to be considered in public or private: Cabinet Paper 28th January 2018 Public				
ECEN-19-19 **New!**	Disposal of land at Fitton Hill	Director of Economy	January 2020	Cabinet
Description: To appoint Countryside Properties as developer partner to build homes on vacant land at Fitton Hill Document(s) to be considered in public or private: Private as contains commercially sensitive information that relates to the business affairs of the council.				
ECEN-20-19 **New!**	Land to the North of the Lancaster Club, Broadway, Failsworth (1935 land) [Failsworth West]	Deputy Chief Executive – Helen Lockwood	February 2020	Cabinet Member - Economy & Enterprise (Leader - Councillor Sean Fielding)
Description: Document(s) to be considered in public or private:				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
ECEN-21-19 **New!**	Land at Ward Lane, Diggle		January 2020	Cabinet
Description: Following the advertising of the land for sale, bids have been received which are in excess of the Key Decision threshold Document(s) to be considered in public or private: Private - the bids remain confidential				
ECEN-22-19 **New!**	Geographical alignment at populations of 30-55,000	Strategic Director Communities and Reform – Rebekah Sutcliffe	January 2020	Cabinet
Description: This report asks Cabinet to agree a preferred option for 5 geographical footprints at populations of 30-55,000 across the borough. Document(s) to be considered in public or private: Public				

Education and Skills Cabinet Portfolio

EDS-08-19	Secondary Education Provision - Expansion of North Chadderton School	Director of Children's Services – Merlin Joseph	January 2020	Cabinet Member - Education and Skills (Cllr Shaid Mushtaq)
Description: The report is seeking approval to award a contract for the expansion of North Chadderton School, following the completion of a tender procurement exercise. Document(s) to be considered in public or private: Private				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker

Children's Services Cabinet Portfolio - None

Health and Social Care Cabinet Portfolio - None

HSC-05-19 **New!**	Locality Plan	Strategic Director of Commissioning / Chief Operating Officer - Mike Barker	January 2020	Cabinet
Description: The NHS published the Long-Term Plan Implementation Framework which requires all Integrated Care Systems (ICSs) and Sustainability and Transformation Partnerships (STPs) to publish a strategic plan in their foot print. In Oldham's case, this is at Greater Manchester level. The GM Health and Social Care Partnership requested all 10 localities refresh their Locality Plans to feed into the GM Submissions. Document(s) to be considered in public or private: To be considered in Public				

Housing Cabinet Portfolio

HSG-08-19	Statement of Community Involvement	Deputy Chief Executive – Helen Lockwood	January 2020	Cabinet Member - Housing (Cllr Hannah Roberts)
Description: To seek approval for public consultation on the draft Statement of Community Involvement (SCI) which will set out how the council will involve the community in the preparation and the revision of the Local Plan and the consideration of planning applications. Document(s) to be considered in public or private: Draft SCI, and supporting EqIA. (Public)				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
HSG-13-19	Local Development Scheme Update	Director of Economy	January 2020	Cabinet
Description: The Local Development Scheme (LDS) is a public statement setting out the council's project plan for preparing the Local Plan and its supporting documents. Document(s) to be considered in public or private:				
HSG-14-19 **New!**	Acquisition of 19 homes at Primrose Bank	Director of Economy	February 2020	Cabinet
Description: The proposed purchase of 19 homes currently under construction at Primrose Bank to be used as affordable homes. Document(s) to be considered in public or private: Private as contains commercially sensitive information.				

Neighbourhood Services Cabinet Portfolio

NEI-03-19	Highways Improvement Programme 2019/20 - 2021/22	Deputy Chief Executive – Helen Lockwood	March 2020	Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman)

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: Cabinet approved the £12m Highways Improvement Programme for delivery over the financial years 2019/20 to 2021/22 in March 2019. As part of the Programme there will be several schemes/groups of schemes with values exceeding £250,000 hence the need for an item on the key decision document. This item relates to any decisions made on tenders exceeding £250,000 in the 2019/20 financial year to ensure prompt delivery of the programme. Document(s) to be considered in public or private: N/A				
NEI-05-19	King Street Bridge - Parapet Works and Painting	Deputy Chief Executive – Helen Lockwood	January 2020	Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman)
Description: Award of a tender to a contractor for parapet works at King Street Bridge Document(s) to be considered in public or private: Private - contains financially sensitive information from contractors.				
NEI-08-19	Growth Deal 3 Accessible Oldham Conditional Business Case	Deputy Chief Executive – Helen Lockwood	February 2020	Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman)

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: Oldham Council has been awarded a £6 million Local Growth Deal 3 grant by the Greater Manchester Combined Authority (GMCA) for the Accessible Oldham scheme. The scheme has already been granted Programme Entry status in the Greater Manchester Transport Capital Programme. The Combined Authority's governance process requires the Council to prepare and submit Conditional and Final business cases to Transport for Greater Manchester (TfGM) in order for us to access the grant. Approval will be sought to submit the Conditional Business Case to TfGM for review by TfGM and subsequent approval by GMCA. Final business cases will be prepared for packages of work once the scheme has gained Conditional approval status. Document(s) to be considered in public or private: Proposed report: Growth Deal 3 Accessible Oldham Conditional Business Case. Conditional Business Case and accompanying appendices. Documents will be considered in private as they will contain commercially sensitive information.				
NEI-09-19	GM Clean Air Plan - Approval to commence statutory consultation on key measures	Director of Economy	February 2020	Cabinet
Description: Approval to commence statutory consultation on key measures Document(s) to be considered in public or private: Public report				
NEI-14-19	Tender award for A670 Safer Roads Fund	Deputy Chief Executive – Helen Lockwood	February 2020	Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman)

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: Works include improvements to the following junctions along the A670 route; Farrars Arms Junction Oaklands Road Junction (resurfacing) Greenfield Bends Chapel Road Junction Dobcross New Road Junction Document(s) to be considered in public or private: Private, contains commercially sensitive financial information.				
NEI-16-19 **New!**	Thurston Clough Culvert, Delph	Deputy Chief Executive – Helen Lockwood	January 2020	Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman)
Description: Working involving the replacement of a dilapidated masonry culvert. Document(s) to be considered in public or private: Private - contains commercially sensitive finance information.				
NEI-17-19 **New!**	A62 Huddersfield Road, Scouthead (Near Doctor Lane) Tender Award	Deputy Chief Executive – Helen Lockwood	April 2020	Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman)
Description: Works involving the placement of an earth embankment to permanently support a dilapidated retaining wall. Document(s) to be considered in public or private: Private - contains commercially sensitive finance information.				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
NEI-18-19 **New!**	A672 Oldham Road, Denshaw (Rest Area) RW Reconstruction Tender Award	Deputy Chief Executive – Helen Lockwood	January 2020	Cabinet Member - Neighbourhoods Services (Councillor Ateeque Ur-Rehman)
Description: Work includes the replacement of a dilapidated retaining wall. Document(s) to be considered in public or private: Private - contains commercially sensitive finance information.				
NEI-19-19 **New!**	Clean Air Update	Deputy Chief Executive – Helen Lockwood	January 2020	Cabinet
Description: An update on the approach to resolving outstanding clean air. Document(s) to be considered in public or private: Full report				
NEI-20-19 **New!**	Grounds Maintenance Replacement Vehicle Fleet	Deputy Chief Executive – Helen Lockwood	February 2020	Cabinet
Description: Replacement of 17 crew cab tippers Document(s) to be considered in public or private: Documents are to be considered in private as it relates to the business and financial affairs of the Council				

Social Justice and Communities Cabinet Portfolio - None

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker

Finance and Corporate Services Cabinet Portfolio

FCS-09-19	Report of the Director of Finance - Capital Programme & Capital Strategy for 2020/21 to 2024/25	Director of Finance – Anne Ryans	February 2020	Cabinet
Description: To consider the Council's Capital Programme and Capital Strategy. Document(s) to be considered in public or private: Proposed report title: Report of the Director of Finance - Capital Programme & Capital Strategy for 2020/21 to 2024/25 Background documents: Various appendices Report to be considered in public.				
FCS-10-19	Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments in the 2020/21 Budget Setting Process	Director of Finance – Anne Ryans	February 2020	Cabinet
Description: To consider the statement of the robustness of estimates and adequacy of the reserves in the 2020/21 budget setting process. Document(s) to be considered in public or private: Proposed report title: Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments in the 2020/21 Budget Setting Process Background documents: Various appendices				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
FCS-11-19	Joint Report of the Deputy Chief Executive People and Place and Director of Finance - Housing Revenue Account Estimates for 2020/21 to 2024/25 and Proposed Outturn for 2019/20	Deputy Chief Executive – Helen Lockwood, Director of Finance – Anne Ryans	February 2020	Cabinet
Description: The Housing Revenue Account (HRA) outturn estimates for 2019/20, the detailed budget for 2020/21 and the strategic HRA estimates for the four years 2021/22 to 2024/25. Document(s) to be considered in public or private: Proposed Report Title: Joint Report of the Deputy Chief Executive People and Place and Director of Finance - Housing Revenue Account Estimates for 2020/21 to 2024/25 and Proposed Outturn for 2019/20 Background documents: Various appendices Report to be considered in public				
FCS-12-19	Report of the Director of Finance - Revenue Budget 2020/21 and Medium Term Financial Strategy 2020/21 to 2024/25	Director of Finance – Anne Ryans	February 2020	Cabinet
Description: To consider the Administration's detailed revenue budget including budget reduction proposals and the presentation of the Medium Term Financial Strategy for the Council (2020/21 to 2024/25) incorporating the current policy landscape and Local Government Finance Settlement. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance - Revenue Budget 2020/21 and Medium Term Financial Strategy 2020/21 to 2024/25. Background documents: Various appendices. Report to be considered in public.				
FCS-13-19	Report of the Director of Finance - Treasury Management Strategy Statement 2020/21	Director of Finance – Anne Ryans	February 2020	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: To consider the Council's Treasury Management Strategy for 2020/21 - including the Minimum Revenue Provision Policy Statement, Annual Investment Strategy and Prudential Indicators. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance - Treasury Management Strategy Statement 2020/21 Background documents - Various appendices Report to be considered in public				
FCS-16-19	Revenue Monitor and Capital Investment Programme 2019/20 Month 8	Director of Finance – Anne Ryans	February 2020	Cabinet
Description: The report provides an update on the Council's 2019/20 forecast revenue budget position and the financial position of the capital programme as at the period ending 30 November 2019 (Month 8) Document(s) to be considered in public or private: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2019/20 Month 8 Background Documents: Appendices – Various Report to be considered in Public				
FCS-17-19	Revenue Monitor and Capital Investment Programme 2019/20 Quarter 3	Director of Finance – Anne Ryans	March 2020	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: Description: The report provides an update on the Council's 2019/20 forecast revenue budget position and the financial position of the capital programme as at the period ending 31 December 2019 (Quarter 3) Document(s) to be considered in public or private: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2019/20 Quarter 3 Background Documents: Appendices – Various Report to be considered in Public				
FCS-18-19	Report of the Director of Finance - Council Tax Reduction Scheme 2020/21	Director of Finance – Anne Ryans	February 2020	Cabinet
Description: To determine the Council Tax Reduction Scheme for 2020/21. Document(s) to be considered in public or private: Proposed report title: Report of the Director of Finance - Council Tax Reduction Scheme 2020/21 Background documents: Appendices - Various Report to be considered in public				
FCS-24-19 **New!**	PFI - Blessed John Henry Newman College Pipework Replacement	Deputy Chief Executive – Helen Lockwood	January 2020	Cabinet

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: To ensure Cabinet are sighted on the significant issues and risks associated with the Blessed John Newman BSF contract and to note the potential option for the Council to step in and rectify longstanding problems with the heating system. Document(s) to be considered in public or private: Private report to Cabinet - PFI - Blessed John Henry Newman College Pipework Replacement. This document is private for the reason that it is commercially sensitive.				
New!	Oldham Council's inclusion within the Greater Manchester, Cheshire East and Cheshire West & Chester Business Rates Pool 2020/21	Director of Finance – Anne Ryans	January 2020	Cabinet Member - Finance and Corporate Services (Deputy Leader - Cllr Abdul Jabbar)
Description: The report seeks formal approval for the Council's inclusion in the Greater Manchester, Cheshire East and Cheshire West & Chester Business Rates Pool for the financial year 2020/21. Document(s) to be considered in public or private: Proposed Report Title: Oldham Council's inclusion within the Greater Manchester, Cheshire East and Cheshire West & Chester Business Rates Pool 2020/21 Background Documents: Various Appendices Report to be considered in public.				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
New!	Non-Domestic Rates Tax Base 2020/21	Director of Finance – Anne Ryans	January 2020	Cabinet Member - Finance and Corporate Services (Deputy Leader - Cllr Abdul Jabbar)
Description: Report setting out information to determine the Non-Domestic (Business Rates) Tax base for 2020/21, using the most up to date information and estimates available. Document(s) to be considered in public or private: Proposed Report Title: Non-Domestic Rates Tax Base 2020/21 Background Documents: Various Appendices and Council Tax Tax Base and Non-Domestic Rates Tax Base Forecast 2020/21 (Presented to Cabinet on 16 December 2019). Report to be considered in public.				
FCS-26-19 **New!**	Asset 2076 Land at Blackshaw Lane, Royton, Oldham		January 2020	Cabinet
Description: Disposal of land for residential development Document(s) to be considered in public or private: Private - Report will contain financially sensitive information.				

Page 159

Commissioning Partnership Board

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
CPB-15-19 **New!**	Investment Review - Transformation Funds	Strategic Director of Commissioning / Chief Operating Officer - Mike Barker	January 2020	Commissioning Partnership Board
Description: Update and approvals for Transformation Fund Proposals including the MSK Programme, End of Life, Mental Health, Information Governance and strength based conversations and relevant updates on existing schemes. Document(s) to be considered in public or private: Report to be considered in private due to commercial sensitivity				
CPB-16-19	Section 75 Agreement	Chief Executive/Accountable Officer NHS Oldham CCG	January 2020	Commissioning Partnership Board
Description: To provide notification of decisions to be taken by the Commissioning Partnership Board. Document(s) to be considered in public or private: Reports to be considered in private due to commercial sensitivity and details related to financial and business affairs.				
CPB-17-19 **New!**	Implementation Update - Adults Care At Home Category 1	Managing Director Community Health & Social Care Services (DASS) – Mark Warren	January 2020	Commissioning Partnership Board
Description: The purpose of this report is to provide an update regarding the implementation projects for the Adults Care at Home Tender - Category 1. This report articulates some of the issues and barriers that the team have encountered and steps put in place to manage the project going forward for the Board to consider and agree. Document(s) to be considered in public or private: Report to be considered in private as it relates to the business and financial affairs of the Council and its partners				

KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 JANUARY 2020

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
CPB-18-19 **New!**	S.75 Pooled Budget Monitoring Position	Director of Finance – Anne Ryans	February 2020	Commissioning Partnership Board
Description: The report provides an update on the financial position. Document(s) to be considered in public or private: To be considered in public				

Key:

New! - indicates an item that has been added this month

Notes:

1. The procedure for requesting details of documents listed to be submitted to decision takers for consideration is to contact the Contact Officer contained within the Key Decision Sheet for that item. The contact address for documents is Oldham Council, Civic Centre, West Street, Oldham, OL1 1UH. Other documents relevant to those matters may be submitted to the decision maker.
2. Where on a Key Decision Sheet the Decision Taker is Cabinet, the list of its Members are as follows: Councillors Sean Fielding, Arooj Shah, Abdul Jabbar MBE, Amanda Chadderton, Shaid Mushtaq, Zahid Chauhan, Ateeque Ur-Rehman, and Hannah Roberts.
3. Full Key Decision details (including documents to be submitted to the decision maker for consideration, specific contact officer details and notification on if a report if likely to be considered in private) can be found via the online published plan at: http://committees.oldham.gov.uk/mgListPlans.aspx?RPId=144&RD=0

This page is intentionally left blank

OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME 2019/20 AND PERFORMANCE MONITORING PLAN

PART A – MEETING PROGRAMME

MEETING DATE & VENUE	AGENDA ITEM	SUMMARY OF ISSUE	CABINET PORTFOLIO (link to Corporate Outcome)	RESOLUTION / RECOMMENDATION	Comments
Tuesday, 18th June 2019 **6.00 p.m.** **Deadline for reports: 6th June 2019**	Children's Services – Getting to Good	Update on Outcome	Children's Services (Thriving Communities)	**RESOLVED** that: (1) the progress of Children's Services against the issues identified in the OFSTED judgement of 4th March 2019, including the development of an Improvement Plan to address those issues, be noted; (2) an update report on progress of the Children's Services Transformation Plan and the Improvement Plan be submitted to the meeting of the Board to be held on 10th September 2019.	
	Thriving Communities and Place Based Integration	Update on the Work Programme	Social Justice and Communities (Thriving Communities)	**RESOLVED** that consideration of this item be deferred to the meeting of the Board to be held on 23rd July 2019.	Requested by the Board in November 2018
	Northern Roots & Alexandra Park	Update on the report agreed at Cabinet	Economy & Enterprise (Thriving Communities)	**RESOLVED** that: (1) the objectives of the Alexander Park Eco Centre and the Northern Roots project be endorsed; (2) the progress to date in developing the Alexander Park Eco Centre and the Northern	Requested by Board in January 2019

				Roots project be noted; (3) a site visit to the Northern Roots project area be arranged to enable the Board to further consider the potentials for activities and development of the project; (4) a six-month update report be submitted to the Board on the progress of the Alexander Park Eco Centre and Northern Roots project.	
	Clean Air Update	Consultation on key measures	Neighbourhood Services (Thriving Communities)	**RESOLVED** that: (1) the report be noted; (2) Members be provided with a briefing note on issues related to engine idling and implications for non-compliant buses after 2023 arising from the clean air proposals.	
	Children's Safeguarding	Consultation	Children's Services (Thriving Communities)	**RESOLVED** that: (1) the proposed revised arrangements for children's safeguarding be endorsed and recommended to the Cabinet for adoption; (2) an update report on implementation of the new arrangements be submitted to the Board in March 2020.	
	Council Motion: Improving Public Safety in Oldham's Night Time Economy	Report on actions related to the Motion	Neighbourhood Services (Thriving Communities)	**RESOLVED** that: (1) the work already undertaken in support of the 'Ask Angela' scheme be noted; (2) information in the submitted	Council Motion agreed on 12 Dec 18

				report be included in the Council action update; (3) a further report be submitted to the Board addressing work being undertaken with the taxi and private hire trade in relation to improving public safety in the night time economy and in relation to the review of the fit and proper person scheme.	
Page 145	Council Motions: Tackling Dog Fouling and Nuisance Tackling Speeding	Report on motions referred to the Overview and Scrutiny Board	Various	**RESOLVED** that initial investigations be made into examples of best practice and the potential contribution of the Dog Trust, and the matter be considered further at the next meeting of the Board in conjunction with the Work Programme item. **RESOLVED** that further information and evidence be sought on the issues raised in the Motion, including the potential for further work with the police and the community, and the matter be considered further at the next meeting of the Board in conjunction with the Work Programme item.	Council Motions agreed on 20 March 2019
Tuesday, 23rd July 2019 6.00 p.m. **Deadline for reports: 12th July 2019**	Get Oldham Working and Career Advancement Services (Work and Skills Strategy)	Update on the Strategy	Education and Skills (An Inclusive Economy)	**RESOLVED** that an update on the Oldham Work And Skills Strategy be brought back to the Overview and Scrutiny Board in 12 months' time.	Requested by the Board in July 2018

	Business Growth and Investment Strategy and Business Productivity and Inclusive Growth Programme	Update on the Work Programme (Strategic Investment Programme)	Economy and Enterprise (An Inclusive Economy)	**RESOLVED that:** 1. The update on the Business and Investment Review be noted. 2. An update on the Business and Investment review to be scheduled at an appropriate stage.	Requested by the Board in June 2018
	Oldham Council Libraries	Updated on Collaborative Schools	Economy and Enterprise (Cooperative Services)	**RESOLVED that:** 1. The overview of the Heritage, Libraries and Arts' Offer to schools be noted. 2. A discussion be scheduled related to access funding.	Requested by the Board in January 2019
	Thriving Communities	Update on the Work Programme	Social Justice and Communities (Thriving Communities)	**RESOLVED** that: 1. The update on the Thriving Communities Programme be noted. 2. The request for support and engagement with the social prescribing roll-out across Oldham be agreed. 3. The request that elected members make community groups aware of the next tranche of Fast Grants be supported. 4. A further update be brought back to the Overview and Scrutiny Board in 12 months time.	Requested by the Board in November 2018
	Overview and Scrutiny Annual Report	Review of the Overview and Scrutiny During 2018/19	(Cooperative Services)	**RESOLVED** that the Overview and Scrutiny Annual Report for 2018/19 be commended to full Council.	
	Council Motions	Motions referred to Council by Full Council: Youth Council Motion re	Various	**RESOLVED that:** 1. A meeting be held with the Youth Council to discuss the motion, look at ways forward, review	

		Knife Crime Opposition Motion 1: Making a Commitment to the UN Sustainable Development Goals		national elements with a report back to the O&S Board and then Full Council. 2. The 17 goals be provided to officers who had an understanding of the issue, with responses co-ordinated into one report to come back to the Overview and Scrutiny Board.	
	O&S Board Work Programme:			**RESOLVED** that the Overview and Scrutiny Board Work Programme be noted and as follows:	
	Tackling Dog Fouling and Nuisance	Briefing Paper on issues raised in the motion	Neighbourhood Services (Outcome Driven Services)	1. The update related to Tackling Dog Fouling and Nuisance be noted. 2. Councillor Curley be nominated as the representative from the Overview and Scrutiny Board to work with officers to explore the campaign material and initiatives.	Requested by the Board on 18 Jun 19
	Tackling Speeding	Briefing paper on issues raised in the motion	Neighbourhood Services (Outcome Driven Services)	3. The update related to the Tackling Speeding motion be noted and that a workshop be arranged to discuss the way forward on the matter.	Requested by the Board on 18 Jun 2019
	Clean Air Update	Briefing paper for inclusion on the work programme	Neighbourhood Services (Outcome Driven Services)	4. The update related to the Clean Air – Idling of Vehicles and Bus Fleet Implications be noted.	Requested by the Board on 18 Jun 19
	Support to Community Groups re Community Assets	Request for a Task and Finish Group	Economy and Enterprise (Cooperative Services)	5. A Task and Finish Group be established to investigate the nature and extent of support available to community groups who sought to acquire the use of	

				Council owned assets for the promotion of community initiatives.	
Tuesday, 10th September 2019, 6.00 p.m. **Deadline for reports: 30th August 2019**	Integrated Commissioning Update (Oldham Cares Commissioning Arrangements Update)	Update on the service	Health and Wellbeing (Thriving Communities)	**RESOLVED that:** 1. the Board received a further update report at the meeting to be held in March 2020. 2. A Members' workshop be held to consider the issue of what details of services could be shared with / provided for elected members.	O&S Board October 2018
	Transport Capital Projects	Update	Neighbourhood Services (Thriving Communities)	**RESOLVED** that a further update on the Transport Capital Programme be submitted to the Board in March 2020.	O&S Board 5 March 2019
	Selective Licensing	Outcome of the Review	Social Justice and Communities (Outcome Driven Services)	**RESOLVED that:** 1. The Board would support the continuation of a Selective Licensing Scheme, noting that the form of the Scheme going forward would be subject to consultation and the determination of the Cabinet; and 2. The Chair further discuss the considerations of this Board with the relevant Portfolio Holders.	
	SEND Services	Updated on any outcomes from Ofsted / CQC	Education and Skills (Thriving Communities)	**RESOLVED that:** 1. The progress made against the expectations set out in the Written Statement of Action, the improvement and development of Special Educational Needs and Disability Services, and the forthcoming Ofsted and Care Quality Commission revisit be	Requested by Board in January 2019

				noted. 2. A further detailed report be submitted to the Board in December 2019 following the Ofsted and Care Quality Commission revisit.	
	Improvement of Public Safety in Oldham's Night Time Economy	Update on the work as statement in the motion referred to O&S	Social Justice and Communities (Cooperative Services)	**RESOLVED** that the work being undertaken across Greater Manchester in relation to improving public safety in the night time economy linked to the private hire and taxi trade and the ongoing work to promote the 'Ask Angela" and 'Street Angels' schemes be noted.	Requested by the Board on 18 Jun 19
	Children's Services – Getting to Good	Update report on the progress of the Children's Transformation Plan and the Improvement Plan	Children's Services (Thriving Communities)	**RESOLVED** that the Board receive an update in March 2020, with any statistical items or other responses to issues raised at the meeting to be included as briefings within the work programme report.	Requested by the Board on 18 Jun 19
Tuesday, 22nd October 2019 6.00 p.m. **Deadline for Reports: 11th October 2019**	Place Based Integration	Update on the Work Programme	Social Justice and Communities (Thriving Communities)	**RESOLVED that:** 1. The report on Placed Based Integration and the information provided at the meeting be noted. 2. A separate session on Placed Based Integration be organised for January 2020.	Requested by the Board in November 2018
	Youth Council	Review of Knife Crime Motion Resolution	Childrens Services (Cooperatives Services)	**RESOLVED that**: 1. The report on Youth Violence and the Oldham Youth Offer and the information provided at the meeting be noted. 2. An update on the Oldham Youth Offer be received by the Overview	Council Motion

				and Scrutiny Board in 12 months time. 3. A workshop be organised to discuss the mapping exercise following the Youth Summit in February 2020.	
	SEND Strategy	Update on the Policy	Education and Skills (Cooperative Services)	**RESOLVED that:** 1. The mission and outcomes of the SEND Strategy be endorsed and the approach used be applied to other strategies being developed in Oldham. 2. Information related to the structure of Education Psychologists be sent to Board Members. 3. The Chair of the Overview and Scrutiny Board meet with the Assistant Director, SEND following receipt of the letter from Ofsted / CQC.	Policy
	Local Government Ombudsman Annual Letter	Update	Finance & Corporate Services (Cooperative Services)	**RESOLVED that**: 1. The Local Government Ombudsman Annual Review for 2018/19 be noted. 2. Information related to the figures from the previous year be circulated to Overview and Scrutiny Board members. 3. An update be received in 12 months-time and included information related to the outcome of the review.	Annual Review
Tuesday, 26th November 2019					

6.00 p.m. **Deadline for Reports: 15th November 2019**					
	Advertising A-Boards and Sign Policy Review	Review of scheme approved in 2018	Neighbourhood Services (Outcome Driven Services)	**RESOLVED** that the report be noted and not further reports on this issue be required.	Requested by Board in October 2018
	Youth Justice Plan	Annual Report	Social Justice and Communities (Thriving Communities)	Deferred.	Policy Framework
	Care Leavers Housing Commitment	Information on the Policy	Planning (Cooperative Services)	**RESOLVED that:** 1. The report be endorsed and the proposals which would ensure that care leavers receive the support of full rehousing duties up to the age of 25 years be commended to Cabinet. 2. Officers report back to this body further when there are significant developments in respect of the rehousing duties owed or made available to care leavers up to the age of 25 years that the Overview and Scrutiny Board may need to consider.	Policy Framework
	Climate Change	Information on the Strategy	Finance and Corporate Services (Thriving Communities)	**RESOLVED** that the breadth and ambition of the Oldham Green New Deal Approach, and the commitment of the Council to this ground-breaking approach be noted.	Policy
Tuesday, 21st January 2020 6.00 p.m.	Libraries	Update on the provision of the service including in-depth collaborative schools offer and extension of home services to community	Education and Skills (Cooperative Services)		Update requested by the Board in January 2019

Deadline for Reports: 10th January 2020		centres and similar venues			
	Generation Oldham	Update to include information on how the programme was offered across Greater Manchester	Finance and Corporate Services (Outcome Driven Services)		Update requested by the Board in January 2019
	SEND Services	Update on the services and progress against the Written Statement of Action (WSOA)	Education and Skills (Thriving Communities)		Requested by Board in January 2019 and September 2019
	Safeguarding Adults Board Annual Report	Annual Report	Health and Wellbeing and Children's Services (Thriving Communities)		
	Alexandra Park Eco-Centre and Northern Roots	Update on the progress of the project	Economy and Enterprise (Thriving Communities)		Update requested by the Board on 18 June 2019
	Corporate Plan	Consultation on new Plan	All		
Tuesday, 3rd March 2020 6.00 p.m. **Deadline for Reports: 21st February 2020**	GM2040 Delivery Plan and Transport Capital Programme	Annual Update and Update on Programme	Neighbourhoods Services (An Inclusive Economy)		Updated requested by the Board in March 2019 and in September 2019
	Virtual School	Annual Report and Term Update	Education and Skills (An ambitious and socially mobile borough)		Update requested by the Board in March 2019

	Oldham Education Disadvantage and Social Mobility	Update on Educational Impact	Education and Skills (An ambitious and socially mobile borough)		Update requested by the Board in March 2019
	Resident First Programme (Briefing Note)	Delivering Digital by Design Update	Finance & Corporate Resources (Cooperative Services)		O&S Board 5 March 2019
	Children's Safeguarding (Briefing Note)	Updating report on the implementation of the new safeguarding arrangements	Children's Services (Cooperative Services)		
	Corporate Parenting Panel Annual Report		Children's Services (Cooperative Services)		O&S Steering Group, 11 July 2019
	Children's Services – Getting to Good	Updated report on the improvement journey	Children's Services (Cooperative Services)		Requested by the O&S Board in September 2019
	Oldham Cares Commissioning Arrangements Update	Further update – simplifying the message	Health and Wellbeing (Thriving Communities)		Requested by the O&S Board in September 2019

PART B – ONE OFF MEETINGS AND WORKSHOPS

Date	Title	Summary of issue	Cabinet Portfolio	Timescales	Notes	Outcome
TBC	Greater Manchester Spatial Framework	Update on the Development	Housing (Thriving Communities)			
TBC	Oldham Education Disadvantage and Social Mobility	Progress and Strategies	Education & Culture (Thriving Communities)	Autumn 2019		
TBC	Heritage, Libraries and	Discussion to be scheduled related to	Economy and Enterprise		Meeting to be scheduled between the Chair of Overview and Scrutiny Board	

	Arts Offer to Schools	access funding	(Cooperative Services)		and the Head of Heritage, Libraries and Art (from 23 Jul 19)	
24 Sep 2019	Tackling Speeding	Workshop to be held to discuss the way forward	Neighbourhoods Services (Cooperative Services)		Workshop agreed 23 July 2019. Workshop took place on 24 September 2019. Proposals to come forward to Board and be reported to Council. Areas to be explored and reported back to Board.	
TBC	Community Assets	Task and Finish Group to be established to investigate the nature and extent of support available to community groups seeking to acquire use of Council owned assets for promotion of community initiatives	Economy & Enterprise (Cooperative Services)		Task and Finish Group agreed 23 July 2019. Further information provided on 22 Oct 19 following visit to Wigan. Meeting to be organised.	
24 Oct 2019	Youth Council Motion: Knife Crime	Meeting to be held to discuss the motion, look at ways forward, review national elements and report back to the Board and then Full Council	Children's Services (Thriving Communities)		Meeting held with the Chair and Youth Council representatives on 24 Sep 2019. Youth Council attending the O&S Board meeting on 22 October 2019. Workshop to be organised after Youth Summit in February 2020. Further report in October 2020.	
TBA Jan 2020	Placed Based Integration	Workshop to be organised to discussed way forward	Economy and Enterprise			

PART C – OUTSTANDING ISSUES – DATES TO BE DETERMINED

When	Title	Summary of issue	Cabinet	Timescales	Notes	Outcome

Discussed			Portfolio			
	Adult Safeguarding – Deprivation of Liberty Safeguards	Update to the Board	Health and Social Care (Thriving Communities)		To be received following updated legislation.	
	Environmental Health Trading Standards	Update on the service	Neighbourhood Services (Cooperative Services)			
	Early Help / Prevention Review	Update	Policing and Community Safety (Thriving Communities)			
	Multi-Agency Safeguarding Hub (MASH)	Update on the service	Policing and Community Safety (Thriving Communities)			
10 January 2019	Council Motion: Keeping our Villages and Rural Areas HGV Free	Update	Neighbourhood Services (Cooperative Services)		Board endorsed the outcome of the workshop. Update on further work with groups.	
	GM Clean Air Plan	Update on Final Business Case	Neighbourhood Services (Thriving Communities)		O&S Board 5 March 2019; the business case is subject to the necessary responses from central government.	
	Oldham Safeguarding Children Board Annual Report	Annual Report	Children's Services (Thriving Communities)		18 month report to be prepared following implementation of new children's safeguarding arrangements.	
	Oldham Town Centre Masterplan (to include an update on the Town Centre Parking Strategy)	Update to the Board	Economy and Enterprise (An Inclusive Economy)		Updates requested in November 2017 and January 2018	

PA**RT D – ACTIONS FROM PREVIOUS MEETINGS**

Date of Meeting	Title of Report	Directorate	Action(s)	Date Completed and Outcome
18 Jun 19	Council Motion: Improving Public Safety in Oldham's Night Time Economy	People & Place	Update probe provided to the Board addressing work being undertaken with the taxi and private hire trade in relation to improving public safety in the night time economy and in relation to the review of the fit and proper person scheme	Update received 10 September 2019
18 Jun 19	Council Motion: Tackling Dog Fouling and Nuisance	People & Place	Initial investigations be made into examples of best practice and the potential contribution of the Dogs Trust and the matter be considered further at the next meeting of the Board (23 Jul 19) in conjunction with the work programme.	This was further considered at the O&S Board meeting held on 23 July 2019. Councillor Curley was nominated to work with officers to explore campaign materials and initiatives.
18 Jun 19	Council Motion: Tackling Speeding	People & Place	Further information and evidence be sought on the issues raised in the Motion including the potential for further work with the police and the community and the matter be considered further at the next meeting (23 Jul 19) in conjunction with the work programme.	The briefing note was received on 23 July 2019. The Overview and Scrutiny Board agreed that a workshop be arranged. Workshop arranged 24 Sep 2019
18 Jun 19	Clean Air Update	People & Place	Members be provided with a briefing note on issues related to engine idling and implications for non-compliant buses after 2023 arising from clean air proposals.	The Board received an update on idling of vehicles and bus fleet implications on 23 July 2019. Next scheduled on 26 November 2019. *See note in Part C above*
18 Jun 19	Children's Safeguarding	Children's Services	Update report on the implementation of the new arrangements be submitted to the Board in March 2020.	Safeguarding scheduled on 26 November 2019 *See note in Part C above*

18 Jun 19	Children's Services – Getting to Good	Children's Services	Update report on the progress of the Children Services Transformation Plan and the Improvement Plan be submitted to the Board on 10 September 2019.	Report submitted on 10 September 2019
18 Jun 19	Alexandra Park Eco-Centre and Northern Roots	Strategic Reform	1. A site visit to the Northern Roots Project area be arranged. 2. A six-month update report be provided to the Board on the progress of the project.	The site visit took place on 15 June 2019.
23 Jul 19	Council Motion: Making a Commitment to the UN Sustainable Development Goals	Various	Report to be brought back to O&S on the 17 goals	
10 Sep 19	Oldham Cares Commissioning Arrangements	Health and Wellbeing	Members' workshop be held to consider the issue of what details of services should be shared with/provided for elected members	
10 Sep 19	Children's Services – Getting to Good	Children's Services	Further information related to performance regarding early intervention and children in need and detail related to Out of Borough replacements and vacancy and turnover figures.	Information provided on 22 Oct 2019.
22 Oct 19	SEND Strategy	Education and Skills	Organisation Structure to be sent to members Chair to meet with the Assistant Director, SEND to discuss outcome letter when received	
22 Oct 19	Local Government Ombudsman Review	Finance and Corporate Services	2017/18 Figures to be sent to Board Members	Information sent 24 October 2019

This page is intentionally left blank