

HEALTH AND WELL BEING BOARD Regulatory Committee Agenda

Date	Tuesday 14 September 2021
Time	3.00 pm
Venue	Council Chamber, Civic Centre, Oldham, West Street, Oldham, OL1 1NL
Notes	<p>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 at least 24 hours in advance of the meeting.</p> <p>2. CONTACT OFFICER for this agenda is Constitutional Services Tel. 0161 770 5151 or email Constitutional.Services@oldham.gov.uk</p> <p>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, Thursday, 9 September 2021.</p> <p>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.</p>

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 HEALTH AND WELL BEING BOARD
Councillors M Bashforth (Chair), Birch, Chauhan, Leach, Moores and Sykes

Independent Members: Mike Barker, Harry Catherall, Donna Cezair, Rachael Harrison, Majid Hussain, Val Hussain, David Jago, Dr Keith Jeffery, Gerard Jones, Stuart Lockwood, Dr. John Patterson, Claire Smith, Katrina Stephens, Rebekah Sutcliffe, Tamoor Tariq, Mark Warren, and Laura Windsor-Welsh

Item No

- 1 Apologies For Absence
Welcome and 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 held on 22nd June 2021 (Pages 1 - 4)
The Minutes of the meeting held on 22nd June 2021 are attached for approval.
- 6 Oldham Safeguarding Adults Board: 2020/21 Annual Report and Strategic Plan 2021-2024 (Pages 5 - 34)
The Health and Wellbeing Board is requested to consider and comment on the Oldham Safeguarding Adults Board 2019/20 Annual Report and 2021-24 Strategic Plan.
- 7 Greater Manchester Integrated Commissioning System (Pages 35 - 38)
A report to provide an update to the Health & Wellbeing Board on the NHS White Paper entitled Integration and Innovation: Working Together to Improve Health & Social Care for All and the associated plans being put in place in Oldham and Greater Manchester.



HEALTH AND WELL BEING BOARD
22/06/2021 at 2.00 pm

Present: Councillor M Bashforth (Chair)
Councillors Birch, Chauhan and Moores

Also in Attendance:

Mike Barker	Strategic Director of Commissioning/Chief Operating Officer
Majid Hussain	Lay Chair Clinical Commissioning Group (CCG)
Dr Keith Jeffery	Oldham CCG
Stuart Lockwood	OCLL
Kaidy McCann	Constitutional Services
Katrina Stephens	Director of Public Health
Rebekah Sutcliffe	Strategic Director, Communities and Reform
Tamoor Tariq	Oldham Healthwatch
Mark Warren	Director, Adult Social Care
Christine Wood	Constitutional Services

1 **APPOINTMENT OF CHAIR AND VICE CHAIRS**

RESOLVED – That Dr John Patterson and Majid Hussain be appointed Vice Chairs of the Health and Wellbeing Board for the 2021/22 Municipal Year.

2 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Leach, Councillor Skyes, Carolyn Wilkins, Chris Allsopp, Donna Cezair, Gerard Jones, Joanne Sloan, Karen Worthington, Liz Windsor-Welsh, Claire Smith, Val Hussain, David Jago and Dr John Patterson.

3 **DECLARATIONS OF INTEREST**

Tamoor Tariq declared an Interest by virtue of being an Elected Member of Bury Council and Bury Health and Wellbeing Board.

Councillor Chauhan declared an Interest by virtue of his employment as a Local General Practitioner in Oldham.

Dr Keith Jeffery declared an Interest by virtue of his employment as a Local General Practitioner in Oldham.

4 **URGENT BUSINESS**

There were no items of urgent business.

5 **PUBLIC QUESTION TIME**

No public questions had been received.

6 **MINUTES OF PREVIOUS MEETING**

RESOLVED that the minutes of the meeting of the Health and Wellbeing Board held on 23rd March 2021 be approved as a correct record.

7 **PHARMACEUTICAL NEEDS ASSESSMENT**

The Board was advised that there was a statutory responsibility to publish and keep up to date a Pharmaceutical Needs Assessment (PNA). Oldham's current PNA was due to be reviewed during 2020/21 and the renewed PNA was to be published in April 2021.

The Board was informed that the Department for Health and Social Care determined that the publication of PNAs be suspended for one year, until April 2022, in order to reduce unnecessary extra pressure on local authorities and Local Pharmaceutical Committees (LPCs) during the response to the Covid-19 pandemic. The deadline for publishing the PNA was then pushed back further to October 2022 with guidance on the production of the PNA being produced within the upcoming months.

The Board was also required to publish a supplementary statement which outlined updated information that superseded the original information in the PNA 2018-21 and the statements issued on 17 December 2018 and June 2020. The Board was advised that the statement would be ready in the next month and would be published as soon as it was completed. There were no significant changes to pharmacy opening times and no issues were expected to arise from the publication.

RESOLVED that:

1. the suspension of the requirement to publish the renewed Pharmaceutical Needs Assessment (PNA) until October 2022 as determined by the Department of Health and Social Care as a consequence of the Covid-19 pandemic be noted.
2. the publication of a new supplementary statement which reflects local changes in pharmaceutical provision since the previous supplementary statements be agreed.

8 **HEALTHWATCH OLDHAM REPORT - COVID-19: YOUR HEALTH AND CARE EXPERIENCES REPORT**

The Board received a report on behalf of Healthwatch Oldham which advised Members of the findings of the research undertaken which looked at people's experiences of health and social care services in Oldham during the COVID-19 pandemic.

The Board was advised that Greater Manchester had been disproportionately impacted by COVID-19 compared to the rest of the UK with Oldham being in the top 20 local Authorities by all-time case rates. Oldham had sustained enduring levels of COVID-19 since the pandemic began with over 690 deaths

reported to date. The demographic make-up of the Oldham's population, comparatively high levels of poverty and deprivation have meant that some Oldham residents have been at increased risk throughout the pandemic.

The Board was informed that a questionnaire had been released in July 2020 and was due to close in August 2020. Due to the views of people from Black, Asian, and Minority Ethnic (BAME) communities not being accurately represented and to increase the participation rates, the survey had been extended to 31st October 2020 and work was done with the local BAME community groups/projects to gather more ethnically diverse responses.

The survey had highlighted key themes on communication, access to services, cancelled appointments and experience within services. Respondents felt there was a lack of clear and regular communication, the main concern was the conflicting and confusing messages on COVID-19 guidance both locally and nationally which received 42 comments. Respondents felt that the easiest services to access were pharmacies with 358 comments. In contrast, the most difficult service to access was in-person GP appointments of which 213 comments were received. Over half of the respondents (353) stated that they had had appointments cancelled with the highest being dental appointments at 165 comments. Of the 239 respondent's who attended in-person appointments, 143 respondents felt that adequate guidance was given on minimising risks. The responses suggested that there were mixed reviews on the benefits of in-person and online consultations with responses that indicated some people found the limited face-to-face support very difficult whilst others gave positive responses to the remote support and felt it could complement face to face consultations.

RESOLVED that that report be noted.

9

**NHS WHITE PAPER - INTEGRATION AND INNOVATION:
WORKING TOGETHER TO IMPROVE HEALTH AND
SOCIAL CARE FOR ALL AND DEVELOPING AN
INTEGRATED CARE SYSTEM - UPDATE**

The Committee were provided with a presentation on the NHS White Paper transition to ICS update.

The Committee was advised that Government had launched the White Paper consultation and in February 2021 had broadly confirmed the outcomes. The proposed Bill had not yet been through the reading of the proposed legislation in Government which until it passed the new model could not be changed until further in the process.

The White Paper included fundamental changes to the Secretary of State. A range of things had been designed to remove barriers that would enable integration and collaboration with providers. The CCG would be removed and replaced with

Integrated Care Systems with staff being transferred however the vast majority of those staff would be redeployed locally.



Oldham
Council

It was explained that Greater Manchester would receive funding with which would be delegated down to each Authority. Place based leads would continue within Oldham supported by a System Board and an Integrated Delivery Board. The five tactical neighbourhood boards would help connect from the top to bottom supporting the Strategic Oldham Population Health Board.

The proposal would create an operating model that was fit for Oldham allowing more influence and control of its destiny. All services would be local and devolved down from Greater Manchester to Oldham and Oldham to the localities.

RESOLVED that the presentation be noted.

10

DATE OF NEXT MEETING

It was noted that the next meeting of the Board was a development session scheduled to be held on Tuesday, 27th July 2021 at 2.00pm.

It was noted that the next formal meeting of the Board was scheduled for 14th September 2021 at 2.00pm.

The meeting started at 2.00 pm and ended at 3.22 pm



Report to HEALTH AND WELLBEING BOARD

Oldham Safeguarding Adults Board: 2020/21 Annual Report and Strategic Plan 2021-2024

Portfolio Holder:

Councillor Chauhan, Cabinet Member for Health and Social Care

Officer Contact: Mark Warren, Managing Director Health & Adult Social Care Community Services, Oldham Council / Northern Care Alliance

Report Author: Julie Farley, Business Manager, Oldham Safeguarding Adults Board.

Date: 14th September 2020

Purpose of the Report

The Oldham Safeguarding Adults Board (OSAB) is a statutory partnership set up to safeguard adults at risk of experiencing abuse, neglect or exploitation. As part of its statutory duties the Board is required to produce an Annual Report setting out the safeguarding concerns it has dealt over the last year, as well as a Strategic Plan setting out future ambitions and actions to help keep people safe in Oldham. The purpose of this report is to share the Board's agreed 2020/21 Annual Report and 2021-24 Strategic Plan with members of the Health and Wellbeing Board for their consideration.

Background

Over the last eighteen months The Oldham Safeguarding Adults Board (OSAB) has introduced a series of measures designed to remodel adult safeguarding arrangements across Oldham. The new arrangements are designed to strengthen and improve multi-agency working through a combination of new safeguarding structures, greater alignment with the Children's Safeguarding Partnership and integrating safeguarding structures across Community Health and Social Care.

The role of the OSAB is to assure itself that organisations and agencies across Oldham are working together to protect and enable adults to live safely. This means helping people to make decisions about the risks they face in their own lives as well as protecting those who lack the capacity to make these decisions.

The Board has three main statutory duties which are to:

- Produce a **Strategic Plan** setting out the changes the Board wants to achieve and how organisations will work together.
- Publish an **Annual Report** setting out the safeguarding concerns it has dealt with in the last year as well as plans to keep people safe in the future.

-
- Undertake a **Safeguarding Adult Review** in line with Section 44 of the Care Act where it believes someone has experienced harm as a result of abuse, neglect or exploitation.

Reflecting on the last year: 2020/21 Annual Report

The Board's 2020/21 Annual Report provides information on the number and type of safeguarding concerns reported in Oldham along with the actions taken to adopt learning from the Safeguarding Adult Reviews. Central to this has been the collection and sharing of firsthand experiences by adults 'at risk' and family members who have experience of safeguarding issues and services in Oldham.

In summary, a total of 2038 safeguarding referrals were made in 2020/21 and of these referrals 408 became the subject of a formal safeguarding Enquiry. The data shows that the number of referrals has doubled in the last two years. This may be due to a combination of improvements in the recording of data, Covid-19 campaigns designed to encourage people to report safeguarding concerns as well as lockdown restrictions which have seen an increase in reports of domestic abuse and financial abuse. However, whilst the number of overall referrals has increased, the number of serious safeguarding enquiries remains relatively consistent over the last four years.

A total of 9 Safeguarding Adult Reviews were completed in 2020/21 which is consistent with the previous year. The main types of abuse involve self-neglect, acts of omission and domestic abuse which can include psychological abuse, violence, physical abuse and financial abuse.

Looking Forward: 2021-2024 Strategic Plan

The Board's Strategic Plan has been shaped by the government's new legislative programme, learning from Covid 19 and the correlation between Oldham's demographic profile and local safeguarding trends. Factors such as levels of poverty, the numbers of people living with mental health issues, homelessness and alcohol related deaths disproportionately impact on adults with care and support needs and are key factors within Oldham's Safeguarding Adult Reviews.

As a result, the Strategy sets out a challenging programme of work, designed to prevent and reduce future safeguarding incidents and implement an effective 'all age' safeguarding offer. This work will take place within far-reaching changes proposed in the Health and Care Bill, including the creation of Integrated Care Systems (ICSs), new legislative requirements within the Mental Health Act White Paper and the introduction of the Liberty Protection Safeguards. The strategy recognises that changes of this scale and complexity need integration that looks beyond the NHS and social care to fully involve the wider statutory, voluntary and community sector as equal contributors.

The strategy is designed to focus on action and the 2021/22 Annual Plan on a Page (page 5) sets out the Board's work programme for the current year. This one-page summary is being actively promoted and shared across agencies to highlight the aims of the Board and promote the wide range of resources and information available through the Board's website and fortnightly joint children's and adults safeguarding bulletins.

Recommendation

Members of the Health and Wellbeing Board are asked to consider and comment on the Oldham Safeguarding Adults Board 2019/20 Annual Report and 2021-24 Strategic Plan.

Appendices

1. The Oldham Safeguarding Adults Board 2019/20 Annual Report
2. The Oldham Safeguarding Adults Board Three Year Strategy 2021-2024
3. The Oldham Safeguarding Adults Board Annual Plan on a Page 2021/22

OLDHAM SAFEGUARDING ADULTS BOARD | ANNUAL REPORT 2020-2021



“

The social worker I have now is amazing. Through this pandemic they ring me every week to make sure I am ok with my mental health. They show me respect as a human being and as a normal mum

”

Contents

Helping people live safely in Oldham	3
Profile of abuse and neglect in Oldham	4
Message from the Independent Chair	7
Safeguarding Adult Reviews	8
Solutions shaped by lived experience	9
Our work in 2020/21	11
Partner Contributions	12
Oldham Council	
Oldham Clinical Commissioning Group	
Greater Manchester Police	
Our Plans for 2021/22	15
Get involved!	16

Helping People live Safely in Oldham

The term Safeguarding describes how organisations in Oldham work together to help people live free from harm, abuse and neglect.

By law, each Local Authority area in England must have a Safeguarding Adults Board that is responsible for protecting people's health, their wellbeing and their human rights.

The Oldham Safeguarding Adults Board brings together a range of organisations to oversee and lead adult safeguarding in the borough.

The Board has three core duties:

- Produce a Strategic Plan setting out the changes the Board wants to achieve and how organisations will work together
- Undertake a Safeguarding Adult Review where it believes someone has experienced harm as a result of abuse or neglect
- Publish an Annual Report setting out the safeguarding concerns it has addressed in the last year and future plans to help keep people safe

There are many different types of abuse and neglect such as financial and sexual abuse, domestic violence, elder abuse, modern slavery, all of which can happen at home, in the community or within a care setting.

Whilst abuse can happen to anyone, some people face a greater risk of being hurt, neglected or exploited.

This means organisations must work individually and collectively to prevent abuse, help people to recognise and understand risks and protect those who lack the capacity to make their own decisions.

This Annual Report provides information on the types of safeguarding concerns seen in Oldham during 2020/21 and sets out the actions the Board has taken to help keep people safe. The Report also gives details of the Safeguarding Adult Reviews it has undertaken and how the learning from these reviews have shaped and improved the way services work in Oldham.

Who are we?

By law, the Board membership must include Oldham Council, NHS Oldham Clinical Commissioning Group and Greater Manchester Police.

Working as a collaborative, the Board brings together representatives from the following sectors and services:

- Voluntary sector organisations
- Healthwatch Oldham
- National Probation Service
- Community Rehabilitation Company
- Greater Manchester Police
- Pennine Care NHS Foundation Trust
- Northern Care Alliance NHS Group
- Public Health
- Oldham Housing organisations
- Greater Manchester Fire and Rescue Service
- Oldham Council
- NHS Oldham Clinical Commissioning Group

The Board is managed by an independent Chair who is responsible for providing leadership and challenge. Through the work of the Board, the Chair seeks assurance that partner agencies are working together effectively to help keep people safe.

How do we involve local people?

In 2019, we started our community conversations with Oldham residents and our plan for 2020/21 was to build on these and set up the **Oldham Safeguarding Voice Network**. Unfortunately, the Covid-19 pandemic and lockdown restrictions meant that we were not able to bring people together as we had planned.

Instead the Board captured people's views and personal stories through recorded interviews with individuals and existing groups. These interviews formed the basis of the Board's **Practice Learning Events** and have helped to change the way services work together and consider new solutions to help keep people safe.

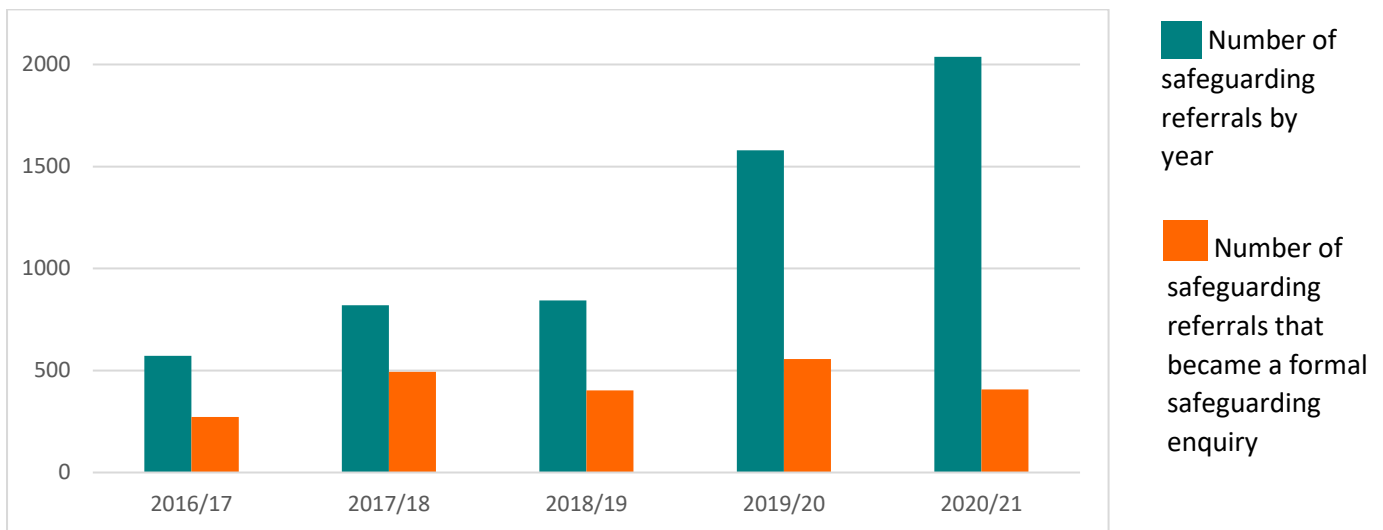
We hope to set up the **Oldham Safeguarding Voice Network** in 2021/22. This group will shape the work of Oldham Safeguarding Adults Board, lead awareness raising campaigns and shape the training provided to operational teams.

Profile of abuse and neglect in Oldham

The following information shows the numbers and types of safeguarding abuse recorded for Oldham residents in 2020/21. This information has been compared to the numbers and types of safeguarding abuse from previous years to help us identify changes and new types of safeguarding concerns that need to be addressed. This comparison also helps us understand the impact that the Covid-19 pandemic and lockdown has had on safeguarding referrals in Oldham over the last year.

Safeguarding referrals that became a formal safeguarding enquiry

Each safeguarding referral is investigated and if we believe that someone is at risk of serious abuse or neglect the referral becomes the subject of a formal safeguarding enquiry. The chart below shows the number of safeguarding referrals that have gone on to become formal safeguarding enquiries over the last five years.



During 2020/21, a total of 2038 safeguarding referrals were received and of these 408 became the subject of a formal safeguarding enquiry. The number of safeguarding referrals increased by over 22% in 2020/21 compared to the previous year. Some of this increase may be due to Covid-19 safeguarding campaigns designed to encourage people to report a concern or they may be due to lockdown restrictions which have seen an increase in reports of domestic abuse and financial abuse. However, whilst the number of overall referrals has increased, the number of serious safeguarding enquiries have remained consistent over the last four years.

Sex, age and ethnic group of safeguarding referrals



1194 safeguarding referrals were about women in 2020/21



837 safeguarding referrals were about men in 2020/21

Of the 2038 safeguarding referrals, 58% related to women and 41% related to men. In Oldham, women make up 51% of the total adult population, so the percentage of safeguarding cases per head of population in 2020/21 were slightly higher for women than for men.

Of the 2038 safeguarding referrals in 2020/21:

- 1018 were 18-64 years old
- 252 were 65-75 years old
- 346 were 85 years old or older



The breakdown by age group showed that 50% of cases related to someone aged between 18 and 64 and 17% of cases related to someone aged over 85. **In 2020/21 the number of referrals relating to someone aged over 85 reduced by more than 50% compared to the previous year.** This may be due to the reduced visibility and social isolation of older people as a result of Covid-19 lockdown restrictions.



Of the 2038 safeguarding referrals in 2020/21:

- 86% were White British
- 8% were Asian/Asian British
- 1% were Black/African/Caribbean
- 3% were Mixed/Other Ethnicity
- 9% were Unknown

Overall these figures suggest that White British people aged between 18 and 64 were more likely to be the subject of a safeguarding enquiry in 2020/21, compared to any other group.

Number of closed safeguarding referrals and enquiries



1543 safeguarding referrals and enquiries were closed in 2019/20

2531 safeguarding referrals and enquiries were closed in 2020/21

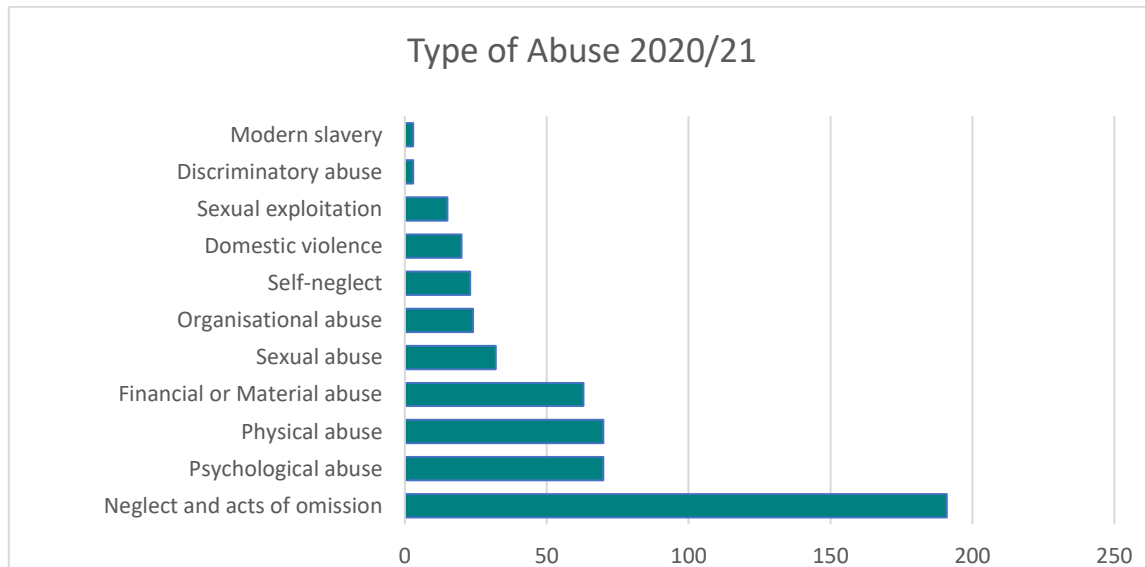
During 2020/21, a total of 2531 safeguarding referrals and enquiries were closed which is more than the 2038 safeguarding referrals received in the year. This is due to a push by the Multi-Agency Safeguarding Hub (MASH) to increase the number of timely closure of referrals and enquiries and includes the closure of outstanding cases from 2019/20.

Of the 2531 cases closed in 2020/21 **41% were complex cases** involving people who lacked capacity to make their own decisions.

Types of safeguarding abuse

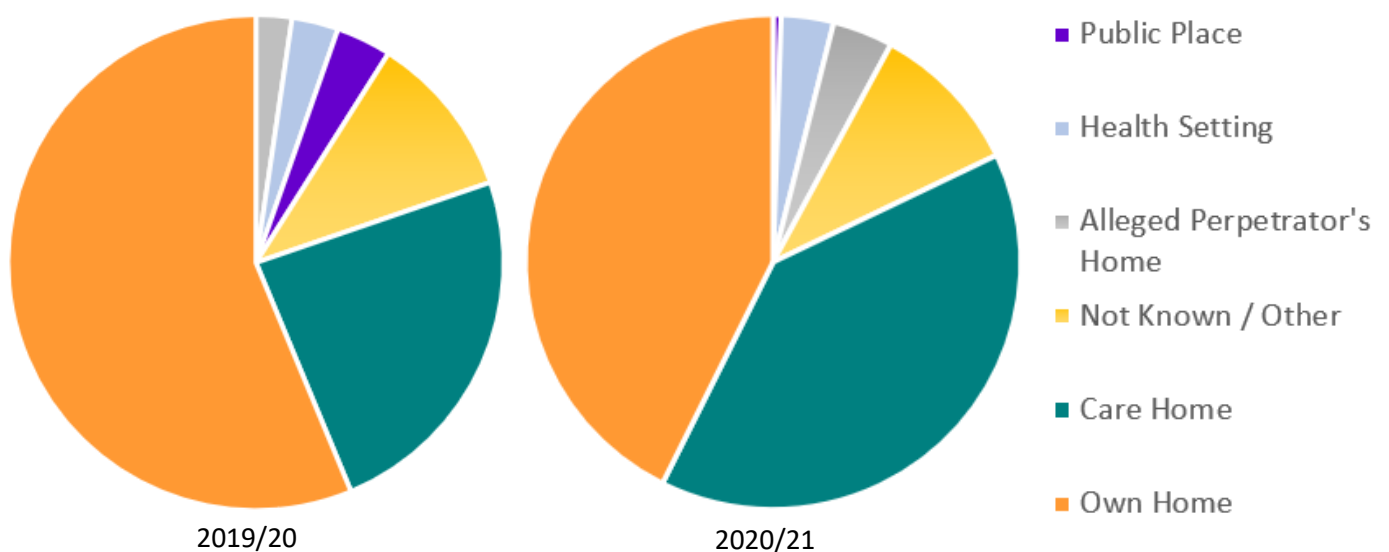
The chart below shows a breakdown of the **types of safeguarding** abuse investigated in 2020/21. The most common form of abuse relates to neglect and acts of omission. These involve cases where a person responsible for the support of an adult at risk has failed to provide adequate care or essentials such as medicines, nutrition, heating etc.

Some safeguarding investigations involve the reporting of more than one category of abuse and during 2020/21 the category of sexual abuse was added as a recording option for the first time.



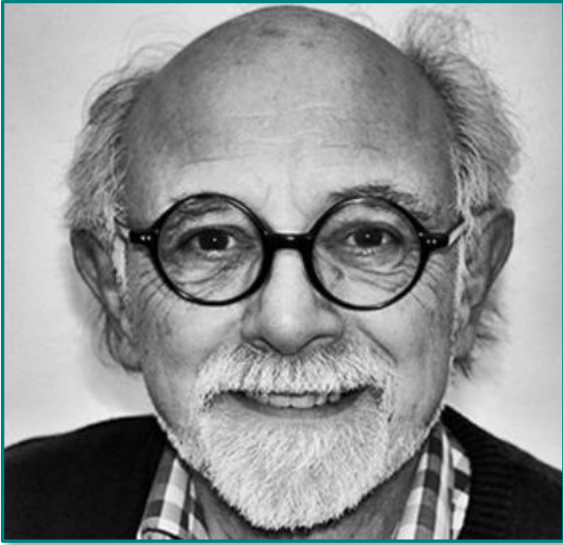
Where the abuse took place

The charts below show the location of the abuse or neglect being investigated in 2020/21 compared to 2019/20. Whilst lockdown restrictions have reduced the visibility of adults with care and support needs in settings such as hospitals, primary care and community settings there has been a greater scrutiny placed on care homes due to the impact and spread of the Covid-19 pandemic. This may account for the increase in the proportion of safeguarding concerns investigated within a care home setting and decrease in the proportion of safeguarding concerns investigated within the person's own home.



The Covid-19 pandemic has highlighted the need for more detailed and timely data collection to identify new and changing safeguarding trends as they emerge. This insight is needed both to target staff resources to address immediate concerns and to develop timely campaigns and training resources to prevent future safeguarding incidents. A new system for collecting and analysing partnership data is one of the Board's priorities for 2021/22.

Message from the Independent Chair



The challenge of complex need: This period demonstrated not only continuing demand for safeguarding services across Oldham, but how that demand reflected complexity in the dimensions of safeguarding need presented. This complexity originated not only from individual pathology, but from the complex life patterns that these individuals were often involved in.

All of these challenges pose key questions for safeguarding partnerships and partners. How relevant are traditional working practices to meet these emergent trends? How can we more effectively work together to make an impact on safeguarding need? How can we incorporate the perspectives of service users, and their carers, in safeguarding plans and outcomes?

Throughout the year the Oldham Safeguarding Adult Board has been wrestling with these issues and, as can be seen in the report, achieving some considerable success in rising to the challenge. The Board continues to aspire to meet the expectations of the people of Oldham for effective safeguarding prevention and intervention. The report further illustrates that the learning acquired in 2020/21 will be carried into the next year, where further safeguarding challenges have been identified and prioritised.

A handwritten signature in black ink, appearing to read 'H. Giller'.

Henri Giller
Independent Chair
Oldham Safeguarding Adults Board

“ This annual report from the Oldham Safeguarding Adult Board for the year 2020/21 illustrates significant developments made by the local Partnership to meet the challenges of safeguarding. These challenges have been multiple in the period and have included:

The challenge of Covid-19: The Covid-19 pandemic had a significant impact on the work of the Board and its partner agencies in meeting the needs of the people of Oldham in ways that were safe and sustainable. Substantial changes to working practices had to be introduced and innovative ways to identify, respond and meet safeguarding needs developed.

The challenge of hidden need: One consequence of the Covid-19 pandemic was, at the height of lockdown, to significantly reduce the visibility of vulnerable people that may have been experiencing safeguarding need. The engagement of agencies to seek out vulnerable groups, and to respond to need once it had been exposed, demonstrated the strength of the partnership working for the people of Oldham.

Safeguarding Adult Reviews

The Board has a legal duty to carry out a **Safeguarding Adult Review (SAR)** if it believes that someone has died of, or experienced, serious abuse or neglect. The aim of a SAR is to bring agencies together to share learning and improve services to prevent similar situations. The process also invites the family, or the individual if they are still alive, to take part in the review to share their experiences.

Where cases do not meet the legal requirements for a formal SAR, but the Board feels there are lessons to be learnt, it can carry out a **Learning Review**. The information below shows the number of reviews carried out by the Board in 2019/20 and 2020/21.

2019/20 5 Safeguarding Adult Reviews
4 Learning Reviews



2020/21 5 Safeguarding Adult Reviews
4 Learning Reviews



Recent safeguarding reviews have focused on how agencies work together to support people who self-neglect. This term is used to describe behaviours such as a lack of self-care, neglecting personal hygiene, failing to eat and unable to manage personal affairs.

In 2020/21, Oldham Safeguarding Adults Board collaborated with safeguarding Boards in Bury and Rochdale to host tri-borough events designed to share learning and best practice about self-neglect. The events covered the early identification of self-neglect cases, legal frameworks and 'disguised compliance'. The following shows what can happen when services work together to prevent self-neglect.

Matching Wallpaper

Jay is in his 30s. He started misusing substances from a young age and lost his job as a result. He ended up sleeping in his vehicle for over a year because he had nowhere to live. Jay also had an open wound and was involved with services including his GP. He felt they were trying to get him to do what they felt was best for him but not listening to his concerns. He also overheard comments by professionals about his hygiene and smells and felt embarrassed. At this point he withdrew from services.

Jay was referred to the safeguarding team by the Food Bank who were concerned about his health and living conditions. The safeguarding team tried to contact Jay to offer help, but he refused to talk to anyone. Undeterred, Beth from the safeguarding team kept visiting him, delivering emergency food parcels and talking to him from outside the vehicle. By investing time, listening and taking things at Jay's pace, Beth gradually built up trust and a connection.

Using the principles of Making Safeguarding Personal, Beth asked Jay what he wanted to happen and what his priorities were. He said his priorities were housing, health, employment and drug use. By focusing on his basic needs first, Jay began to trust the team and agreed to contact the people who could help him.

One of the first successes was going to hospital to get treatment. Beth knew that waiting in A&E would not work as he was self-conscious about his wound. So senior managers were brought in to unblock the system and Jay was triaged outside of hospital, transport arranged to get him there and he was seen when he arrived. Throughout the process, Jay was high risk because he had a life-threatening wound.

This was a turning point for Jay. He continued to work with services and over Christmas he moved into his own home.

"It has been fantastic working with him. He has gone from being caged and not caring about anything, to today, when I have been talking to him about new flooring and matching wallpaper."

Jay was not judged by the safeguarding team; he has grown in confidence to make his own decisions. Jay is thinking about his next priority and looking forward to the future.

Solutions shaped by lived experience

Lesley & Rachel: their stories

Lesley was a victim of domestic violence and had a history of homelessness and substance misuse. She was known to six different services and often failed to respond to offers of help and support. Her children had been removed from her care to live with other family members and agencies were concerned about her mental health and wellbeing.

Lesley stopped attending services when she felt they couldn't help her. Lesley was struggling with depression and visited the GP to ask for help to get her children back in her life. The GP referred her to mental health support which she did not attend.

Lesley experienced trauma both as a result of repeated violent attacks from her ex-partner and from the removal of her children. Lesley was found dead in her supported accommodation and there were reports of drug use and violence in the days leading up to her death.

Rachel experienced several violent relationships and was helped to flee one relationship following threats to her life. She had a history of homelessness, drug and alcohol misuse and a diagnosed mental health condition.

She was known to a range of services and involved with the criminal justice system for theft and affray, both linked to her substance misuse. She was both a perpetrator and victim of crime.

Agencies were concerned about signs of self-neglect, but she often failed to respond to offers of help and support. Rachel died in hospital following a disclosure of abduction and rape.

with first-hand experience of using services. The Board's Business Unit approached services working with women who had experience of domestic violence, substance misuse and the removal of children. Through partnership working, groups of women who were in a 'good place' were identified and invited to share their experiences. The interviews identified the following common themes:

- **Coercion and Control** - Where children are involved, women 'put up with' abuse and delay seeking help because abusive partners use the threat of telling social services and having the children removed as a form of control.
- **Conflicting Criteria** - In some cases, the Court of Protection said that a child could be returned to the mother once she had a safe place to live. But a woman without custody of her child is not a priority for rehoming by housing services.
- **Process and Language** – Terms used in the court were hard to understand and court processes are not explained in advance, making it hard to plan or feel in control of the situation. Where children are in the care of other family members, the women are cut off from their support through this process.
- **Juggling Services** - The women were involved with lots of different services at the same time, often dealing with more than one professional from the same service. One spoke of juggling seven different services at the same time.
- **Need for Support** - All the women describe a lack of support before or at the point their child was removed. Even where the removal of the child was recognised as the right decision, the women describe a sense of loss and hopelessness that can lead to increased substance misuse and suicide.

Listening to lived experience

The Board carried out Learning Reviews to explore the events leading up to the deaths of Lesley and Rachel. The reviews explored how agencies worked together and used the learning to produce a series of recommendations to help identify and prevent similar situations in the future.

In addition to the case reviews, the Board recognised that future solutions needed to come from people

"I knew I was struggling and that I needed help, but I couldn't talk to anyone. The day my child was removed from me I was that broken I didn't know what was going on. If there was a service to help you when you first have your children removed, to put things in place, that would make a huge difference. That's what's needed."

Praise for Services

As well as sharing some of the challenges, the women also highlighted the local people, services and support who helped to make a difference to their lives. Services such as the Domestic Abuse Freedom Programme, Turning Point, social workers, probation workers and most importantly, talking to other women who had been through similar experiences.

The women described how some services and conversations were more successful simply because people took time to build a connection and treated them with respect. We asked them what a good approach would look like:

"The first thing I would do is build trust. Then it's about planting a seed in their head to say how different their situation could be and then it's about chipping away at it all the time to help people see a better alternative. If you are in a dark place you aren't going to tell people your life story. You have to build trust. If it wasn't for XXX I wouldn't be here today because they are the one that planted all the seeds in my head and chipped away."

Different solutions

Each safeguarding enquiry should ask the person what they would like to change about their situation or what they would like to happen. This is important because the risk cannot always be removed. The interviews created a safe space for women to share ideas about the type of support that could have helped them. They called for:

- **A Women only peer support group** for survivors of Domestic Abuse that could follow on from a Freedom Programme. Providing a weekly drop in it would offer a safe space for a cuppa, to share advice and solutions and "to get support when things start to slip".
- **A version of the Freedom Programme** covering substance misuse that explains the impact addiction has on you, your children, family and friends and offers practical coping strategies.
- **Independent advocacy and support services** to help parents going through the process of having children removed to explain what will happen in plain English, and offer support following the removal of a child and mentoring by women who have successfully come out the other side.

Did it make a difference?

The women's experiences are already changing the way services support those who have experienced domestic abuse, substance misuse and the removal of one or more children. The need for support before and at the point a child is removed has been included in Oldham's new Adult Support Offer due to be launched later in 2021 and has led to more joined up conversations between Children's and Adult Social Care as part of a 'think family' approach.

As a result of insight gained from its work the Board published and promoted a Podcast aimed at practitioners concerning practice informed by trauma.

Funding applications have been developed to help set up a peer support group, designed and run by women with first-hand experiences to support other women. The last word from Claire...

"We want the best for our children. That's why we are sitting here clean and sober. I used to find the word addict a very bad label but now I embrace it. I don't want to be anonymous, to me recovery is the new cool."

Our plans for 2021/22

Through the development of our **Safeguarding Voice Network**, we will continue to collect and share people's stories to help prevent people in Oldham experiencing abuse, neglect or exploitation. People's first-hand experiences will be at the heart of Oldham's safeguarding practice and will be used to help professionals and organisations change services for the better.

Thank you to KeyRing, Turning Point, Age Uk Oldham, OPAL, Positive Steps, MioCare Group, Made by Mortals, Healthwatch Oldham and the Learning Disability Team for connecting us with some amazing people in 2020/21.



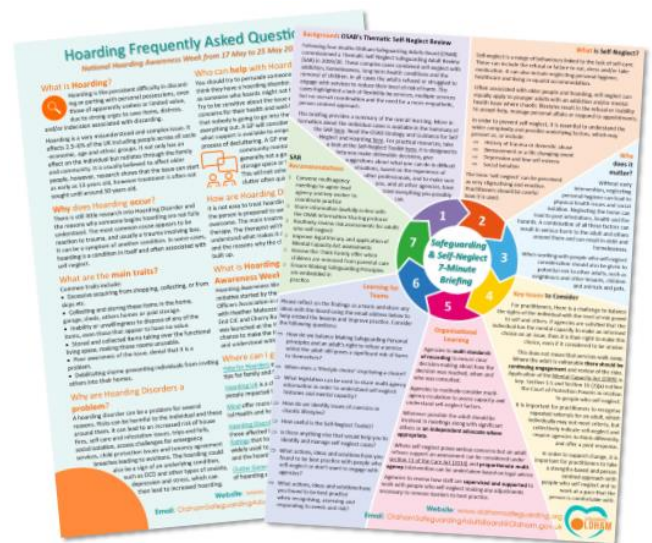
Our Work in 2020/21

The role of Oldham Safeguarding Adults Board is to ensure that organisations across Oldham work together to help adults live safely. The Board's Three-Year Strategy translates this ambition into an annual work plan and in 2020/21 its achievements include:

- **Adult Safeguarding response to Covid-19** - The Board reacted swiftly to the pandemic by setting up a weekly Covid-19 Assurance Group. Senior leaders from Adult Social Care, police and primary and acute healthcare services monitored local data to identify safeguarding trends and understand the levels of risk for people in Oldham. Additional insight was collected by Healthwatch Oldham, Age UK and Keyring to help understand people's experiences during lockdown.
- **Safeguarding Assurance** - The Board distributed safeguarding leaflets to Council and voluntary sector Doorstop Engagement Teams and requested assurance from agencies on emerging issues including responses to domestic abuse, DNACPR concerns (Do not attempt cardiopulmonary resuscitation) and support for carers.
- **Domestic Abuse and Elder Abuse** – These emerged as key areas for concern during the Covid-19 lockdown and agencies were quick to adapt services to focus on prevention. Greater Manchester Police led a successful domestic abuse Facebook campaign and the Domestic Abuse Partnership have commissioned the SafeLives charity to work with survivors of abuse to develop an early intervention offer for Oldham.
- **All Age Safeguarding Offer** - the Board has worked closely with the Oldham Safeguarding Children's Partnership to develop an all age Safeguarding Communications Plan. As part of this, the joint website and social media platform went live in 2020 and a fortnightly children's and adults Safeguarding Bulletin was launched to keep practitioners and managers up to date with resources and training opportunities.
- **Complex Safeguarding** – The Board has identified a growing number of Complex Safeguarding cases. This term is used to describe adults who experience different types of abuse and/or neglect at the same time, with cases often involving criminal activity such as sexual or financial exploitation or trafficking and historical factors such as childhood trauma.

A successful multi-agency forum now meets to support adults with complex safeguarding needs. It brings together statutory, voluntary and independent housing partners to share information and discuss multi-agency barriers and solutions. Regionally, Oldham has also taken a lead role exploring and developing agencies understanding of complex safeguarding issues through a partnership project with the Association of Directors of Adult Social Services.

- **Self-neglect and Hoarding** - Learning from a Thematic Safeguarding Review is changing the way services identify and support people who self-neglect. A new multi-agency strategy and practitioner tool kit covering self-neglect and hoarding was launched in 2020. This guidance, along with case study examples, 7-Minute Briefings and Grab Guides were designed to develop practitioner's knowledge and confidence to deal with complex cases involving self-neglect.



- **Training and Workforce Development Strategy** - In March 2021, the Board launched its multi-agency training strategy. It sets out flexible learning options through online resources and webinars, as well as plans to roll out a formal programme of Section 42 Safeguarding Referrer, Mental Capacity Act and Self-Neglect training in 2021/22.

Each year, partner agencies provide a summary of their safeguarding work for publication in the Board's **2020/21 Single-Agency Reports**. The following pages provide summaries from Oldham Council, NHS Oldham CCG and Greater Manchester Police as the three lead agencies on the Board.

Partner Contributions: Oldham Council

Oldham Council is responsible for providing a range of public services to support local communities. One of the main services it provides is Adult Social Care which has a legal duty to assess and help people to live independently and safeguard people at risk of abuse or neglect. In Oldham, Social Care has been integrated with some community health teams and sits within the **Adult Community Health and Social Care Service**.

Where does safeguarding fit?

Safeguarding is central to Adult Community Health and Social Care and the service provides the first point of contact to report safeguarding concerns. We work in **partnership** with individuals to make safeguarding personal by understanding what is important to them and how they want to live safely.

We work with other agencies to help people identify and manage risks and have a duty to make sure that people are not illegally deprived of their liberty. For us, promoting the safety and wellbeing of adults includes **prevention**, the management of risk, promotion of wellbeing, and supporting positive risk taking. Our aim is to **empower** people to be able to safeguard themselves.

Safeguarding themes in 2020/21

The Covid-19 pandemic shaped all areas of Adult Community Health and Social Care Services in 2020/21. The challenge was to adapt to new ways of working to maintain existing services whilst creating new solutions in response to lockdown restrictions.

Key challenges included:

- **Increase in reports of abuse to Adult Social Care.** We responded effectively to increased levels of safeguarding concerns throughout the pandemic lockdown and recovery periods.
- **Increased support needed for care providers.** We provided enhanced support to care providers in order to support the safe delivery of care throughout the pandemic.
- **Increase in more complex safeguarding cases.** We developed new multi-agency ways of working to address emerging trends in sexual exploitation, self-neglect, domestic abuse and elder abuse.

Despite the challenges, we have had some major successes:

- **New Ways of Working** – All Adult Social Care staff have been trained in undertaking virtual assessments, safeguarding video conferencing and the use of PPE equipment for face to face meetings.
- **Multi-Agency Risk Huddles** – We have combined social care, primary care and community nursing teams within local communities to prevent safeguarding incidents and manage complex cases. This preventative approach has reduced the number of repeat safeguarding referrals.
- **Complex Safeguarding** – We have provided a lead role, working with national, regional and local partners to understand what constitutes and causes complex safeguarding and how we respond effectively to adults experiencing exploitation.

Our Priorities for 2021/22

The biggest challenge going forward will continue to be the impact of the Covid-19 pandemic and the disproportionate impact this has had on Oldham's poorer communities. As well as being vigilant to the hidden harm the pandemic may have caused our priorities will be:

- **Strategic Leadership for Adult Safeguarding:** To establish the service as a highly visible centre of excellence for safeguarding within Oldham and Greater Manchester and the 'go to' service for adult safeguarding advice and information.
- **Multi-Agency Safeguarding Offer for Oldham:** Families in Oldham stay safe as a result of 'all age' safeguarding policies and practices, and effective multi-agency responses to safeguarding concerns.
- **Safeguarding Adults Policy and Practice:** To be assured of consistent and effective safeguarding practice across agencies based on a suite of standards, guidance and policies supported by an ongoing programme of safeguarding training and development across agencies.

Most importantly we will listen to and maintain individuals at the heart of our work as we adapt and evolve during this time of great change; continuing to secure human rights and promote the wellbeing and safety of adults with care and support needs.

Partner Contributions: NHS Oldham CCG

NHS Oldham Clinical Commissioning Group (CCG) is responsible for deciding how taxpayers' money is spent on the health of people who live in Oldham. It is a member led organisation and every family doctor in Oldham is a member.

The vision of NHS Oldham CCG is to improve health and healthcare for the people of Oldham by commissioning the highest quality healthcare services that represent best value for money and integrating health and care services. The Clinical Commissioning Group shapes the services provided by local GPs and hospitals.



Where does safeguarding fit?

The Safeguarding Team within the CCG is central to the commissioning and contractual process. The team has a key role reviewing services to make sure that the people who use them are safe and protected from abuse or neglect.

The Safeguarding Team maintain excellent operational links with Primary Care through regular training sessions as well as sharing resources and learning from Safeguarding Adult Reviews. The Designated Professional Team undertake safeguarding assurance activity with all commissioned providers.

Safeguarding themes in 2020/21

Throughout 2020/21, Oldham CCG has taken a lead role responding to the Covid-19 pandemic in partnership with other statutory and voluntary organisations on the Board.

Key challenges included:

- **End of Life Care** – We responded effectively to concerns about the blanket application of DNACPR (Do not attempt cardiopulmonary resuscitation) consent. DNACPR. Information packs were circulated to all primary care practices and care providers covering advance decision making, as well as the changes to statements of intent forms.
- **Applying the Mental Capacity Act (MCA)** – We took a lead role to ensure the effective application of the Mental Capacity Act in health care settings during lockdown restrictions and as part of End of Life pathways for patients. Solutions included developing a flowchart and decision-making guide for practitioners to use when considering swabbing Oldham residents for the coronavirus and delivering training to frontline practitioners.
- **LeDeR (Learning Disability Mortality Review) programme** – We signed off twenty-three learning reviews in 2020/21 and have undertaken a substantial amount of work along with partner agencies to embed the learning both locally and nationally. We have also re-designed services, due to the pandemic, which aim to meet the needs of people with a learning disability.

Our Priorities for 2021/22

The Clinical Commissioning Group will continue to review and monitor the safety of services across GP practices and hospital settings. Our priority will be to **monitor the increase in safeguarding activity** as a result of the Covid-19 pandemic and ensure that any recommendations made to improve practice are embedded into NHS commissioned organisations. The coming year will see major legislative changes for CCGs, and Oldham will actively adopt the **'Working Together to Improve Health and Social Care'** proposals designed to improve the integration of health and social care services. Our priority will be to ensure that safeguarding roles and responsibilities are reflected in any new arrangements.

Priority will also be given to the implementation of the **Liberty Protection Safeguards**. This will involve identifying the number of people that will be affected by the proposed Code of Practice; developing policies and procedures and establishing new CCG governance arrangements.

Partner Contributions: Greater Manchester Police

Greater Manchester Police (GMP) exist to keep people safe and protect local communities by providing a first line response to fighting crime and safeguarding vulnerable people. In Oldham, Neighbourhood Policing Teams are made up of dedicated neighbourhood officers based in the community, supported by additional police officers from the wider area.

Where does safeguarding fit?



Safeguarding is the responsibility of every member of the policing team from call takers, first responders and neighbourhood policing teams to detectives.

All GMP staff aim to achieve the best outcomes for victims whilst addressing the wider threat posed by perpetrators. Where officers have a concern, there are clear processes in place to trigger a safeguarding referral to multi-agency partners.

Safeguarding themes in 2020/21

In 2020/21, GMP faced the dual challenge of the Covid-19 pandemic and the need to reform its services following an inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services.

The pandemic led to unprecedented demand with an increase in all areas of Adult Vulnerability. As a result, several measures were put in place within the Oldham Multi-Agency Safeguarding Hub (MASH) to ensure that the partnership identified and supported adults at greatest risk in Oldham.

Key challenges included:

- **Month on month increase in Domestic Abuse** – We have responded to an increase in domestic

abuse incidents which have included an increase in stalking, harassment and domestic related sexual abuse. We are seeing more complex cases which often combine interfamilial issues, substance misuse and/or mental ill health. These cases require joint working with partner agencies to find successful outcomes and in many cases, these move away from a criminal justice solution.

- **Stalking Scrutiny Panel** – A joint review was undertaken by the Police, Crown Prosecution Service (CPS) and Victim Service Coordinators, which highlighted some excellent investigations and tenacity of officers, good joint working on cases and good applications for restraining orders. A key learning point was the lack of victim care which has resulted in the introduction of Learning Circles designed to improve performance.

Our Priorities for 2021/22

We will continue to prioritise complex safeguarding, domestic abuse and child abuse. We anticipate high levels of demand in these areas due to the ongoing impact of the pandemic. Our priorities include:

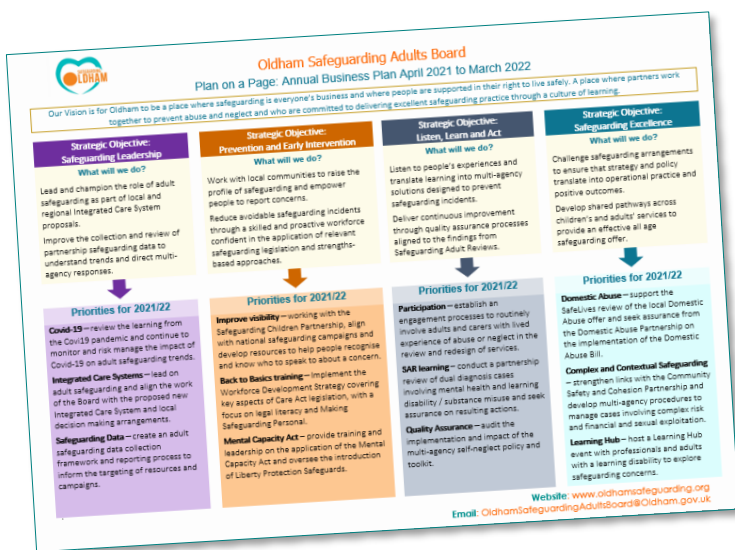
- **Investigative Safeguarding Review Unit (ISR2)** – new specialist units will be created for child protection, adult safeguarding and complex safeguarding. This new structure will enhance GMP's response by working closely with Adult Social Care, mental health services, drug and alcohol services and Neighbourhood Beat Officers. Adult Protection concerns will be resolved quickly by the most appropriate agency and, in so doing, it is anticipated that demand into all services will be reduced.
- **New all-age Complex Safeguarding Team** - Complex Safeguarding is the term used to describe criminal activity that includes the sexual exploitation of vulnerable children and adults, financial exploitation, trafficking and modern slavery. The team will be in place by November 2021 and will be an important focus going forward.
- **Domestic Abuse Learning Circles** – To support the increase in domestic abuse cases the Public Protection Governance Unit is trialing Domestic Abuse Learning Circles in the Oldham District. These will combine reflective practice with opportunities to address organisational barriers when dealing with domestic incidents.

Our Plans for 2021/22

Over the coming year the Oldham Safeguarding Adults Board faces a period of great change.

The work of the Board will continue to be shaped by the lasting impact of the Covid-19 pandemic and by far reaching structural changes set out in the Health and Care Bill and the Greater Manchester Policing Reforms. Other significant legislative changes for the Board include requirements within the Mental Health Act White Paper and the introduction of the Liberty Protection Safeguards.

To ensure that adult safeguarding is central to these changes, the Board has agreed new governance arrangements designed to strengthen safeguarding leadership and accountability at the most senior levels in Oldham. It has also produced a Plan on a Page that sets out its priorities for the coming year (available on the Board website or please click on the image below).



The Board's key priorities for 2021/22 are to:

1. Improve the way services work together: The Board will support the creation of Integrated Care Systems that look beyond the NHS and social care to fully involve the wider statutory, voluntary and community sector as equal contributors. The Board will continue to capture people's experiences to ensure the safeguarding of adults at risk of abuse and neglect are a central feature of the new arrangements.

2. Embed learning from safeguarding reviews: The Board will implement the Workforce Development Strategy covering key aspects of Care Act legislation including the reporting of safeguarding concerns, legal literacy and Making Safeguarding Personal. The aim is to empower our front-line staff with the specialist knowledge, skills and ability to prevent abuse and respond effectively when someone is at risk of, or experiencing, abuse.

3. Elder Abuse Project: Through a joint project with the Domestic Abuse Partnership and Age UK Oldham, the Board will lead a safeguarding research and training project funded by the Ministry of Justice. The project will explore older people's experiences of domestic abuse to help identify the signs to look for and produce a suite of training resources to offer practical support for practitioners.

4. Safeguarding Data: Improvements will be made to the collection and interrogation of partnership safeguarding data to understand trends, direct multi-agency support and prompt safeguarding campaigns.

5. Liberty Protection Safeguards: The Board will seek assurance from relevant organisations that appropriate arrangements and standards are in place to deliver the new Liberty Protection Safeguard legislation.

6. Complex and Contextual Safeguarding: Work will continue both at a local and regional level to improve partners understanding of Complex and Contextual safeguarding issues. Through joint working with the Community Safety and Cohesion Partnership, multi-agency procedures will be developed to manage cases involving complex risk and financial and sexual exploitation.

7. Be led by people's experiences: We will create the space to listen to, and learn from, local people who have first-hand experiences of abuse and neglect and involve them in processes that hold partners to account. This will include developing the Safeguarding Voice Network to make sure the work of Oldham Safeguarding Adults Board is shaped by the views of local people.

Get involved!

There are lots of ways to get involved to support the work of Oldham's Safeguarding Adults Board.

Oldham Safeguarding Voice Network



The Board is keen to work with Oldham residents and groups to set up the Safeguarding Voice Network. This group will make sure that services, are led and shaped by the people best placed to know what works: people who use the services.

As a member of this Network you will get the chance to meet and connect with other people as a social group, share your ideas, or tell us about your experiences to help us improve local services.

The Network will also lead awareness raising campaigns and engagement events and support the training of operational teams by sharing stories and experiences.



Stay in touch

The work of the Board is supported by the Board Business Unit who help the Board to carry out its legal roles and signpost residents and professionals to information, advice and training resources. If you would like to keep in touch and find out more about

our work through our bulletins, please contact us by email at:

**OldhamSafeguardingAdultsBoard
@oldham.gov.uk**

Or visit our website:

www.OSAB.org.uk/

What to do if you are worried about an adult

Abuse and neglect can happen anywhere, be carried out by anyone and it can take many different forms.



If you are experiencing abuse, or you think someone you know is experiencing or is at risk of being abused or neglected, and they are not able to protect themselves then please report it.

The Oldham Multi-Agency Safeguarding Hub (MASH) has been set up to help people who want to report a safeguarding concern:

0161 770 7777 or
Adult.Mash@oldham.gov.uk

Social media

You can also follow us on Twitter and share our content to raise awareness of safeguarding and what people can do to keep them and their families and friends safe in Oldham.

 **@SafeguardOldham**

Thank you from us



This page is intentionally left blank

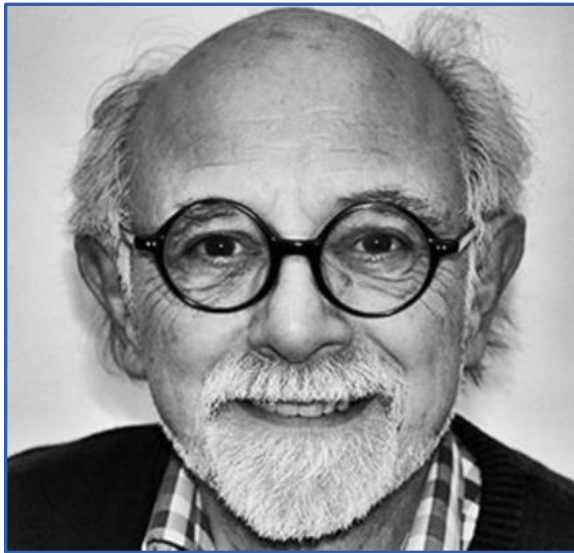


Oldham Safeguarding Adults Board

Three-Year Strategy April 2021–March 2024



Message from the Independent Chair



“ The previous Three-Year Strategy witnessed the growing role of the Oldham Safeguarding Adults Board and the influence its work has had on the lives of people in Oldham.

The last twelve months of the Three-Year strategy were dominated by the Covid-19 pandemic. As well as experiencing some of the highest Covid-19 levels in Greater Manchester, Oldham saw new safeguarding trends emerge. Referrals have been characterised by an ever-increasing degree of complexity with cases involving domestic abuse, financial abuse and neglect or acts of omission, where people have struggled to meet some of their basic needs including medication, nutrition, housing and heating.

It is only by pausing to learn the lessons from the pandemic that we can prepare ourselves for the major challenges that lie ahead.

The foundations of this Three-Year Strategy will be shaped by far reaching changes proposed in the Health and Care Bill, including the creation of Integrated Care Systems (ICSs), and new legislative requirements within the Mental Health Act White Paper and the introduction of the Liberty Protection Safeguards.

Changes of this scale and complexity need integration that looks beyond the NHS and social care to fully involve the wider statutory, voluntary and community sector as equal contributors. For safeguarding partners this presents a leadership challenge. The Board must be a central driver to regional and local change, setting out safeguarding expectations and presenting challenge to partners in relation to safeguarding delivery and accountability.

Transformation will happen within new legal, financial and regulatory frameworks. The Board will therefore reposition itself through new governance arrangements designed to strengthen safeguarding leadership and accountability at the most senior levels in Oldham.

As well as building more dynamic and effective partnership working, the new arrangements create the space to listen to, and learn from, local people who have first-hand experiences of abuse and neglect, involving them in the processes that hold partners to account.

Throughout the lifetime of this strategy, the local safeguarding partnership will benchmark its performance against other regional safeguarding Boards and regularly report on its progress and effectiveness in protecting Oldham residents.

A handwritten signature in black ink, appearing to read 'H. Giller'.

Henri Giller
Independent Chair, Oldham Safeguarding Adults Board

The Board

The Oldham Safeguarding Adults Board is a partnership of organisations set up to safeguard adults who are at risk of experiencing abuse, harm or neglect.

Formed under the 2014 Care Act, the Board has a statutory duty to ensure that safeguarding arrangements in Oldham work effectively by keeping people safe.

This means working to prevent abuse, helping people to recognise and understand risks and protecting those who lack the capacity to make their own decisions.

Full details of the Board membership and governance arrangements can be found [here on the Board Website](#).

Page 27

The Board has three statutory duties to:

- Produce a Strategic Plan setting out the changes the Board wants to achieve and how organisations will work together
- Publish an Annual Report setting out the safeguarding concerns it has dealt with in the last year as well as plans to help keep people safe
- Undertake a Safeguarding Adult Review where it believes someone with needs for care and support has died or experienced serious harm as a result of abuse or neglect

The Vision

This strategic plan is a shared statement of the changes the Board wants to achieve and is driven by the Board's vision:

Our Vision is for Oldham to be a place...

... where safeguarding is everyone's business

...where people are supported in their right to live safely, through co-operative communities and organisations which:

- Do not tolerate abuse and neglect.
- Ensure that the public feel confident that adults are protected.
- Respect the views of service users including the right to take risks.
- Work preventatively through early identification of new safeguarding issues.
- Deliver excellent safeguarding practice through a culture of learning.
- Share timely Information.

...and where board partners:

- Prioritise their commitment to the board.
- Hold one another to account effectively.
- Promote and embed learning.

The Context

Poverty, social isolation, homelessness, mental health issues and substance misuse are factors that commonly feature in Safeguarding Adult Reviews.

For agencies to prevent and respond effectively to cases of abuse or neglect it is important to understand the correlation between Oldham's demographics and local safeguarding trends.

With a culturally diverse population of approximately 233,000 people, key safeguarding characteristics for Oldham include:

- Levels of deprivation that rank amongst the highest in England and three wards with the highest child poverty rates in Greater Manchester.
- Unemployment rates significantly higher than the England average, which then doubled (from 4.7% to 10%) in 2020 due to the impact of Covid-19. This disproportionately affected the most disadvantaged areas and poverty is therefore likely to increase further.
- Higher proportion of people living with depression and a severe mental illness (schizophrenia, bipolar and other psychosis) than the England average.
- More alcohol related deaths than the England average and the third highest alcohol sales in the North West.
- Significantly higher rates of hospital admissions due to violence compared to the England average.
- Fewer Care Homes rated as 'Good' or 'Outstanding' compared to the England average
- Demand for suitable accommodation that outstrips supply.

(source: www.oldham-council.co.uk/jsna)

The Impact

Data collected over the last three years shows a correlation between local social and economic factors and safeguarding trends. The most common safeguarding referrals relate to:

- **Neglect and acts of omission** – reflecting the levels of care and support provided by community and acute care services.
- **Financial abuse** - often involving groups or individuals targeting vulnerable adults including those with a learning disability, older people with dementia or long-term health conditions and those who are socially isolated.
- **Self-neglect** - often combined with mental health issues, learning disabilities, homelessness, debt, substance misuse and/or the removal of children.
- **Domestic abuse** - often combined with alcohol use, debt, violence and mental health issues.

These factors have been compounded by the effects of the Covid-19 pandemic, with mortality rates and lockdown restrictions disproportionately impacting on adults with care and support needs. Those particularly affected include adults with learning disabilities, care home residents and adults with mental health issues who rely on wider community networks to manage their mental wellbeing.

The Care Act requires statutory partners to coordinate activity to protect adults from abuse and neglect. The Oldham Safeguarding Adults Board is therefore committed to working with other strategic partnerships in Oldham to understand these links and design multi-agency solutions to address the wider determinants of adult safeguarding.

Strategic Objectives April 2021 to March 2024

The following plan sets out the Board’s high-level objectives for the three-year lifespan of this strategy. The ‘what will we do?’ actions reflect priorities agreed by Board members as part of two development sessions held in February and April 2021.

STRATEGIC OBJECTIVES	WHAT WILL WE DO?
01 Safeguarding Leadership	<p>Lead and champion the role of adult safeguarding as part of local and regional Integrated Care System proposals.</p> <p>Improve the collection and review of partnership safeguarding data to understand trends and direct multi-agency responses.</p>
02 Prevention and Early Intervention	<p>Work with local communities to raise the profile of safeguarding and empower people to report concerns.</p> <p>Reduce avoidable safeguarding incidents through a skilled and proactive workforce confident in the application of relevant safeguarding legislation and strengths-based approaches.</p>
03 Listen, Learn and Act	<p>Listen to people’s experiences and translate learning into multi-agency solutions designed to prevent safeguarding incidents.</p> <p>Deliver continuous improvement through quality assurance processes aligned to the findings from Safeguarding Adult Reviews.</p>
04 Safeguarding Excellence	<p>Challenge safeguarding arrangements to ensure that strategy and policy translate into operational practice and positive outcomes.</p> <p>Develop shared pathways across children’s and adults’ services to provide an effective all age safeguarding offer.</p>

These objectives provide the framework for the Board’s annual Business Plan for 2021/22.

Annual Business Plan: April 2021 to March 2022

Strategic Objective: Safeguarding Leadership

What will we do?

Lead and champion the role of adult safeguarding as part of local and regional Integrated Care System proposals.

Improve the collection and review of partnership safeguarding data to understand trends and direct multi-agency responses.



Priorities for 2021/22

Covid-19 – review the learning from the Covid-19 pandemic and continue to monitor and risk manage the impact of Covid-19 on adult safeguarding trends.

Integrated Care Systems – lead on adult safeguarding and align the work of the Board with the proposed new Integrated Care System and local decision making arrangements.

Safeguarding Data – create an adult safeguarding data collection framework and reporting process to inform the targeting of resources and campaigns.

Strategic Objective: Prevention and Early Intervention

What will we do?

Work with local communities to raise the profile of safeguarding and empower people to report concerns.

Reduce avoidable safeguarding incidents through a skilled and proactive workforce confident in the application of relevant safeguarding legislation and strengths-based approaches.



Priorities for 2021/22

Improve visibility – working with the Safeguarding Children Partnership, align with national safeguarding campaigns and develop resources to help people recognise and know who to speak to about a concern.

Back to Basics training – Implement the Workforce Development Strategy covering key aspects of Care Act legislation, with a focus on legal literacy and Making Safeguarding Personal.

Mental Capacity Act – provide training and leadership on the application of the Mental Capacity Act and oversee the introduction of Liberty Protection Safeguards.

Strategic Objective: Listen, Learn and Act

What will we do?

Listen to people’s experiences and translate learning into multi-agency solutions designed to prevent safeguarding incidents.

Deliver continuous improvement through quality assurance processes aligned to the findings from Safeguarding Adult Reviews.



Priorities for 2021/22

Participation – establish an engagement processes to routinely involve adults and carers with lived experience of abuse or neglect in the review and redesign of services.

SAR learning – conduct a partnership review of dual diagnosis cases involving mental health and learning disability / substance misuse and seek assurance on resulting actions.

Quality Assurance – audit the implementation and impact of the multi-agency self-neglect policy and toolkit.

Strategic Objective: Safeguarding Excellence

What will we do?

Challenge safeguarding arrangements to ensure that strategy and policy translate into operational practice and positive outcomes.

Develop shared pathways across children’s and adults’ services to provide an effective all age safeguarding offer.



Priorities for 2021/22

Domestic Abuse – support the SafeLives review of the local Domestic Abuse offer and seek assurance from the Domestic Abuse Partnership on the implementation of the Domestic Abuse Bill.

Complex and Contextual Safeguarding – strengthen links with the Community Safety and Cohesion Partnership and develop multi-agency procedures to manage cases involving complex risk and financial and sexual exploitation.

Learning Hub – host a Learning Hub event with professionals and adults with a learning disability to explore safeguarding concerns.

Our Principles

Safeguarding principles underpin the delivery of the three-year strategy and annual business plan and will be used as the basis to monitor the quality and impact of multi-agency actions:

Empowerment: People are supported and encouraged to make their own decisions and provide informed consent.

- *“I am asked what I want as the outcomes from the safeguarding process and this directly inform what happens.”*

Prevention: It is better to take action before harm occurs.

- *“I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help.”*

Proportionality: The least intrusive response is used to match the presenting risk.

- *“I am sure that the professionals will work in my interest, respect my views and will only get involved as much as is needed.”*

Protection: Support and representation for those in greatest need.

- *“I get help so that I am able to take part in the safeguarding process to the extent to which I want.”*

Partnership: Local solutions developed through services working with their communities who have a part to play in preventing, detecting and reporting neglect and abuse.

- *“I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me.”*

Accountability: Accountability and transparency in delivering safeguarding.

- *“I understand the role of everyone involved in my life and so do they.”*

What happens now?

The Oldham Safeguarding Adults Board will monitor and review the impact of its work through quarterly business meetings and an annual self-assessment undertaken with peers from other Boards, partners and front-line practitioners. In partnership with Healthwatch Oldham, the Board will also talk to local communities about our work and plans for the year ahead to find out how well they think we are doing. We will include all the feedback in Annual Reports and use it to inform future work programmes.

Through our website and social media, we will also provide updates on our work and share information and resources designed to help individuals and practitioners recognise, prevent and respond to safeguarding concerns.

Keep in Touch

The work of the Board is supported by the Safeguarding Adults Board Business Unit. They help the Board to carry out its legal roles and signpost residents and professionals to information, advice and training resources.

If you would like to get in touch to help with our campaigns, to share your experiences of services or to find out more about our work through our regular bulletins, please contact the Business Unit by email:

OldhamSafeguardingAdultsBoard@oldham.gov.uk

You can also follow the Board on Twitter and share our content to raise awareness of safeguarding and what people can do to keep them and their families and friends safe in Oldham: [@SafeguardOldham](https://twitter.com/SafeguardOldham)

This page is intentionally left blank

Our Vision is for Oldham to be a place where safeguarding is everyone’s business and where people are supported in their right to live safely. A place where partners work together to prevent abuse and neglect and who are committed to delivering excellent safeguarding practice through a culture of learning.

Strategic Objective: Safeguarding Leadership

What will we do?

Lead and champion the role of adult safeguarding as part of local and regional Integrated Care System proposals.

Improve the collection and review of partnership safeguarding data to understand trends and direct multi-agency responses.



Priorities for 2021/22

Covid-19 – review the learning from the Covi19 pandemic and continue to monitor and risk manage the impact of Covid-19 on adult safeguarding trends.

Integrated Care Systems – lead on adult safeguarding and align the work of the Board with the proposed new Integrated Care System and local decision making arrangements.

Safeguarding Data – create an adult safeguarding data collection framework and reporting process to inform the targeting of resources and campaigns.

Strategic Objective: Prevention and Early Intervention

What will we do?

Work with local communities to raise the profile of safeguarding and empower people to report concerns.

Reduce avoidable safeguarding incidents through a skilled and proactive workforce confident in the application of relevant safeguarding legislation and strengths-based approaches.



Priorities for 2021/22

Improve visibility – working with the Safeguarding Children Partnership, align with national safeguarding campaigns and develop resources to help people recognise and know who to speak to about a concern.

Back to Basics training – Implement the Workforce Development Strategy covering key aspects of Care Act legislation, with a focus on legal literacy and Making Safeguarding Personal.

Mental Capacity Act – provide training and leadership on the application of the Mental Capacity Act and oversee the introduction of Liberty Protection Safeguards.

Strategic Objective: Listen, Learn and Act

What will we do?

Listen to people’s experiences and translate learning into multi-agency solutions designed to prevent safeguarding incidents.

Deliver continuous improvement through quality assurance processes aligned to the findings from Safeguarding Adult Reviews.



Priorities for 2021/22

Participation – establish an engagement processes to routinely involve adults and carers with lived experience of abuse or neglect in the review and redesign of services.

SAR learning – conduct a partnership review of dual diagnosis cases involving mental health and learning disability / substance misuse and seek assurance on resulting actions.

Quality Assurance – audit the implementation and impact of the multi-agency self-neglect policy and toolkit.

Strategic Objective: Safeguarding Excellence

What will we do?

Challenge safeguarding arrangements to ensure that strategy and policy translate into operational practice and positive outcomes.

Develop shared pathways across children’s and adults’ services to provide an effective all age safeguarding offer.



Priorities for 2021/22

Domestic Abuse – support the SafeLives review of the local Domestic Abuse offer and seek assurance from the Domestic Abuse Partnership on the implementation of the Domestic Abuse Bill.

Complex and Contextual Safeguarding – strengthen links with the Community Safety and Cohesion Partnership and develop multi-agency procedures to manage cases involving complex risk and financial and sexual exploitation.

Learning Hub – host a Learning Hub event with professionals and adults with a learning disability to explore safeguarding concerns.

This page is intentionally left blank



Report to HEALTH AND WELLBEING BOARD

GREATER MANCHESTER INTEGRATED COMMISSIONING SYSTEM

Portfolio Holders:

Councillor Zahid Chauhan, Cabinet Member for Health & Social Care

Officer Contact: Mike Barker, Interim Accountable Officer, NHS Oldham CCG

Report Author: Mike Barker, Interim Accountable Officer, NHS Oldham CCG

Ext. N/a

Date: September 2021

Purpose of the Report

This report has been produced to provide an update for members of the Health & Wellbeing Board on the NHS White Paper entitled Integration and Innovation: Working Together to Improve Health & Social Care for All and the associated plans being put in place in Oldham and Greater Manchester.

Requirement from the Health and Wellbeing Board

The Board is asked to note the briefing.

Greater Manchester Integrated Commissioning System (ICS)

1. Overview

1.1 Since the publication in February 2021 of the White Paper, “Integration and Innovation: working together to improve health and social care for all”, colleagues across Greater Manchester (GM) and Oldham have been planning the transition to a Greater Manchester Integrated Care System (GM ICS) on 1 April 2022.

1.2 An [ICS Design Framework](#) was published by NHSE in June 2021, which gave some further information about the changes. On the 6 July 2021, the Health and Care Bill for this White Paper was introduced to Parliament and received its second reading in Parliament on the 14 July 2021. This outlined that ICSs would include the creation of a statutory Integrated Care Partnership (ICP), which will be a joint committee, and an Integrated Care Board (ICB) (previously referred to as the ICS NHS body/board). The NHS Confederation has produced its own briefing note on the Health and Care Bill [here](#).

1.3 In Greater Manchester, under the Devolution Agreement, we have been working as ‘more than an ICS’ for the last five years – with strong working partnerships between health and social care and the voluntary sector. The creation of a statutory Integrated Care Partnership and Integrated Care Board will formalise these arrangements. The new statutory nature of an ICS will allow us to build on the ambitious and ground-breaking ways we have been working over the last five years and continue to evolve to deliver even better health and care for the people of Greater Manchester.

1.4 The GM ICS will operate on three levels to deliver a new five-year vision and plan:

- Neighbourhood
- Locality
- Greater Manchester

Whilst CCG duties will transfer to ICSs, it is anticipated that the GM ICS will deliver its functions partly via locality place-based boards and teams within each GM locality, including through neighbourhood structures.

1.5 A GM Statutory ICS Transition Programme has been established, led by a Board meeting fortnightly, to oversee the transition to the new ICS arrangements. The Board is made up of representatives from all organisations which will become part of the new NHS body, as well as NHS providers and local authorities. There are 14 workstreams, each with a GM system lead. Work is underway to agree the critical path for the next nine months. There is a recognition that this could be a difficult time for GM staff who are still managing the COVID-19 response and recovery and for the importance of a strong wellbeing offer.

1.6 The recruitment process for the Chair of the GM ICS has commenced and is due to conclude around the first two weeks of September and to the ICS Chief Executive role will commence recruitment in early September and conclude at the end of September. The GM Executive Team will take place over the next 2-3 months.

1.7 The intention is for the GM ICS, including localities to operate with shadow arrangements ahead of the statutory change on 1 April 2022.

2. ICS Impact in Oldham

2.1 Transitional Programme Arrangements

The Oldham transitional arrangements will be managed by a Transitional Programme Board on behalf of the CCG Governing Body and will therefore oversee our time-limited ICS change programme. A paper detailing the arrangements features later on the Governing Body agenda. However, its core purpose will be to oversee at least four key work areas that will work in tandem with the GM approach:

- System / Place-based Governance Accountability & Strategic Planning Functions
- People & Culture
- Finance & Use of Resources
- Provider Collaborative

2.2 National Employment Commitment

During August, national guidance was also released in respect of the Employment Commitment for those NHS staff impacted by the ICS changes. This means that the majority of Oldham CCG will be covered by an employment commitment to continuity of terms and conditions. This commitment is designed to provide stability and remove uncertainty during this transition. For those not covered by this commitment, the guidance also details the support that these individuals will receive during the HR process to be followed. There is an expectation that all CCG employees will 'lift and shift' into the GM ICS on 1 April 2022, with any remaining/ongoing work to determine exact roles and structures continuing after this date.

This page is intentionally left blank