

***PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE  
Overview & Scrutiny Committee  
Agenda***

Date Thursday 18 November 2021

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 Constitutional Services at least 24 hours in advance of the meeting.
  2. CONTACT OFFICER for this agenda is Constitutional Services Tel. 0161 770 5151 or email [constitutional.services@oldham.gov.uk](mailto:constitutional.services@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 Monday, 15 November 2021.
  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.

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**MEMBERSHIP OF THE PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE**

Councillors Ahmad (Chair), G. Alexander, Byrne, Hindle, Iqbal, Islam, Kenyon and Malik

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 - 10)  
  
          The Minutes of the meeting of the Overview and Scrutiny Performance Committee held on 26<sup>th</sup> August 2021 are attached for approval.
- 6           Oldham Safeguarding Children Partnership Annual Report (Pages 11 - 40)
- 7           Oldham Safeguarding Adults Board: 2020/21 Annual Report and Strategic Plan (Pages 41 - 70)
- 8           Update on the Special Educational Needs and Disability (SEND) Inspection Re-visit (Pages 71 - 92)
- 9           Local Government Ombudsman Annual Review of Complaints 2020/2021 (Pages 93 - 98)
- 10          Council Performance Report June 2021 (Pages 99 - 120)
- 11          Key Decision Document (Pages 121 - 132)
- 12          Performance Overview and Scrutiny Committee Work Programme (Pages 133 - 140)



**Present:** Councillor Malik (Vice-Chair, in the Chair)  
Councillors Byrne, Iqbal, Islam and Kenyon

Also in Attendance:

Andy Collinge	Head of School Support Services
Andy Cooper	Senior Finance Manager
Kaidy McCann	Constitutional Services
Anne Ryans	Director of Finance
Mark Stenson	Internal Audit & Corporate Assurance

1           **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Ahmad and Alexander.

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**

The Committee considered two public questions that had been received in accordance with the Council's Constitution.

Question received from Eamonn Keane:

The report relating to Agenda item 6 presents data at the Oldham borough level, and compares this with national data. This masks the gross inequalities within the Borough with regards to educational opportunities and outcomes.

For example, a parent's chances of getting their first choice school are excellent in some wards in the Borough - over 90% - whereas elsewhere in Oldham this indicator can be lower than 50%. Similarly, the percentage of families getting one of their first 3 preferences varies massively between wards.

In simply reporting and monitoring the Borough averages, rather than Ward level data, is the Council not failing to address the inequalities in education within Oldham? Does the Council have any objectives to do so?

The Oldham Fairness Commission report in 2015 contained the recommendation to "define a comprehensive dataset for monitoring progress in tackling education inequalities". Was this implemented, and if so, is it available publicly?

The Brian Clarke Academy will be another town centre school that prefers children from far and wide - if they meet faith criteria - to children from deprived backgrounds, living on the school's doorstep. Those children's educational opportunities are much poorer by comparison, but they are at the back of the queue for places. Could the reason councillors have supported this inequitable admissions policy, be due to a lack of awareness of the inequalities within the Borough?

Question received from Fakrul Choudhury:  
Answering a question about the Brian Clarke Academy at last month's Cabinet meeting, Cllr Mushstaq stated 'The Council feel that the Admissions arrangements for the new school will ensure all groups will have an equal opportunity to gain a place at that school'.

This is demonstrably untrue. It is a matter of fact, not opinion. Most Oldhamers are only eligible for the places allocated to their geographical zone, but children of regular worshippers are also eligible for the 'faith-based places'. As a result, those children have access to over twice as many places. We are sure that Cllr Mushtaq will not have intended to mislead residents, but his words could give them the false impression that that their child has an equal chance of going to the Brian Clarke Academy, when they don't.

It is regrettable that children face religious discrimination in the allocation of school places, but it would be a further injustice for parents to be deceived about the effect of this.

Could we therefore request that Council formally withdraw the claim that all groups have an equal opportunity to gain a place at the school?

5 **MINUTES OF PREVIOUS MEETING**

**RESOLVED** that the minutes of the meeting held on 24<sup>th</sup> June 2021 be approved as a correct record.

6 **DELIVERY OF ADDITIONAL SCHOOL PLACES AND ADMISSIONS**

The Committee gave consideration to a report which updated members on the delivery of additional school places and admissions.

The Committee were advised that there had been a reduction in the numbers of Primary aged pupils within Oldham schools. As at the January 2019 census there were 24337 pupils in Oldham schools compared to 24115 in 2021. Within Secondary schools however, the number of pupils on roll continued to rise from 15800 pupils in 2019 to 16711 in 2021.

The service had experienced a downturn in the number of applications for Primary school places and work was ongoing to investigate the reasons and make recommendations for schools. Place

pressure within Secondary schools continued however the pressure would be accommodated with places available in each cohort. Three schools within Oldham had places available in all the 5-year groups. The Primary sector had place pressure in years 5 and 6 with year 5 under significant pressure resulting in no year 5 places in Chadderton and East Oldham.

The Committee was informed that allocation of first preference was back on an upwards trend. In 2015 81% of parents were allocated their first preference of secondary school, this dropped to 79% in 2016 to a low of 73% in 2017. First preference places for secondary increased to 75.7% in 2021 and was anticipated to rise once the Brian Clarke Academy opens in September 2022. It was noted that in total for 2021, 89.95 of pupils gains one of their top three preferences of secondary school. Primary school allocations had stayed relatively static between 2015-19 at 90% offered first preference. 2021 had increased to 93.7% with 98.35 of pupils receiving a place at their top three preference primary schools.

Work had been done in recent years to increase the number of places available for pupils at good and outstanding schools. Recent and proposed increases in secondary schools had been agreed at the following schools and academies:

- Oasis Leesbrook -150 additional places from 2021
- The Brian Clarke Academy (Bluecoat 2) – 240 additional places from 2022.
- Saddleworth School Rebuild due to open in February 2022 will offer an additional 20 places per year group.

Approval had recently been granted to develop and build a new primary school in Chadderton (Calderton Primary School) which would provide additional places in the Chadderton area and provide a resource centre for children with SEND. Due to more places becoming available the number of school appeals had significantly reduced from 227 primary and 330 secondary appeals heard for the September 2019/20 intake to 167 primary and 207 secondary appeals for September 2020/21 intake. In contrast to this, the number of late applications had increased for 2021 due to the COVID-19 lockdown and lack of face to face communication parents would receive from nurseries and primaries reminding parents to apply.

Members queried if Brexit was a factor affecting pupil numbers with families returning to their home Countries. It was noted that whilst it was a factor it was mainly COVID-19 restrictions causing families to be stuck abroad.

Members asked for clarification on feeder schools and whether the Council had a say on which schools feed to others. It was noted that the Council only had a say in Voluntary Controlled schools. Academy and Voluntary Aided schools set their own policies however consultations would need to be held if there was a change to their policies. Saddleworth school was the only Voluntary Controlled secondary school in the Borough

compared to two thirds of all primary schools. This was due to the Government push for Academy type schools.



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**RESOLVED** that the report be noted.

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## **OVERVIEW AND SCRUTINY WORK PROGRAMMES 2020/21 - OUTTURN**

The Committee considered a report which present the outturn Overview and Scrutiny Work Programme for the 2020/21 Municipal Year.

The Committee was reminded that each Overview and Scrutiny Committee (procedure rule 4.1) was required to prepare and maintain a Committee Work Programme and further required to collectively arrange for an Overview and Scrutiny Annual Report to be submitted to the Full Council for consideration. A report was to be presented to a meeting of the Full Council to be held on 8<sup>th</sup> September 2021.

Attached to the report were:

Appendix 1 – Overview and Scrutiny Board Outturn Work Programme 202/21

Appendix 2 – Overview and Scrutiny Performance and Value for Money Select Committee Outturn Work Programme 2020/21

Appendix 3 – Health Scrutiny Committee Outturn Work Programme 2020/21

Submission of the outturn work programmes would bring a formal conclusion to the 2020/21 overview and scrutiny programme and complement the Annual Report submission to Council.

The Committee was advised that the three outturn reports were being submitted to the three current Committees due to the transfer of responsibilities that had occurred on implementation of the new overview and scrutiny arrangements in May 2021.

**RESOLVED** that:

1. That the Performance Overview and Scrutiny Committee notes the Overview and Scrutiny Board Outturn Work Programme 2020/21, Overview and Scrutiny Performance and Value for Money Select Committee Outturn Work Programme 2020/21 and the Health Scrutiny Committee Outturn Work Programme 2020/21; and
2. That the Performance Overview and Scrutiny Committee reserved the right to convene Joint meetings of the Scrutiny Committee when required.

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## **2020/21 ANNUAL STATEMENT OF ACCOUNTS**

The Committee gave consideration to a report which presented the 2020/21 Annual Statement of Accounts including the revenue and capital expenditure and outturn position.



The Committee was informed that the overall revenue outturn position for 2020/21 was at a positive variance of £2.153m and would be credited to the General Fund balance, contributing to the Council's financial resilience in future years. The deadline for the preparation of the 2019/20 Accounts had been extended due to the pandemic and had again been revised for 2020/21. Due to the multi-year impact of COVID-19, the deadline for the 2021/22 financial year had also been changed. The publication date for the final audited accounts for 2020/21 had been adjusted from 31<sup>st</sup> July 2021 to 30<sup>th</sup> September 2021 and the 2021/22 accounts would need to be published on 30<sup>th</sup> September 2022.

The Committee was advised that the Statement of Accounts had been considered at the Audit Committee on the 29<sup>th</sup> July 2021 where they were expected to be approved. However, although substantially completed, the audit work had not been finalised. It was agreed that delegation of the final approval of the Council's Statement of Accounts, once there had been a resolution to the outstanding matters, would go to the Vice Chair of the Audit Committee having regard to the advice of the Director of Finance and the External Auditor.

The Committee were provided with the breakdown of the year end positions for each portfolio which were as followed:

- People and Place Portfolio - there was a deficit of £4.456m against a revised budget of £87.923m. the adverse variance was mostly in the Economic Development service relating to the loss of income as a result of the COVID-19 pandemic. The final outturn of £4.456m was an improvement of £0.472m compared to the projected deficit of £4.928m at month 9 (31 December 2020). The reduced variance was due to the economic impact of the third lockdown being less severe than had been anticipated.
- Community Health and Adult Social Care Portfolio - had a favourable outturn of £1.657m which represented an improvement of £3.245m compared to the forecast pressure of £1.588m reported at month 9. The variance movement was attributed to the cost of care provision being below expectations due to more financial support from the NHS funded Hospital Discharge Scheme and the additional contributions by the CCG to the cost of care.
- Children's Services Portfolio - as a whole recorded an overspend of £8.059m against a revised budget of £81.706m. The majority of the adverse variance (£7.784m) was within Children's Social Care, primarily due to the cost of placements; out of borough in particular, and also additional staffing costs, mainly agency to address demand pressures arising from the pandemic. The adverse variance within Education, Skills

and Early Years was £0.345m; the main drivers being the cost of SEND provision (including out of borough placements) and staffing costs. Preventative services recorded an underspend of £0.070m.

- Communities and Reform Portfolio - seen an adverse variance of £0.367m, an improvement of £1.663m compared to the forecast adverse variance of £2.030m estimated at month 9. The overall adverse variance for Communities and Reform Portfolio was due to a number of COVID-19 pressures, the reduction of income for the Music Service, Outdoor Education, Sports Development, and pressures within the Leisure Services contract. These pressures were partially mitigated by the reduction in service provision by the Heritage, Libraries and Arts and Public Health teams for expenditure such as delivery of services in primary care and also by vacancies across the Portfolio.
- Commissioning Portfolio - had an adverse variance of £0.492m as a result of the use of external contractors by the Procurement Service and the Governments guidance in response to COVID-19 which encouraged immediate payment terms for all contracted services removed any benefit from an early payment scheme. Government guidance was also given on limiting debt recovery activities during the first half of 2020/21. The pressures were partially offset by vacancies within the Finance Division and reductions in non-pay costs.
- Chief Executive portfolio - seen favourable outturn position of £0.256m represents a £0.030m reduction compared with month 9 of £0.286m. The Directorate was impacted by COVID-19 in respect of income generation for the Registrars Service, land charges and the recovery of court costs in 2020/21. However, these pressures were mitigated by a reduction in costs such as the postponement of the local election in May 2020, fewer civic functions, reduced costs for the Coroners Services and vacancies within the Legal Services team.
- Capital, Treasury and Technical Accounting Portfolio - had a deficit of £15.244m due the impact of the pandemic on anticipated interest, dividend income and capital financing transactions including a shortfall in capital receipts to fund the £3.750m of expenditure to be financed using the flexibility allowed by the Government.
- Corporate and Democratic Core Portfolio and the Parish Precepts and Grants Portfolio both reported no variance to their 2020/21 budgets.

The Committee was informed of the following:

- The level of Government grants received in relation to the COVID-19 Pandemic



- Schools balances at 31 March 2021 of £9.306m;
- The Dedicated Schools Grant (DSG) deficit was £3.560m which is now held in an unusable reserve rather than being netted off the Schools balances (as presented in the accounts in previous years);
- The final Housing Revenue Account (HRA) balance was £21.370m;
- The balance on the Collection Fund was a deficit of £27.213m;
- The revenue account earmarked reserves at £113.512m, other earmarked reserves at £29.452m (Revenue Grant Reserves of £20.145m plus School Balances as above) and an increase in the General Fund balance of £2.153m to £17.263m, reflective of the revenue outturn position;
- Expenditure on the Council's Capital Programme for 2020/21 was £73.227m which is an increase on the month 9 forecast expenditure of £71.012m. The increase in expenditure required funding allocated to future years to be re-profiled to fully finance the Capital Programme in 2020/21;
- The significant items in each of the primary financial statements;
- The preparation of Group Accounts incorporating the Councils two wholly owned companies – the Unity Partnership Ltd. and MioCare Community Interest Company; and
- The Annual Governance Statement.

The Committee was advised that as of publication of the report almost every matter that could be addressed by the Council had been concluded. The issue in relation to the audit of the GMPF was beyond the control or influence of the Council and it remained with the External Auditor to finalise the position. Until this was fully concluded, the Council's accounts could not be approved. It was anticipated that the audit would be completed before the next Audit Committee on 9 September 2021.

**RESOLVED** that the report be noted.

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## **REVENUE MONITOR AND CAPITAL INVESTMENT PROGRAMME 2021/22 QUARTER 1 - JUNE 2021**

The Committee gave consideration to a report which provided the Revenue Monitor and Capital Investment Programme 2021/22 Quarter 1 – June 2021.

The Committee was informed that the current forecast outturn position for 2021/22 was a projected deficit variance of £0.585m after allowing for approved and pending transfers to and from reserves. The position included additional costs and pressures that have been identified by the Authority in this financial year as a direct result of the COVID-19 pandemic. The additional pressures included forecasts of both income shortfalls and additional expenditure that have impacted on the Authority's budgets. The pandemic

was continuing to affect nearly all aspects of Council service delivery; however, the most significant areas of concern are the People and Place, Children's Services and Community Health & Adult Social Care Portfolios. Action was being taken and would continue for the remainder of the financial year to address variances and take mitigating action as detailed in the report.

The Committee was advised that the overall corporate position was partly being offset by the application of £7.737m general COVID support received from MHCLG, of which £0.741m has been effectively ring-fenced to Education, Skills and Early Years to support Home to School transport. The remaining £6.996m was available to mitigate against the £11.652m of costs identified as relating to the pandemic. where possible. However, management action has been initiated across all service areas to review and challenge planned expenditure and to maximise income.

The report outlined the most up to date capital spending position for 2021/22 to 2025/26 for approved schemes. The revised capital programme budget for 2021/22 is £88.075m at the close of Quarter 1, a net increase of £2.073m from the original budget of £86.002m. Actual expenditure to 30 June 2020 was £4.791m (5.44% of the forecast outturn). Without doubt the forecast position would continue to change throughout the year with additional re-profiling into future years.

**RESOLVED** that the report be noted.

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## **UPDATE ON FINANCIAL ADMINISTRATION IN LOCAL AUTHORITIES**

The Committee gave consideration to a report which provided an update on Financial Administration in Local Authorities.

The report advised the Committee of the recent Section 114 notices and associated reports issued by the Chief Finance Officers (Section 151 Officers) at two Local Authorities (the London Borough of Croydon and Slough Borough Council) and provided information on the recent capitalisation directions issued by the Ministry of Housing, Communities and Local Government (MHCLG) to support the financial position of several Local Authorities during 2020/21 and 2021/22.

The Committee were informed that during 2020, the Section 151 Officer at the London Borough of Croydon issued two Section 114 notices which limited the spending of the Council to statutory and contractual items. To balance its revenue budget for the financial year 2020/21, the Council relied on a substantial contribution in respect of anticipated loan interest from its wholly owned Housing Company Brick by Brick. However, the company did not achieve the level of construction it anticipated as per its business plan and was therefore unable to repay the loans and the interest due to the Council in the financial year 2020/21. The MHCLG Select Committee identified that the system for oversight of the partnerships within the Borough was poor and

those Members who had a governance role (both Scrutiny and Audit) to hold the Executive to account, did not discharge their duty effectively. Reports presented to Scrutiny by Brick by Brick had key information that was not made available which should have been made available at the insistence of the Scrutiny Committee.

The Committee was also informed that on the 2 July 2021 the Interim Section 151 Officer at Slough Borough Council issued a Section 114 notice for Slough Borough Council. This followed the External Auditor only considering signing off the accounts for the financial year 2018/19 if an adjustment was processed which reduced the agreed level of general balances to £550k. The adjustment related to the Council overstating the income it expected to receive from a joint venture set up for commercial purposes. Such an adjustment impacted on the 2019/20 and 2020/21 accounts which were currently undergoing audit and could be subject to an adjustment which further reduces the level of general balances. The interim Section 151 Officer was of the view that the Council was effectively bankrupt and issued the Section 114 notice estimating that the level of general balances as of 31 March 2021 would be -£56m (a deficit of £56m). Effectively the interim Section 151 officer had identified that the Council did not set balanced budgets for the financial years 2018/19, 2019/20, 2020/21 and 2021/22.

In addition to the two Authorities who have had Section 114 Notices issued by their Section 151 Officer, the MHCLG agreed to capitalisation directions at the Authorities as followed:

- Peterborough City Council
- Eastbourne Borough Council
- The London Borough of Bexley
- Luton Borough Council
- Nottingham City Council
- Wirral Metropolitan Borough Council
- Redcar and Cleveland Unitary Authority
- Copeland District Council

The Committee was informed that whilst each Authority had their own unique circumstances, common themes emerged which included a failure to set aside sufficient MRP to cover the cost of borrowing undertaken, setting a budget with a very low level of general balances and poor partnership governance of wholly owned companies. It was suggested to the Committee that liaising with the Audit Committee would ensure adequate oversight of those areas within the Council.

**RESOLVED** that the report be noted.

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## **PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2021/22**

The Committee received a report inviting consideration of the Committee's Work Programme for 2021/22 as at August 2021.

**RESOLVED** that the Performance Overview and Scrutiny Work Programme 2021/22 be noted.



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**KEY DECISION DOCUMENT**

The Committee gave consideration to the latest Key Decision Document that had been published on the 20<sup>th</sup> August 2021.

**RESOLVED** that the Key Decision Document be noted.

The meeting started at 6.00 pm and ended at 7.30 pm

**OLDHAM SAFEGUARDING CHILDREN  
PARTNERSHIP**

**ANNUAL REPORT**

**1 April 2020 – 31 March 2021**



This report is a public document.

It can be accessed on the website of Oldham Safeguarding Children Partnership:

<https://www.olscb.org/about/publications/>

Approved by Oldham Safeguarding Children Partners on 14 October 2021

**Independent Chair:** Dr Henri Giller

**Report compiled and written by** Lisa Morris (OSCP Business Manager)

**Date of publication:** 02.11.2021

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**Availability and accessibility:** if you would like to receive this report in any other format please contact Lisa Morris - address above.



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## Message from the Independent Chair

The business year 2020-21 has proven to be a challenging one for the Oldham Safeguarding Children Partnership. In particular, the challenge of Covid-19 has tested the strength of Partnership bonds in what was only the second year of their reformulation.

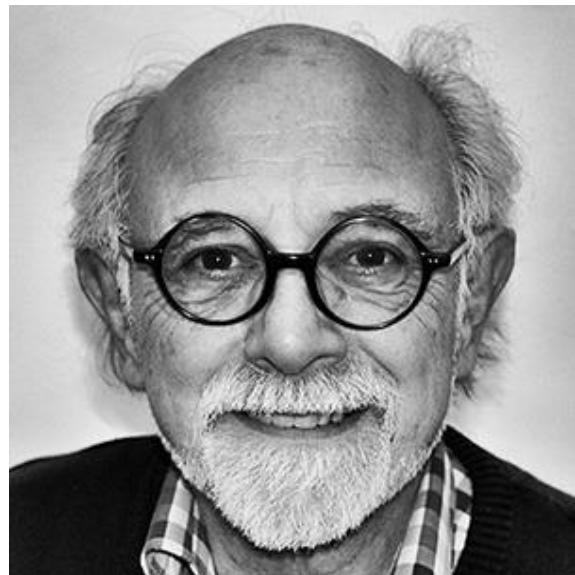
The impact of Covid on children and families in Oldham has been disproportionate due to the levels of poverty and inequality that affect the borough.

The Partnership has responded well to the challenge of the pandemic by:

- Identifying and responding to new levels of safeguarding demand – particularly with respect to harm to infants, increases in levels of domestic abuse affecting children and meeting children’s mental health and well-being needs.
- Enhancing the arrangements to enable reflection and learning of good safeguarding practice on a co-ordinated cross-agency basis
- Examining current safeguarding processes and asking how they can better meet the needs of children and young people – the arena of transitioning from children’s services to adult services being a particular point of focus in this
- Engaging with children and young people so to ensure that the Partnership identifies and responds to their priorities and concerns.

The legacy of the pandemic is one which has enabled the Partners to re-examine established practice and adapt and refine ways of working which better meet the needs of children and young people of Oldham. The implementation of this learning will be a major theme for the forthcoming year.

The pandemic also underlines the fact that if we are to have an enduring impact on safeguarding need in Oldham, we must systematically address the levels of inequality and poverty that affect children and young people. The Safeguarding Partnership must have a key role in the implementation of the emergent blueprint for change for children and families which seeks to address these issues.



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

Dr Henri Giller  
Independent Chair

## Reflections from our Statutory Partners

The impact of the Covid Pandemic in Oldham has been intense, with children missing education, and the increased demand placed on safeguarding services across the borough. The Partnership has had to adapt quickly and accordingly, and I am proud of our response. We swiftly identified emerging areas of safeguarding concern related to the pandemic, including injuries to under two-year-olds, increases in high-risk domestic abuse and the damaging effect of the mental health of our children and young people, and introduced a strong multi-agency plan and response to each. Despite these challenges we have continued forward with our strategic priorities, launching the new complex safeguarding hub, restructuring the Partnership to ensure maximum effectiveness, and introducing a new model of quality assurance in the form of a learning hub. We are well aware of the continued challenges to safeguarding children in Oldham, particularly in the context of such high levels of poverty and deprivation. In this adversity the Safeguarding Partnership is as important as ever, if not more so, and I look forward to further developing our Multi Agency Safeguarding response with you over the coming years.

**Gerard Jones - Managing Director, Children's Services**

The challenges of the last 12 months are well documented, and we have all lived through the experience of the pandemic in so many ways. I am extremely proud of how the safeguarding partnership has remained strong throughout these difficult months and faced head on the challenges of safeguarding our vulnerable children and young people, supporting families, and focusing on continuous improvement. The activity and outcomes documented in this report are testament to the unwavering focus of the teams across the partnership and to do this against the backdrop of a global pandemic and a fatigued workforce is remarkable. The pressures facing the NHS are immense and it is vital that as services go through the current restoration phase alongside a national restructure that safeguarding practice remains front and centre with everything that we do. This report highlights some of the good practice that we have seen over the last 12 months however the focus on current challenges remains clear as we see the growing complexity of transitions, complex and contextual safeguarding and children and adolescent mental health. The partnership arrangements continue to develop, and the commitment is evident across all our statutory and key partner agencies to meet these challenges and improve outcomes for our children and young people. **Claire Smith – Director of Nursing and Quality, Oldham CCG**

As we have moved out of the lockdown restrictions with a return to more normal levels of social interaction, education, and work, we have seen a significant increase in high-risk Domestic Abuse and also more incidents relating to concern for welfare, both for children and adults. I have been impressed at how the Safeguarding Partnership has picked up on these trends, promptly responding to understand and instigate improvements to better support victims and vulnerable people. The Safeguarding Partnership adapted its own practices to reduce risks during covid, but we are pleased to have growing face to face participation, on-line is often no substitute when developing strategies and dealing with complex issues. There is a greater sense of working together at all levels of safeguarding delivery, which is good for the people who need our help and particularly so for those with circumstances that do not fit defined criteria, for example children transitioning to adults. In relation to the Independent Chair's observations relating to measurement of outcomes of multi-agency practice, great progress has been made which we look forward to building upon, particularly in our plans to develop the Complex Safeguarding offering. Setting effective objectives that are measurable and deliver assurance is essential to our being as a tripartite partnership group. **Chief Superintendent Rachael Harrison, Oldham Police**

# Introduction

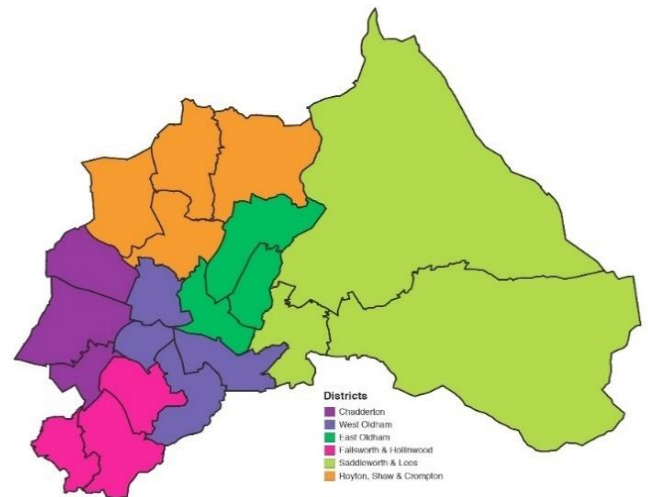
## Safeguarding Partnership

The Oldham Strategic Safeguarding Partnership has been developed by Oldham Council, Greater Manchester Police, and the Oldham Clinical Commissioning Group to ensure that all children and young people in the area get the safeguarding and protection they need in order to help them to thrive.

The Partnership provides leadership and accountability for the promotion of children and young peoples' well-being and the prevention and protection from harm.

Partners work together to promote a child-centred approach to safeguarding, listening to children, empowering families and, where needed, providing services that are professional, evidenced-based, and effective. The partners will continuously strive to improve and challenge each other to learn the lessons from daily practice.

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



Oldham has a population of 224,900 people making it the 6<sup>th</sup> largest borough in Greater Manchester.

There is a high proportion of Oldham residents under the age of 16 years (22.5%) compared with 15.7% over the age of 65 years.

Oldham has a diverse population with 22.5% of residents and 46% of school pupils from Black and Minority Ethnic (BAME) backgrounds.

38% of children in Oldham are living in poverty – this is the highest figure in the UK

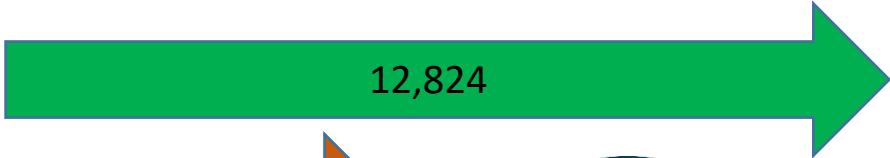
Oldham is ranked 19<sup>th</sup> worst out of 317 local authority areas on the indices of deprivation. Five areas within Oldham are ranked amongst the top 1% of the nation's most deprived areas.

### Our strategic aims include:

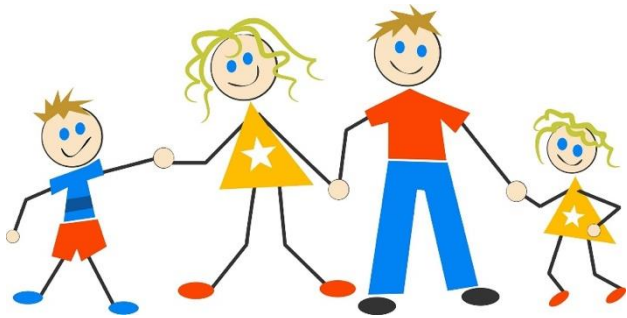
- Excellent practice is the norm across all practitioners in Oldham
- Partner agencies hold one another to account effectively
- There is early identification of new safeguarding issues
- Learning is promoted and embedded
- Information is shared effectively
- The public feel confident that children are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

# Profile of Safeguarding in Oldham

Contacts to MASH



Referrals to Targeted Early Help or Children's Social Care



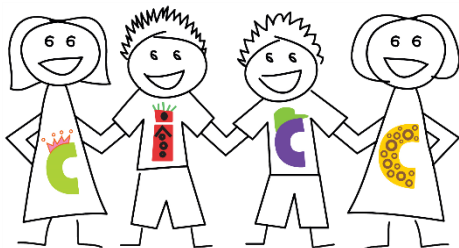
1344 S47 enquiries initiated

Of those referred:

696 were under the age of 2 years

2043 were between 3 years and 11 years

1484 were between 12 years and 19 years



448 children on child protection plans as of March 2021

532 children looked after as of March 2021



1258 incidents of children missing from home or care

227 children electively home educated



# Safeguarding Priorities for 2020-2021

## Recap on the Partnership Development day – March 2020

### Governance and structure

A key focus of the Partnership development day in March 2020 was an evaluation of the new arrangements thus far. The feedback from members of the Partnership suggested that the new arrangements had made statutory partners more visible, and communication was strong. However, there was still a feeling that our current model wasn't ambitious enough to support effective learning and that the high number of subgroups was a key factor in this.

With the support of Jane Shuttleworth and the learning from Bexley the Partnership agreed a move towards a "learning hub model" as a mechanism to improve and change partnership practice. The Partnership committed to introducing a new structure with a learning hub at its centre by September 2020, followed by six months of evaluation.

### Complex Safeguarding

Partners also considered Oldham's approach to complex safeguarding and reflected on the feedback and learning that had arisen from a complex safeguarding operational development day in February 2020 and the recent Greater Manchester Complex Safeguarding peer review.

Five key areas of focus were identified:

**Culture:** considering attitudes, language, understanding of exploitation, a shared value base of what we are trying to achieve

**Pathways** - identification and pathway to intervention, advice, and guidance versus intervention, having clarity of the offer

**Practice Model** – identifying the 'best' person (as per Relational Model), right service at the right time and the right person, clarity around roles of partners

**Skills and Training** – through all service areas, valuable induction for all services/new starters

**Mapping of Services** – understanding what else is out there (e.g., Sports Development,

### Covid 19 Pandemic

In response to the global Covid-19 pandemic the Safeguarding Partnership quickly established weekly assurance meetings with the three statutory safeguarding partners to ensure that children remained visible and that safeguarding concerns continue to be responded to quickly and

Mentoring Scheme), consider how we measure impact, building and strengthening of professional relationships

### Learning from Case Reviews

During the period 2019-20 the Partnership had concluded four serious case reviews, two multi-agency concise reviews and two rapid reviews. An overview of themes arising from these reviews highlighted recurrent learning points in relation to the following areas of practice:

- Partnership response to domestic abuse and neglect
- Professional challenge and escalation
- Child's lived experience
- Transitions
- Early identification of risk, particularly risks relating to exploitation
- Understanding and responding to children's mental health and emotional wellbeing.

### Feedback from children and young people

Representatives from Oldham Youth Voice family were part of the Partnership development day and reflected positively on the progress made over the previous 12 months. They set the Partnership a new challenge for the coming year which focused on embedding children and young people's involvement across all our work.

### Priorities for 2020-2021

Following on from the development the Safeguarding Partnership agreed key priority areas of focus for 2020-2021 period:

- Strengthening the governance arrangements for the Partnership
- Complex and Contextual Safeguarding
- Transitional Safeguarding
- Neglect
- Communications

effectively. This was supported by a twice weekly Partnership Management Team meeting involving senior leaders from across the Partnership to identify and review operational safeguarding concerns and trends arising as a result of the pandemic.



**Vulnerable 0–2-year-olds:** a sudden increase in the number of serious injuries to children under two years prompted a swift partnership response. Audits of the cases indicated that many of the injuries were occurring as a result of lack of supervision in the home. Recognising that families were experiencing increased pressure during the periods of lockdown with children not in school and the inability to access usual support networks, the Partnership focused on working together to support families by providing funded places for vulnerable 1–2-year-olds in an education setting, delivering key messages to families about accident prevention and supporting increased professional curiosity about family living situations and changes that may increase risk.

**Domestic Abuse:** Whilst data suggested that the number of domestic abuse incidents had remained consistent during lock down periods the Partnership were very concerned about a sizeable increase in the number of high-risk domestic abuse cases being identified. This suggested that the levels of abuse and coercion were escalating much quicker. In order to support victims and families, additional specialist Independent Domestic Violence Advisor (IDVA) capacity was agreed, and the Domestic Abuse Partnership introduced a series of live, online question and answer sessions with the aim of helping to raise awareness, inform people of the support that is available and answer their questions.

**Children's Mental health:** Oldham CAMHS saw a large reduction in referrals in Q1 and Q2 as we entered the first COVID-19 lockdown. Despite the reduction in routine referrals there was an increase in crisis referrals. Over Q3 and Q4 the number of referrals increased by 78.6%.

During the pandemic CAMHS continued to see children face to face including those who were testing positive if risk suggested it was needed.

The service also developed an online medium to review people as well as run groups and individual therapy. We supported Oldham's mental health ward with some of our nurses being redeployed to work on our wards and the service's emotional wellbeing practitioner offered extra advice and consultation support to schools.

The all-age liaison team in A&E assessed children on the paediatric ward out of hours to try and keep beds free and CAMHS assessed on the ward during work hours and every case was risk assessed on a regular basis to make sure the right level of support was offered especially to vulnerable children.

The increasing concerns regarding children's mental health has prompted a strategic partnership review.

### Impact on progress

Unfortunately, some of the Partnership activity has been stalled either as direct or indirect result of the Pandemic.

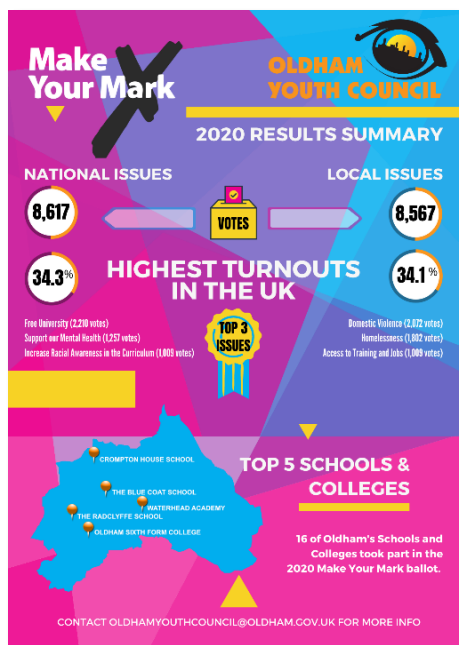
Our Young Person's Safeguarding Forum has been unable to launch in the way that we intended however some consultation work has taken place via online means and we're working closely with Oldham Youth Voice Family to engage more young people in Safeguarding issues.

The commissioning of cultural competency training was halted as the provider was keen for the training to take place face to face. In the interim we shared written briefings with professionals on cultural competency and hope to pick this up as a priority as soon as face to face training resumes.

# Voice of children and young people

## Make your Mark 2020

Make your mark is the largest annual youth consultation. In 2020 over 8,600 young people from Oldham took part in the consultation which was the highest turn out of young people in the UK.



The national priorities that young people identified were:

- Free university
- Support with mental health
- Increase racial awareness in the curriculum

Locally the following additional priorities were also identified:

- Domestic abuse
- Homelessness
- Access to training and jobs

The findings from the consultation were presented to the Safeguarding Partnership by the Chair of the Youth Council in January 2021.

## Work of the Youth Council in 2020/21

Members of the Youth Council are working with members of the partnership around tackling domestic violence with consultation work, development of resources and mapping what

support currently exists for children and young people.

Young people are currently planning on how they can further build on the work around mental health and support the work already happening in Oldham to provide support for young people.

The service wants to build on engagement work they are doing ensuring a wider range of children and young people are involved and that they capture the voices, views, and ideas of a diverse range of children and young people.

Covid recovery – the youth council are working with professionals and services to ensure young people are helping to shape how we recover from the Covid pandemic.

Young people want to continue to work with the Local Safeguarding Children Partnership to further embed youth voice and involvement in the work you do.



# Activity and Impact

## Restructure of the Partnership

In response to the feedback from partners the structure of the Partnership was reviewed, and a number of subgroups were disbanded. The child safeguarding practice review, learning and improvement and training groups were merged to form the new safeguarding review and learning hub. Thematic subgroups were replaced with time focused task and finish groups where appropriate.

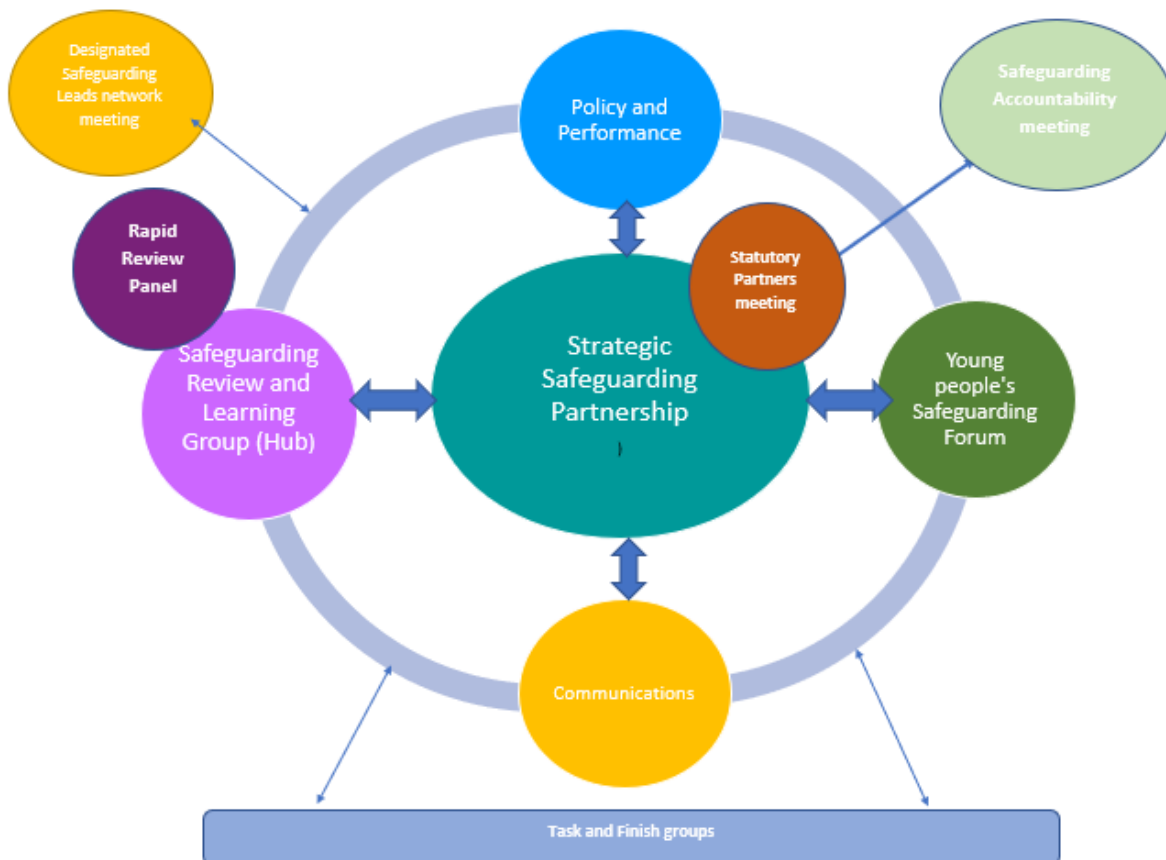
The young people’s safeguarding forum is being formalised and is led by the Youth Council and a named link Partnership representative.

A new communication group has been introduced, this is a joint subgroup with the Safeguarding Adult Board with the aim of aligning and joining branding and messages across partners. The three designated statutory partners hold a separate monthly meeting with the Independent Chair to

ensure their duties are being met although the Strategic Partnership has retained overall to ensure all relevant agencies are involved in decision making and accountability for safeguarding in Oldham.

In order to ensure clear links to schools and colleges the named education representatives on the Partnership will attend the designated safeguarding leads network on a termly basis.

For the purposes of assurance and scrutiny a safeguarding accountability meeting has been introduced between the designated statutory safeguarding leads, independent chair and the Chief Executive, Accountable Officer, Assistant Chief Constable, Leader of the Council and Lead Member for Children



## Complex Safeguarding Hub

Oldham's Complex Safeguarding Hub went live on 1<sup>st</sup> April 2020. The Complex Safeguarding Hub has functions for Phoenix (Child Sexual Exploitation), Child Criminal Exploitation, Organised Crime and Gangs, Modern Slavery and Trafficking within one service. The Hub combines the three key partners for safeguarding as an integrated service for response, consultation, and intervention. There is also a Clinical Psychologist linked to the Hub to provide consultation and support.

The Oldham Complex Safeguarding Hub will work with any child up to the age of 18 years (or up to the age of 25 years for any young adult currently open to the After Care Service for Oldham) who are open for assessment, intervention or planning to Children's Social Care, where there is an identified high risk of, or current experience of exploitation.

The Hub proposes a Phase 2 development by summer 2021 which incorporates advice and guidance in relation to professionals working with young people and adults where there is increasing concern regarding exploitation.

## Youth Now

Youth Now, delivered by Positive Steps, in partnership with Oldham Council, The University of Bedfordshire and Greater Manchester Police is aimed at young people and families identified as at risk of involvement in youth violence.

This project explores the use of family, peer, school, and community interventions as part of Oldham's response to serious youth violence. Through embedded research, the University of Bedfordshire team works alongside practitioners in Oldham to understand how their interventions engage with contextual dynamics of harm, capture, and disseminate this learning, and support the service to identify its impact on the lives of young people and the contexts in which they spend their time.

After the first eighteen months of the project there has been a significant amount of progress made against the outcome measures, in particularly when focusing on community interventions, which are already yielding positive results linked to

positive attachment to neighbourhoods. Key to this has been the introduction of the Friday Night Youth Provision in Failsworth. In addition to constructive pursuits young people and their families are supported by the Youth Now Team with targeted support depending upon need. A significant amount of time is spent ensuring young people are attending and engaging in school.

The programme closed in March 2021, although work is continuing through Positive Steps within the pilot site areas. Specific resources will be available for the Partnership to use to improve responses to Contextual and Complex Safeguarding.

## Oldham's Contextual Approach to Complex Safeguarding Strategy

In March 2021 the Partnership launched its Contextual Approach to Complex Safeguarding strategy 2021-2023. Within the strategy the Partnership recognises the differences in context and influence that children and young people face when vulnerable to exploitation and as such is keen to introduce a Contextual Safeguarding Approach across the Partnership.

### Priorities:

- Raise awareness, confidence, and skills to ensure the earliest identification of complex safeguarding, by professionals, carers, and the wider community
- To ensure victims and their families receive good quality support
- Hold perpetrators to account through improved disruption and prosecution and build our knowledge by understanding from perpetrators how they exploit children and adults at risk.



## Refreshed Continuum of Need

The Safeguarding Partnership recognises that the earliest possible help and support is likely to engage families to enable change. However, we are also clear regarding our collaborative responsibility to highlight increasing risk or significant unmet need for targeted support or intervention where earliest possible help has not achieved change. In order to assist professionals in making decisions about appropriate support for children, young people, and their families the Continuum of Need was reviewed, refreshed, and relaunched in January 2021.

A series of briefing sessions with professionals were held throughout February and March 2021.

**91%** of respondents told us that the refreshed continuum of need has assisted them in making decisions about the most appropriate support for children, young people, and families.

**91%** of respondents told us that the refreshed continuum of need had supported them to evidence the level of need when making a referral to services.

One respondent felt that *“whilst they were able to identify need using the continuum of need, the relevant support services were not always available. This has been compounded by current levels of demand leaving services feeling overwhelmed.”*

## A strategy for prevention and reduction of neglect in Oldham 2021-2023

We want Oldham to be a borough where the conditions are right for children to be able to

thrive. Experiencing neglect can significantly compromise a child’s development, therefore, early identification and timely intervention are extremely important to ensure the safety, wellbeing and development of children and young people. As well as identifying neglect effectively and providing the right support to tackle it, we need to address contributory factors such as parental substance misuse, and domestic abuse, as well as

poverty. This strategy sits in the wider context of work across Oldham to tackle the wider determinants of neglect.

### Our ambition:

- **Prevention** of the causes that lead to child neglect rather than only responding to the symptoms by understanding the scale of neglect in Oldham and how it’s affecting our families.
- **Protection** by ensuring a strong Partnership response with a common understanding of the spectrum of neglect and a recognition of the need to work with families at the earliest opportunity to prevent harm.
- **Provision** of strengths-based support for families from voluntary and statutory organisations in Oldham
- **Participation** by providing opportunities for children, young people, and families to share their experiences in order to shape and develop our multi - agency response to neglect.

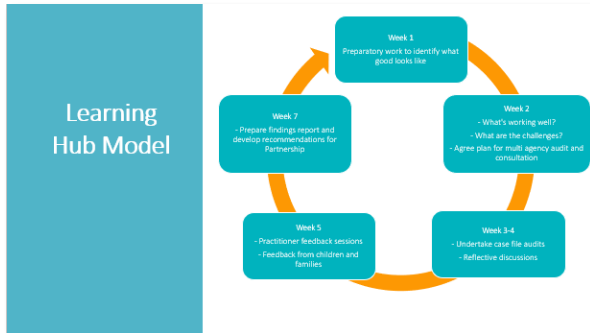




# Learning activity

## Learning Hub

The learning hub is a “back to practice” approach which creates a space for professionals from different agencies to have different types of conversations about improving and changing partnership practice.



The model works on cyclic approach to engaging partners at both a strategic and operational level in developing effective multi-agency collaboration. Leading with the establishment of “what good looks like” the model promotes a strength-based approach to improving practice.

Our first learning hub focused on Initial Child Protection Conferences.

**Participant packs:** Based on statutory guidance, policy, and procedure, and learning from case reviews and inspections Oldham Learning Hub identified “what good looks like” based on the following key points that set out what a good initial child protection conference looks like against the following areas:

- Preparation
- Lived experience/engagement
- Transparency
- Planning and Impact
- Accountability
- Timeliness

**Practitioner event:** held on 2 December 2020 with a range of multi-agency professionals. Ahead of the event professionals were provided with two documents: What good looks like and Oldham picture. Using the information contained within the document alongside their professional knowledge and experience professionals were asked to

consider what’s working well, what are we worried about and what action do we need to take to get to good.

**Outcome:** Multi-Agency sessions were delivered across the Partnership to support professionals understanding of thresholds, thus ensuring that the right cases are brought to child protection conference.

A set of multi-agency practice standards have been developed in relation to Initial Child Protection Conferences and have supported the development of wider practice standards for other multi-agency safeguarding activity.

A toolkit has been developed to support professionals to reflect the child’s lived experience within reports and assessments.

Easy read tools are being developed to support parents and young people’s understanding of the child protection process.

Contextual Safeguarding plans are being explored for older children where risks relate to exploitation.

## Independent Review of non-recent CSE

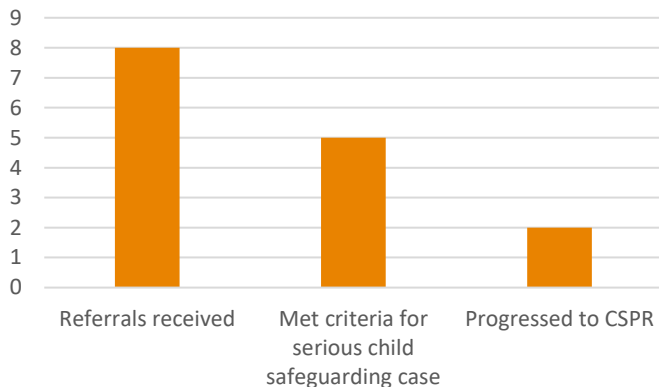
Oldham Safeguarding Partnership, together with the Leader of the Council jointly requested that a review into safeguarding practices in the borough of Oldham be combined into the ongoing independent review work commissioned by the Mayor’s office. The remit of this aspect of the review focuses on historical allegations relating to child sexual exploitation and consider whether the council, with its partner agencies provided an appropriate response to protect children vulnerable to or known to be victims of child sexual exploitation. The outcome of the review is due to be published later in 2021.



## Case Reviews

The Safeguarding Partnership has a statutory duty to review serious child safeguarding cases with the aim of identifying learning, improvements in practice and protecting children from harm.

A serious child safeguarding case is one in which, “abuse or neglect of a child is known or suspected, **and** the child has died or been seriously harmed.” (WT 2018)



During the 2020-21 period the Partnership received eight referrals of cases for consideration by the Child Safeguarding Review Panel. Of these, five met the criteria for serious child safeguarding case and two progressed to a further Child Safeguarding Practice Review.

Of the cases that didn't progress to a Child Safeguarding Review the learning identified in the Rapid Review was shared across the Partnership to support practice development.

In three of the cases where the criteria for serious child safeguarding case had not been met the Partnership agreed that multi-agency learning could be obtained from reviewing these cases and thus local learning activity was commenced.

Learning themes identified included:

- Professional curiosity and challenge
- Cultural competency and use of interpreters
- Identifying and assessing neglect
- Stronger pathways and services for transitions
- Importance of holistic chronologies

### RR Child E 2020 – his story

RR Child E 2020 was a young baby who sadly died, unexpectedly in 2020.

His family were known to services following concerns around the family's living environment, appropriate supervision, home safety and possible neglect.

The family were not of British heritage and English was not their first language.

Baby was described by professionals as happy and clean with no signs of neglect.

During professional visits to the home, concerns were highlighted regarding baby's sleeping arrangements which were observed to be unsafe. It is unclear how much parents understood the safe sleep messages from health professionals despite the use of interpreters.

The family's living arrangements were sparse and there was cockroach infestation which due to the restrictions of Covid 19 was not managed by the landlord in a timely way. Agency professionals differed in their assessment of the home conditions with some stating that they were neglectful whilst others deemed them basic but suitable.

The siblings within the family were not accessing education and parents were being supported by agencies with the enrolment process.

The children were on a child protection plan for neglect at the time of baby's death, but professionals noted that parents were engaging well and working together with agencies to make the necessary changes.

# Training and Communication

## Baby Week

As a result of the learning gained from RR Child E 2020 alongside the learning from the national review of sudden and unexpected deaths in infancy, the Partnership delivered a themed week of training to professionals in October 2020.

Four sessions took place over the course of the week focusing on:

- Learning from RR Child E 2020 and messages regarding safe sleep
- Messages from ICON – abusive head trauma
- Emotional wellbeing of babies
- Learning from national review of sudden and unexpected deaths in infancy

In total 78 professionals attended the sessions.

**“100% of participants learned something and would recommend the sessions to colleagues”**

## Key areas of learning that professionals fed back on were:

- Understanding the importance of multi-agency communication
- Consistent delivery of safe sleep advice
- How to use ICON tools with families
- Understanding how babies communicate and the impacts of poor attachment
- Communicating with parents in a meaningful way

## Online training and webinars

As a result of the Pandemic the Partnership's usual comprehensive calendar of training was paused. Very quickly the Partnership's training consultant sought to adapt key training sessions to be delivered online via webinar sessions.

Throughout 2020-21 the Partnership has delivered:

**58 training opportunities to 1,114 participants**

### MARAC training evaluation

- 40 evaluations were received out of 64 attendees.
- Of those 51% had worked with a client experiencing domestic abuse since the training.
- Out of these, 95% had completed a DASH risk assessment with the client. Of which 92% resulted in a referral to MARAC.

*“It was really beneficial to have the line of questioning role played and was a brilliant example of how the questionnaire process plays out, found this very informative.”*

## Information Highway Fridays

Building on good practice from other areas, in January 2021 the Partnership introduced regular lunchtime briefing sessions.

Delivered on a Friday by Partnership professionals the “Information Highway Friday” sessions provide an opportunity for key messages and learning on a range of safeguarding topics to be delivered to a large group of professionals.

To date topics have included:

- Learning from case reviews
- Launch of the neglect strategy
- Refreshed continuum of need
- Learning from adult reviews

## Oldham Safeguarding bulletin

In September 2020 the Partnership, together with the Safeguarding Adult’s Board launched a children’s and adults Safeguarding Bulletin to keep practitioners and managers up to date with resources and training opportunities.

The bulletin goes out to over 260 multi-agency professionals on a fortnightly basis.

## Oldham Safeguarding Twitter

In April 2020 we launched our joint Twitter account with Safeguarding Adult Board.

To date we have 391 followers and regularly tweet information about our activities, key messages, and local and national campaigns.

# Our plan for 2021-2022



## Oldham Safeguarding Children Partnership Plan on a Page: Annual Business Plan April 2021 to March 2022

Our Vision is for everyone to work together to ensure that all children and young people are safe and feel safe within their homes, schools and communities.

Domestic Abuse	Complex and Contextual Safeguarding	Transitions	Children's Mental Health and the impact of trauma
<p><b>Strategic Objectives</b></p> <p>A clear and robust offer of support will be available in the local area for all victims and children who are experiencing or at risk of domestic abuse</p> <p>A confident and competent workforce who are able to recognise and respond to domestic abuse.</p>	<p><b>Strategic Objectives</b></p> <p>Children and young people at risk of or experiencing all forms of exploitation will receive the right support at the right time in order to keep them safe.</p> <p>A confident and competent workforce who are able to recognise and respond to exploitation at the earliest opportunity.</p>	<p><b>Strategic Objective</b></p> <p>Young people will have clear and robust and timely transition plans across all areas of safeguarding need to ensure appropriate support as they move into adulthood.</p> <p>Specific pathways for transitions in relation to complex safeguarding and mental health.</p>	<p><b>Strategic Objectives</b></p> <p>Children and young people living with mental ill health and/or the impact of trauma are able to access the right level of support at the right time.</p> <p>A confident and competent workforce who are able to work with children and families in a trauma informed way.</p>
<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Work in partnership with the Domestic Abuse Partnership and the Safeguarding Adults Board to review and implement the recommendations of the <a href="#">Safe Lives review</a>.</li> <li>• Evaluate workforce development against the domestic abuse training framework</li> </ul>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Define and shape our local response to gangs, knife crime and criminal exploitation.</li> <li>• Map and clearly define the pathways for early possible support and intervention.</li> <li>• Develop specific multi-agency training in relation to criminal exploitation, gang and knife crime.</li> </ul>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Implement a multi-agency Transitions strategy across the Partnership.</li> <li>• Develop specific transitions pathways for complex safeguarding and children’s mental health.</li> </ul>	<p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Hold a multi-agency summit to identify good practice and areas for improvement in relation to the partnership response to children’s mental health.</li> <li>• Develop clear lines of governance and accountability for children’s mental health</li> <li>• Map the trauma training offer across the Partnership.</li> </ul>

Website: [www.oldhamsafeguarding.org](http://www.oldhamsafeguarding.org)  
Email: [OSCP.Group@oldham.gov.uk](mailto:OSCP.Group@oldham.gov.uk)

# An assessment from the Independent Chair

The new safeguarding arrangements, introduced by the Children and Social Work Act 2017 and Working Together to Safeguard Children 2018, require that they include provision for the scrutiny by an independent person of the effectiveness of the arrangements. This section of the report provides the scrutiny of the Independent Chair of the Oldham Partnership of the second working year of the new partnership arrangements. The criteria for scrutiny are those proposed by Sir Alan Wood in his report proposing new safeguarding arrangements (para. 69 Wood report: review of the role and functions of local safeguarding children boards (2016)). These criteria are said to reflect the key strategic issues that need to authorise and underpin effective multi-agency practice.

## Determining the physical area of operation covered by the multi-agency arrangements

This issue remained unaltered during the period under review. The issue may need to be revisited during 2022 with the reconfiguration of the NHS into integrated care systems. In particular, the remit and reach of services that will service the Greater Manchester area may require the Oldham Partnership to establish new working arrangements with the newly configured commissioning authority.

**Judgement: Green**

## The authorising vision for multi-agency arrangements, the partnership commitment

This issue was re-examined at the partnership development day in March 2020. It was agreed that the vision should be refocussed into one which centred on the partnership being more of a learning hub and from that more effectively implementing change as required from the learning. The period 2020-21 was to be used to test the effectiveness of the learning hub model.

**Judgement: Green**

## The resource framework, e.g., the cost of the multi-agency strategic decision-making body, the cost of agreed initiatives, e.g., joint training, agreed local research, innovation in service design

The Covid pandemic effectively constrained any further consideration of reframing the resource framework in the period under review. Initiatives which commenced in 2019-20 – MASH, enhanced team around the school, improved early help offer, enhancing workforce skills, developing a complex safeguarding team – were all consolidated during 2020-21 and became established elements of the Oldham safeguarding architecture.

It remains to be seen to what extent the learning hub model facilitates a “framework approach” to resourcing across the Partnership and whether this is focussed principally on innovation re core funding.

**Judgement: Amber**

## The method to assess outcomes of multi-agency practice, including how intervention happens if performance falters, and how “independent” external assurance/scrutiny will be utilised.

The assessment of outcomes, particularly in relation to the strategic priorities of the Partnership, has been a real strength of activity in the period under review, despite the impact of Covid. Multiagency audits have been undertaken with respect to neglect of children under two years of age, domestic violence and children’s mental health and have demonstrated the need to enhance policy and practice in these areas. Oldham’s complex safeguarding team has fully participated in the GM complex safeguarding initiative, including participation in the GM peer review process on the way in which the team has been deployed and has engaged with those with safeguarding risk.

The GM safeguarding alliance did not become operational in the period under review. Oldham will engage with the alliance’s proposed programme of



shared learning when it commences in autumn 2021. Meanwhile Oldham has been in discussion with Tameside on a peer review initiative which should enhance the current scrutiny arrangements in relation to effective practice.

Throughout the period of the Covid pandemic the statutory partners and the independent chair have been meeting regularly (initially weekly, latterly monthly) to monitor the impact of the pandemic on safeguarding demand and agency response to it. This has provided a significant opportunity for the partners to share intelligence and perspectives on the impact of the pandemic, develop a risk register to document the safeguarding risks created by the pandemic and the actions taken to mitigate them and evaluate the effectiveness of modified safeguarding work practices and how these might be built into any new normal ways of working.

External review of the working of the Partnership arrangements continues to be led by the independent Chair. This exercise in the evaluation of the Wood strategic criteria is a further iteration of that function.

**Judgement: Green**

### **The strategy for information and data sharing, including to allow for identification of vulnerable children in need of early help.**

A protocol for information sharing between the statutory partners and between the partnership and key stakeholder organisations was operationalised during this period. This has proven robust and effective and has enabled information to be shared both in the arena of safeguarding need and for the purposes of early help.

The request from Government to report on initiatives in the Borough to combat youth violence demonstrated the need for Partners to share intelligence more readily on critical need issues and on strategies being developed to impact on concerns. Currently there is a resurgence of interest in intelligence-led strategy development and a focus on what effective intervention looks like.

**Judgement: Amber**

### **High level oversight of workforce planning, e.g., gaps in skilled areas.**

Work force planning continues to be primarily undertaken on a partner-specific basis, with limited consideration of the potential for cross-partner work force development. Active strategies to enhance the quality and quantity of the workforce were significantly interrupted by the Covid pandemic, with the primary emphasis on supporting the workforce, thereby enabling staff to continue to provide support and services for those with significant safeguarding risk. The demands created by Covid undoubtedly affected the capacity of the workforce to engage with the strategic agenda of the Partnership, their priority understandably being to discharge the operational imperative of safeguarding.

Multi-agency training initiatives continued to be provided during this period, with virtual learning being the predominant medium. Training initiatives continued to be focussed on Partnership priorities, with the experience of the past 12 months being assimilated into the Partnership's forward planning for training and workforce development.

**Judgement: Amber**

### **A multi-agency communication strategy on protecting children**

As with workforce planning, communicating issues relating to safeguarding has hitherto been addressed on a partner-specific basis. The children's partnership in this period commenced a more strategic approach to communicating key safeguarding messages through the Information Highway Friday initiative and the fortnightly safeguarding bulletin (which simultaneously addresses adult safeguarding issues). Both of these initiatives have secured greater awareness of safeguarding issues and have facilitated communication of important safeguarding messages locally.

**Judgement: Green**

## **Risk strategy, identifying and adapting to challenges including new events, and establishing a core intelligence capacity.**

The Covid pandemic rapidly accelerated the Partnership's understanding and appreciation of risk identification and risk management and the sharing of information and intelligence on these issues. Identification of patterns of safeguarding risk, both on an individual and areal basis, were well documented by the local statutory partners throughout the period and the knowledge and experience gained stored for the development of the next iteration of the local (three year) safeguarding strategy. Strategic risk identification, management and amelioration will be focussed on both priority risk groups and risk settings such as key localities and neighbourhoods, school clusters and estates. Sharing information across the Partnership to facilitate an intelligence-led approach to safeguarding is intended to become a hallmark of the Oldham approach. Key in this will be effective working between the wide variety of Partnerships that operate across the Borough (e.g., Health and Wellbeing, Community Safety etc). Continued efforts will be made to ensure that shared priorities are effectively delivered on and demonstrated to be effective.

**Judgement: Amber**

## **The model of local inquiry into incidents**

The rapid review arrangements have quickly become established as an effective mechanism for responding to serious child safeguarding incidents. A variety of methods for undertaking review and reflection continue to be trialled and tested and active communication with the National Panel has continued to produce positive outcomes from local decisions and support for local initiatives. The development of local arrangements to date has led to a streamlining of the review process and the avoidance of unnecessary duplication. Key initiatives have been undertaken with respect to the safeguarding needs of those children under two years of age and with respect to youth violence.

The Partnership continues to be challenged to ensure that arrangements are in place to deliver effective practice change where required from practice reviews. This remains a priority for the partners, and one that continues to require audit and evaluation.

**Judgement: Green**





**OLDHAM SAFEGUARDING CHILDREN  
PARTNERSHIP  
STRATEGIC PLAN  
2021 - 2024**

This Strategic plan is a public document.

It can be accessed on the website of Oldham Safeguarding Children Partnership:

<https://www.olscb.org/about/publications/>

Approved by OSCP on 18 March 2021

Independent Chair: Dr Henri Giller

Report compiled and written by: Lisa Morris (OSCP Business Manager)

Contact details:

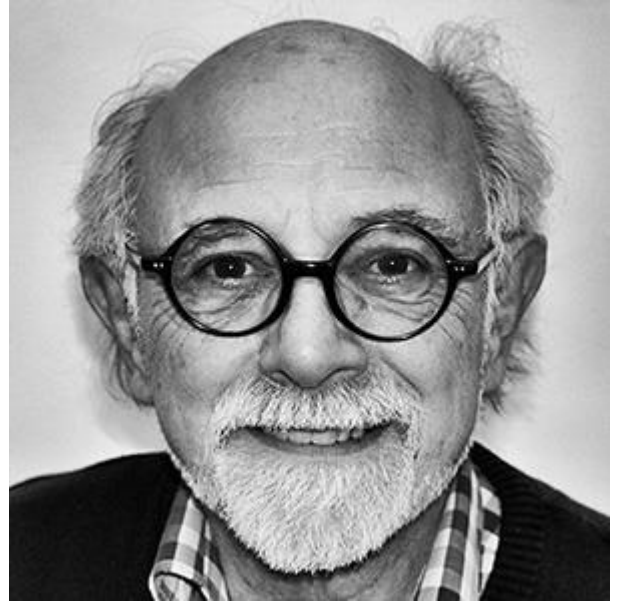
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# Foreword

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The Oldham Safeguarding Children Strategic Plan for 2021-24 has been developed against a backdrop of considerable change in the Borough over the recent past. The safeguarding partners of the borough have had their governance structure reconfigured as required by recent legislation. That reconfiguration was then implemented in the face of the Covid-19 pandemic, which meant that traditional methods of working were seriously challenged. This new Strategic Plan, therefore, will commence implementation as lockdown from the pandemic begins to ease and the safeguarding partners seek to establish a “new normal” in practice relationships.



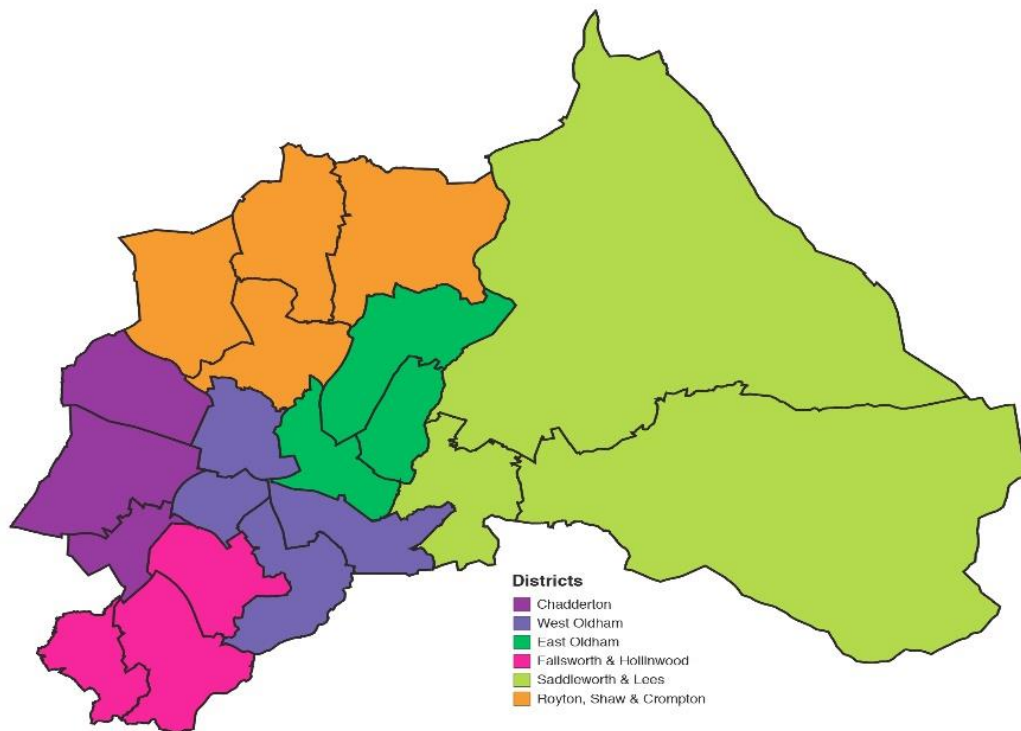
Current safeguarding priorities in the borough include injuries to children under two years of age, high-risk domestic abuse incidents, concerns over children’s mental health and ensuring effective access and delivery of education services. The safeguarding partners are committed to adopting approaches and practices that ensure that we develop a culture of continuing learning and improvement and give the public confidence that children in the borough are effectively protected. The safeguarding partnership will regularly report on its performance in delivering the objectives of this Strategic Plan.

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

Dr Henri Giller

Independent Chair, Oldham Safeguarding Children Partnership.

# Oldham's Context



Oldham has a population of 233,759 people making it the 7<sup>th</sup> largest borough in Greater Manchester.

There is a high proportion of Oldham residents under the age of 16 years (22.5%) compared with 15.7% over the age of 65 years.

Although levels of deprivation have improved in the borough, we are still ranked 47<sup>th</sup> highest out of 327 local authority areas. Four areas within Oldham are ranked amongst the top 1.1% of the nation's most deprived areas.

Oldham has a diverse population with 22.5% of residents from Black and Minority Ethnic (BAME) backgrounds.

The rate of children living in poverty has risen by 8.1% in four years. From 31.8% to 39.9%

In 2020/21 there were:

- 4,278 referrals to children's services
- 612 child protection conferences initiated
- 194 children who became looked after

## Our Vision

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

This vision is underpinned by the strategic aims and priorities identified throughout the strategic plan for 2021-2024. It supports the principle that safeguarding is everyone’s business and reinforces the need for us all to work together in order to support children and young people in Oldham to achieve their full potential.

## Our Purpose

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OSCP brings together the Statutory Safeguarding Partners (the Police, Clinical Commission Group and Local Authority) to work in close collaboration with Relevant Agencies to safeguard and promote the welfare of all children and young people in Oldham. This is achieved through the co-ordination of collaborative partnership activity at a local level to identify and respond to local safeguarding need, ensure local arrangements for the safeguarding of children are fit for purpose and provide scrutiny of, and challenge to, those arrangements where appropriate.

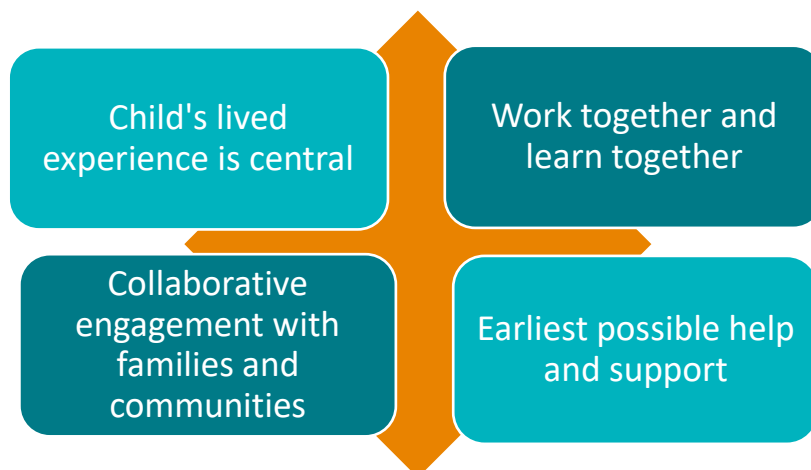
## Our Strategic Aims

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

## Our Principles

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# Impact of Covid -19 pandemic

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Oldham has been hit hard by the COVID-19 pandemic. Since the start of the pandemic we have had 23,243 confirmed cases of COVID in Oldham residents. Since August 2020, Oldham along with other areas in GM, has generally been in the highest-level restrictions in order to control the spread of the virus. Structural inequalities driving enduring transmission mean that the risks for Oldham are greater than most other areas which do not share the same demographic or socio-economic characteristics. We have worked really hard alongside our community leaders to address COVID. The work by our voluntary sector, faith leaders, schools, businesses, and the people of Oldham, to stop the spread of the virus has been incredible. So far, over 150,000 vaccine doses have been administered for our population with 56% of the population now having received their first dose. As our rates of COVID have dropped in 2021, we are seeing reduced pressure on our hospital services, and less people needing to isolate either as cases, or as contacts.

A strong, partnership response was implemented immediately for safeguarding children which saw the introduction of the children's partnership bronze meetings and regular covid assurance meetings with the statutory safeguarding partners. The focus of these daily, weekly and fortnightly meetings focuses on the ensuring support for the most vulnerable children, developing a shared and consistent response across the Partnership and identifying and responding to emerging risks and concerns.

Three key areas of safeguarding risk were identified as priority areas of focus:

## **1. Injuries to under 2-year olds**

During both periods of national lockdown Children's Services saw an increase in the number of children under the age of two years who were experiencing accidental and non-accidental injuries. Whilst the majority of these incidents were as a result of lack of supervision or sibling mishandling the circumstances highlighted the additional stresses and pressures that were being faced by parents of new and young children in the context of isolation and reduced support as a result of the pandemic.

## **2. Significant increases in the number of high-risk domestic abuse incidents**

Oldham saw a significant increase in high risk domestic abuse cases in Oldham during the Covid-19 pandemic, with a 92% rise in serious domestic abuse incidents affecting women and children. In the first week of February 2021 alone the Local Authority recorded 58 serious incidents of domestic abuse, compared to 43 in the whole month of February last year. Many of the families have not previously been known the Children's Services but the severity of the incidents being reported was of significant concern.

## **3. Increased concerns for children's mental health**

Oldham Healthy Young Minds saw a large reduction in referrals in Q1 and Q2 of 2020-21 as the Country entered the first COVID-19 lockdown. Despite the reduction in routine referrals there was a notable increase in crisis referrals. Similar increases have been noted in the incidences of self-harm amongst young people which has risen each quarter since the start of the pandemic. These areas are supported by a Partnership action and communications plans to ensure a co-ordinated response and awareness raising of the need and the available support for professionals and local communities.

As the Partnership moves towards recovery planning, the impact that Covid-19 has had and will continue to have on Oldham's families remains in a key area of focus and consideration.



# Our Priorities

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## Domestic Abuse

The impact of the significant increases seen during the pandemic on the support for high risk victims of domestic abuse has prompted questions about the offer in its entirety, including the support offer for medium and standard risk victims and children and young people, work with perpetrators and the preventative offer. The impending Domestic Abuse Bill, which is currently in the later stages of the Parliamentary process, gives further impetus to this being a priority area for the Partnership. The Bill is intended to help transform the response to domestic abuse, helping to prevent offending, protect victims and ensure they have the support they need.

## Complex and Contextual Safeguarding

Huge strides have been made in our Partnership approach to Complex Safeguarding over the past 12-18 months, with introduction of dedicated multi-agency complex safeguarding hub whose aim is to ensure that all children, young people and adults who are highly vulnerable to exploitation, either criminal or sexual, are provided with a clear targeted response which enables and promotes a targeted multi-agency response to need and risk. Whilst the Hub is a real strength for the Partnership the focus now needs to be on the mapping and development of the community level support offer, development of a robust multi-agency response to criminal exploitation and gangs and the embedding of our contextual approach to complex safeguarding.

## Transitions

Work has progressed significantly within the Local Authority on this priority area over the past six months, resulting in the first draft of a Transitions strategy for 'Children's to Adults'. The document includes key deliverables, strategy and model, practice pathway and standards, tools and processes and implementation including training. The focus for the Safeguarding Partnership will be on widening the strategy to include key partner agencies who have a role within transitions and to those areas of safeguarding that have been identified as priorities such as complex safeguarding and mental health.

## Children's mental health and understanding the impact of trauma

There is rising demand in relation to the mental health needs of children and young people and whilst it is acknowledged that there has been a strong crisis response during the pandemic, it is also recognised that there is a real need for greater connectivity across the wider children's system in order to ensure that we are able to deliver the best outcomes. Accountability and governance for this workstream is a key priority for Partners and once established will support the work needed to develop a robust partnership response to supporting the mental health and emotional wellbeing of our children and young people up to the age of 25 years.

## Domestic Abuse

### Strategic Objectives

A clear and robust offer of support will be available in the local area for all victims and children who are experiencing or at risk of domestic abuse

A confident and competent workforce who are able to recognise and respond to domestic abuse.

### Actions

- Work in partnership with the Domestic Abuse Partnership and the Safeguarding Adults Board to review and implement the recommendations of the Safe Lives review.
- Evaluate workforce development against the domestic abuse training framework

## Complex and Contextual Safeguarding

### Strategic Objectives

Children and young people at risk of or experiencing all forms of exploitation will receive the right support at the right time in order to keep them safe.

A confident and competent workforce who are able to recognise and respond to exploitation at the earliest opportunity.

### Actions

- Define and shape our local response to gangs, knife crime and criminal exploitation.
- Map and clearly define the pathways for early possible support and intervention.
- Develop specific multi-agency training in relation to criminal exploitation, gang and knife crime.

## Transitions

### Strategic Objective

Young people will have clear and robust and timely transition plans across all areas of safeguarding need to ensure appropriate support as they move into adulthood.

Specific pathways for transitions in relation to complex safeguarding and mental health.

### Actions

- Implement a multi-agency Transitions strategy across the Partnership.
- Develop specific transitions pathways for complex safeguarding and children's mental health.

## Children's Mental Health and the impact of trauma

### Strategic Objectives

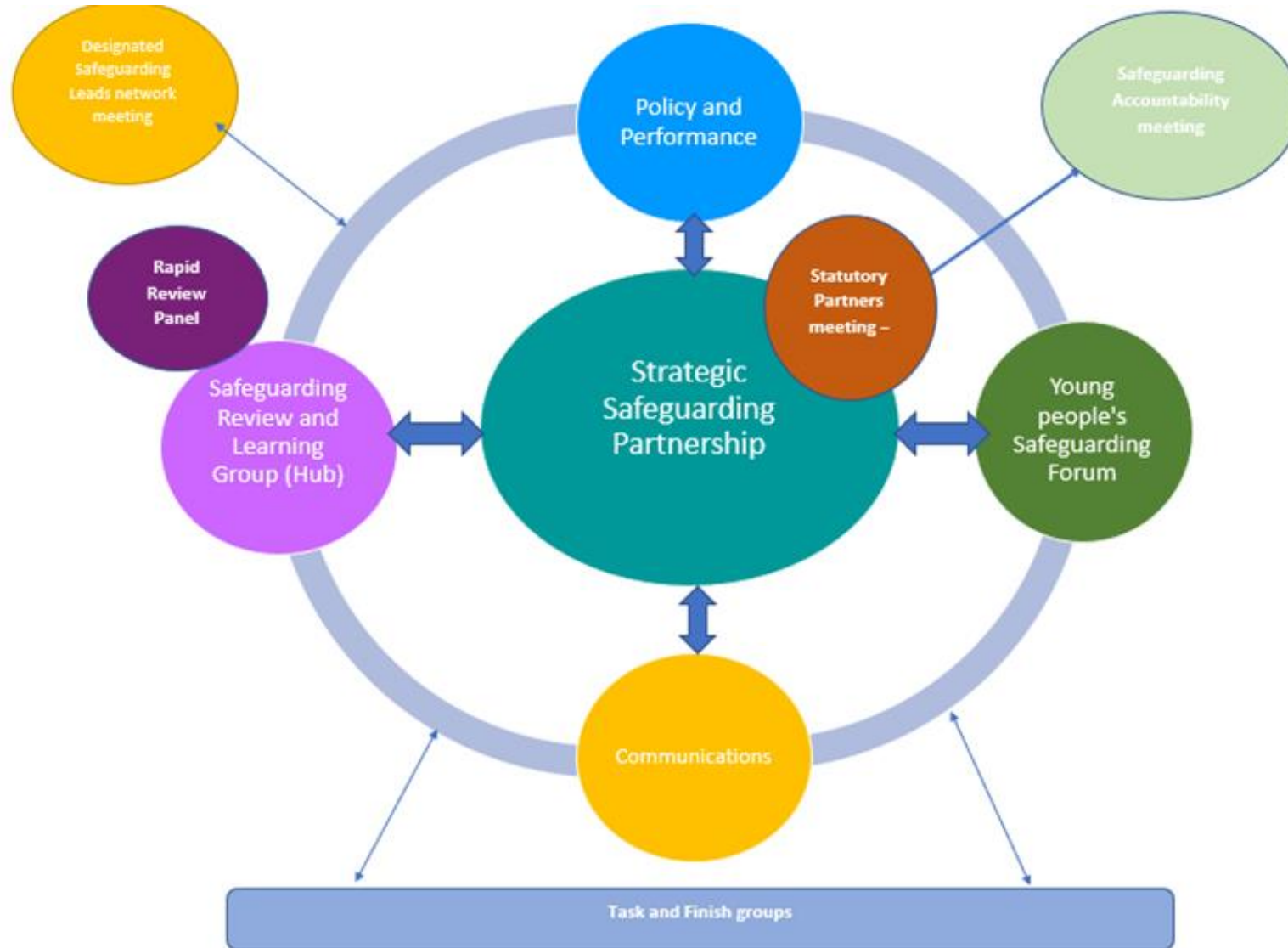
Children and young people living with mental ill health and/or the impact of trauma are able to access the right level of support at the right time.

A confident and competent workforce who are able to work with children and families in a trauma informed way.

### Actions

- Hold a multi-agency summit to identify good practice and areas for improvement in relation to the partnership response to children's mental health.
- Develop clear lines of governance and accountability for children's mental health
- Map the trauma training offer across the Partnership.

# Our Model



### **Rapid Review Panel**

- This is an agreed subset of the Safeguarding and Learning Review Group which will be pulled together as and when required to respond to rapid review referrals.
- Recommendations from the Panel will be made to the Safeguarding Review and Learning Group to progress.

### **Policy and Performance Co-ordination:**

- Deliver a performance framework and scorecard that is focussed on improving outcomes for children
- Develop and implement appropriate thresholds, policies and procedures that are focussed on improving outcomes for children and families
- Work alongside the Safeguarding and Review Group to provide quality assurance and analysis

### **Safeguarding Accountability meeting:**

Quarterly meeting to provide safeguarding assurance to the Chief Executive of LA, Accountable Officer for CCG and Chief Superintendent for GMP

### **Safeguarding Review and Learning Group:**

- To define “what good looks like”
- To facilitate the effective management of Child Safeguarding Reviews
- To act as a conduit at a local level for the delivery of any national reviews
- To audit and evaluate the impact of learning on partnership practice
- To develop and drive the partnership training plan, influenced by strategic priorities and learning from reviews
- To develop a culture of continuous learning and improvement across the Partnership to safeguard and promote the welfare of children and promote good practice.

### **Strategic Safeguarding Partnership:**

- Setting the strategic aims and priorities of the Oldham safeguarding children partnership,
- Agreeing and monitoring the partnership budget to deliver on those aims and priorities,
- Monitoring the performance scorecard of the partnership,
- Holding partners to account in relation to their safeguarding responsibilities
- Providing scrutiny and challenge to partners

### **Statutory Partner meeting**

- To agree the agenda for the Partnership
- To receive exception reports from subgroup chairs
- To prepare for Safeguarding Accountability meeting
- To identify cross cutting themes with the Adult Safeguarding Board

### **Young people’s safeguarding forum:**

- Themed focus groups led by Oldham Youth Voice Family and promoted to children and young people across Oldham.
- To consult on Safeguarding themes and feedback to the Strategic Safeguarding Partnership
- To support priority setting for the Partnership

### **Communications:**

- Develop communications strategy for Partnership
- Lead on cascading of information to wider professionals and communities
- Engage children and young people in the work of the Partnership
- Support Partnership in relation to media interest relating to Partnership activity

### **Task and Finish groups**

- To lead on time limited, task specific pieces of work as directed by subgroups and/or Strategic Partnership

### **Designated Safeguarding Leads Network:**

- Held termly with DSL’s to ensure communication and discussion with schools/colleges



**Report to OVERVIEW AND SCRUTINY BOARD**

## **Oldham Safeguarding Adults Board: 2020/21 Annual Report and Strategic Plan**

**Portfolio Holder:**

Councillor Chauhan, Cabinet Member for Health and Social Care.

**Contact:** Dr. Henri Giller, Independent Chair, Oldham Safeguarding Adults Board and 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.

**Ext.** 6401 (Mobile: 07809 514922)

**Date:** 7<sup>th</sup> October 2021

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### **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. It must also produce a Strategic Plan setting out its future safeguarding ambitions and the multi-agency actions required to help keep people safe in Oldham.

The purpose of this report is to share the Board's 2020/21 Annual Report and 2021-24 Strategic Plan with members of the Overview and Scrutiny Board for their consideration.

### **Background**

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.

Over the last eighteen months 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.

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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.
- Undertake a **Safeguarding Adult Review** in line with Section 44 of the Care Act where it believes someone has experienced significant harm or death as a direct result of abuse, neglect or exploitation, and which could have been prevented.

### **Key Achievements in 2020/21**

Over the last year the Board has led a significant programme of work. It has actively responded to new and increasing safeguarding trends that emerged during and after Covid lockdown and strengthened processes for reporting and reviewing serious safeguarding incidents.

Other initiatives have included the launch of the Board's new website and social media presence; creating an annual programme of public safeguarding campaigns; publication of learning, training and information resources; and a new fortnightly safeguarding bulletin produced jointly with the Oldham Safeguarding Children's Partnership.

Despite the challenges of Covid lockdown the Board achieved its ambition of setting up processes to listen to and capture the lived experience of adults in safeguarding situations. These stories help agencies understand what it feels like to be on the receiving end of services and are vital to improve services and prevent future safeguarding incidents in Oldham.

### **2020/21 Annual Report: safeguarding data**

As well as reporting on the work of the Board the Annual Report provides a summary of Oldham's safeguarding data. In 2020/21 a total of 2038 safeguarding referrals were made and of these referrals 408 became the subject of a formal Safeguarding Enquiry. The data shows that the number of safeguarding referrals has doubled in the last two years. This increase may be due to a combination of improvements in the recording of data, public 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.

The Covid pandemic highlighted the need for real time data and greater understanding of adult safeguarding data. As a result, a key priority for the coming year will be the creation of a Partnership Data Dashboard designed to provide more detailed intelligence from a wider range of providers. This insight will enable the Board to respond in a timely way to new and changing safeguarding trends and actively address the under reporting of safeguarding incidents by agencies. It will also inform the public campaigns and practitioner training to ensure the early identification and prevention of safeguarding incidents. A new system for collecting and analysing partnership data is one of the Board's key priorities for 2021/22.

The Board also has a legal duty to carry out a Safeguarding Adult Review (SAR) if it believes that someone in Oldham has died of, or experienced, serious abuse or neglect which could have been prevented. In 2020/21 the OSAB conducted a total of 9 SARs which is consistent with the number completed in the previous year. The main types of abuse involved self-neglect, acts of omission and domestic abuse which can include psychological abuse, violence, physical abuse and financial abuse. For each SAR the Board has adopted the review's recommendations which are designed to improve the way agencies work together and prevent similar cases happening again.

### **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



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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, whilst implementing 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.

To ensure the strategy is accessible to front line practitioners it includes a 2021/22 Plan on a Page (page 5) that 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, safeguarding campaigns and fortnightly safeguarding bulletins.

### **Recommendations**

The Overview and Scrutiny Board are asked to note the OSAB 2020/21 Annual Report and 2021-2024 Strategic Plan.

### **Appendices**

1. The Oldham safeguarding Adults Board 2020/21 Annual Report
2. The Oldham safeguarding Adults Board Strategic Plan 2021-2024
3. The Oldham safeguarding Adults Board Annual Plan on a Page 2021/22

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# 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*

”

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# 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.

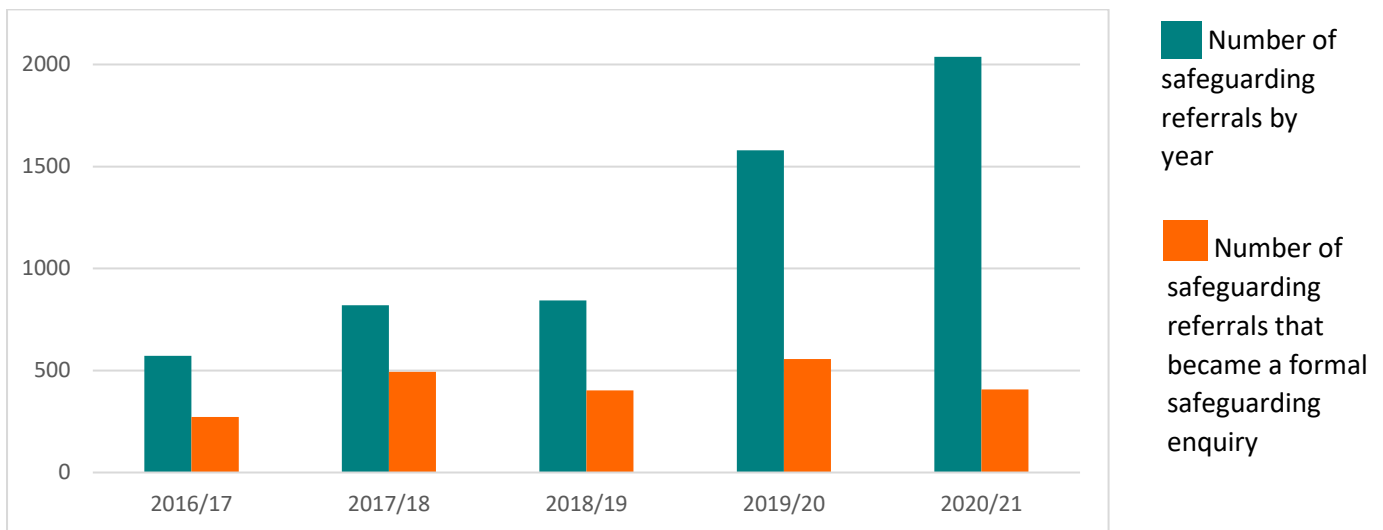
We hope to set up the **Oldham Safeguarding Voice Network** in 2021/22. This group will shape the work of Oldham Safeguarding Adults Board, lead awareness raising campaigns and shape the training provided to operational teams.

# 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



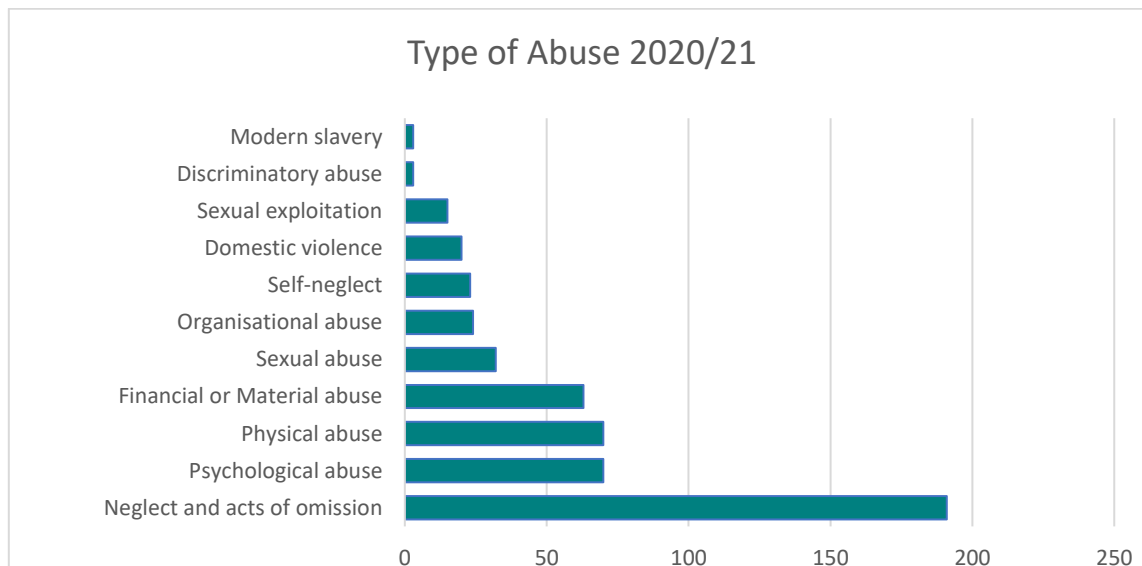
During 2020/21, a total of 2531 safeguarding referrals and enquiries were closed which is more than the 2038 safeguarding referrals received in the year. This is due to a push by the Multi-Agency Safeguarding Hub (MASH) to increase the number of timely closure of referrals and enquiries and includes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

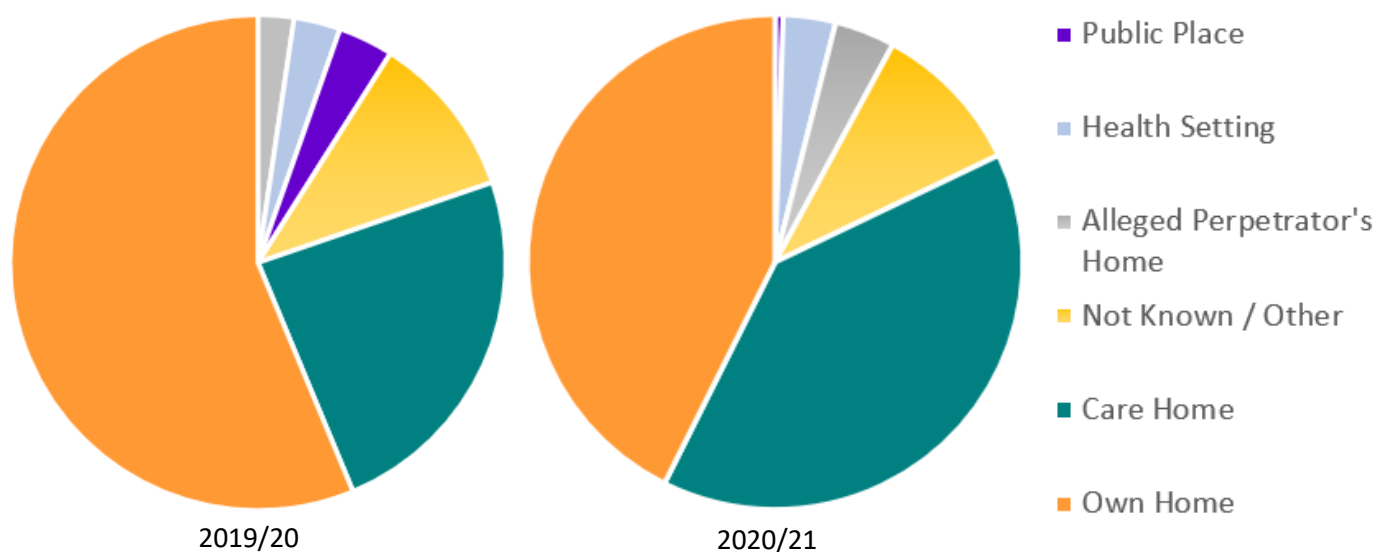
The chart below shows a breakdown of the **types of safeguarding** abuse investigated in 2020/21. The most common form of abuse relates to neglect and acts of omission. These involve cases where a person responsible for the support of an adult at risk has failed to provide adequate care or essentials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



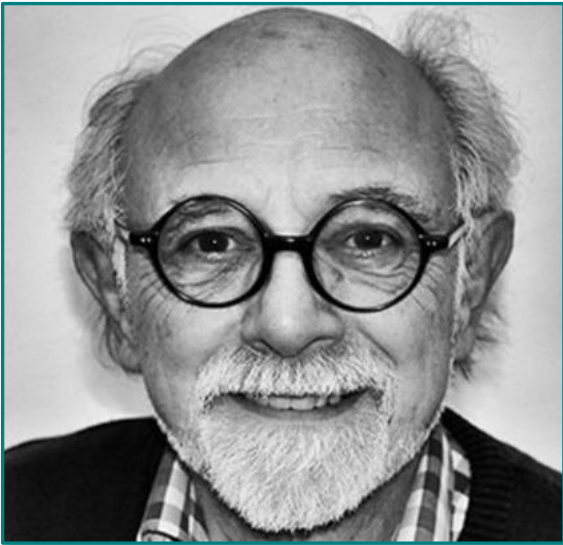
## Where the abuse took place

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.





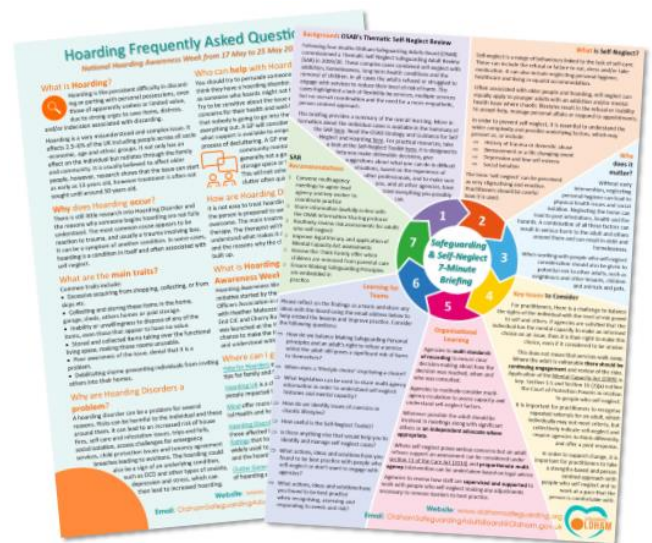
# Our Work in 2020/21

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:

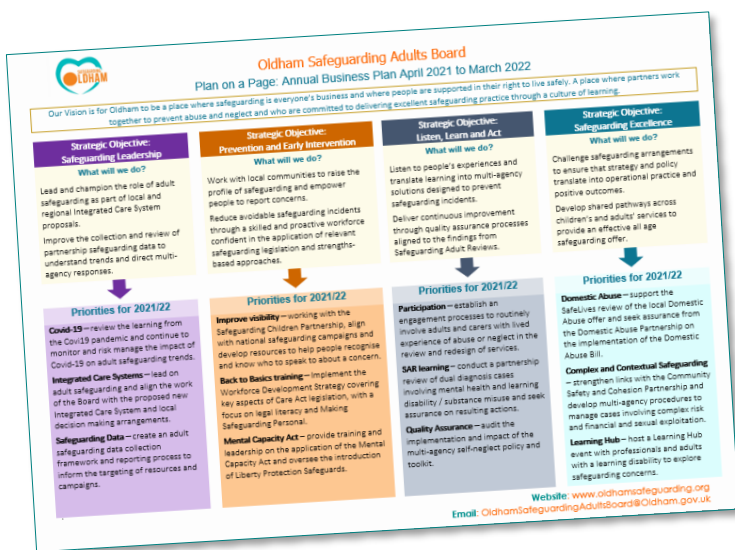
- **Investigative Safeguarding Review Unit (ISR2)** – new specialist units will be created for child protection, adult safeguarding and complex safeguarding. This new structure will enhance GMP's response by working closely with Adult Social Care, mental health services, drug and alcohol services and 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/](http://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



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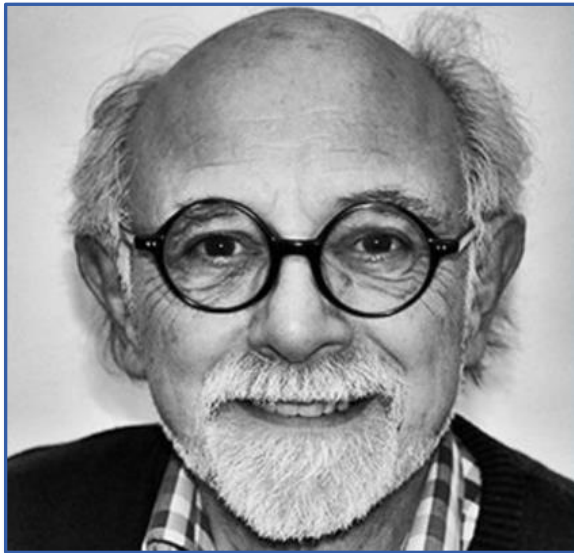


# Oldham Safeguarding Adults Board

## Three-Year Strategy April 2021–March 2024



## Message from the Independent Chair



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“ 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](#).

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### 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](http://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](mailto: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)

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## **Report to PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE**

### **Update on the Special Educational Needs and Disability (SEND) Inspection Re-visit**

**Portfolio Holder:**  
Cllr Shaid Mushtaq

**Officer Contact:** David Shaw, Assistant Director - SEND.

**Report Author:** David Shaw, Assistant Director - SEND.

**18<sup>th</sup> November 2021**

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### **Purpose of the Report**

To give the Performance Overview and Scrutiny Committee (POSC) an update on progress to date addressing the two remaining recommendations from the Written Statement of Action (WSOA) that have formed the priorities identified in the Accelerated Progress Plan (APP) being monitored by the Department for Education (DfE).

### **Executive Summary**

Following the reinspection in September 2019 and identification of two remaining areas requiring improvement, the APP was developed to ensure significant improvement continued to be made in relation to area 3 (the dysfunctional EHC process and inadequate quality of plans) and area 5 (the significant underachievement of children and young people who have SEN and/or disabilities, including the high rates of fixed-term exclusions and persistent absenteeism). The final draft of the APP was submitted to the DfE in March 2020 including 6 and 12 month milestones.

Due to the closure of all schools in England on the 18<sup>th</sup> March 2020 during the first national lockdown and the cancellation of national performance tables and national examinations for all Key Stages, the actions identified in area 5 were amended and updated to reflect the significant challenges presented by the Coronavirus situation. This update was completed and agreed with the DfE ahead of the review meeting held on the 31<sup>st</sup> July 2020.

Following a successful review meeting on the 31<sup>st</sup> July 2020, and a further successful formal monitoring review meeting on the 14<sup>th</sup> January 2021 the most recent formal review meeting took place on 25<sup>th</sup> June 2021 to consider whether the impact and progress being made in the previous two meetings had been sustained and any associated impact or risks to our plans resulting from the Coronavirus situation.

The outcome of the review meeting on the 25<sup>th</sup> June 2021 was that based upon the progress made, it is the opinion of the DfE and NHS England that formal monitoring via the 6 monthly progress reviews is no longer necessary. Oldham will continue to receive support and challenge from our DfE and NHS England SEND Advisors who will assure themselves that we are sustaining the progress we have made. The DfE and NHS England may, should the need arise, request updates on strands of activity in the APP or reinstate more regular and formal reviews.

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This outcome is a tremendous achievement and demonstrates the clear and sustained progress being made through the strong partnership approach to co-production in Oldham.

Despite the challenges provided by the Coronavirus situation, actions related to area 3 have proceeded at pace through creative approaches, with the clear message of high quality 'business as usual'. The fixed term additional team to deliver the annual review recovery plan continue to produce high quality EHC plans following annual reviews. However, due to several staff securing permanent roles in other Local Authorities, contract extensions have been secured for the remaining roles until the end of August 2021 to complete the recovery plan. The contract extensions remain within the original funding envelope agreed in March 2020. The main education, health and care plan team continue to work effectively. Co-productive work continues to take place across the partnership to provide challenging but constructive feedback to improve working practices and the quality of information included in the EHC plans. Quality standards continue to be reviewed and raised through increasingly rigorous audit processes completed in partnership with education, social care, health and the CEO of POINT. A quality assurance workshop with our DfE advisor in December 2020 and wide ranging representation from across the local partnership to review the quality of EHC plans with a particular focus on preparation for adulthood confirmed this view once again in March 2021.

Work to improve the achievement, attendance and reduce exclusions for children and young people with SEND, as identified in area 5, has continued despite the turbulence of the Coronavirus situation. Overall exclusions have fallen during the Autumn term 2020 and Spring term 2021 compared with the same period in 2019/20. Summer term 21 data returns are being collated by the Inclusion service. Whilst some of the difference is explainable by the variation in attendance due to bubble closures and associated Coronavirus transmission rates, the work to raise awareness, understanding and tolerance of schools and settings following the trauma experienced by all during the national lockdown appears to have made a positive impact.

Despite the introduction of a third national lockdown on the 5<sup>th</sup> January 2021 with schools reducing their opening to vulnerable children and critical workers, attendance in Oldham schools has been above the national average for children with an EHC plan or supported by a social worker. A strong multi-agency approach to encouraging attendance and safeguarding Oldham children and young people was introduced following the lockdown announcement to discharge our statutory safeguarding duties alongside schools and other key partners. This has been a key strength to support and increase the attendance in Oldham schools during lockdown and when schools started to fully open in March 2021.

The positive impact on attendance can also be seen at various points following the full return to school in Spring and summer terms 21 when attendance rates were in line with national averages, and often above statistical neighbours despite high levels of Coronavirus transmission in Oldham. There is a clear correlation between rising infection rates, increasing numbers of children and adults isolating and reducing or lower levels of attendance in Oldham schools during the 2020/2021 academic year. This correlation was acknowledged by the DfE advisory team during the visit on 14<sup>th</sup> January 2021 and on the 25<sup>th</sup> June 2021.

It was noted by the DfE following the visit in June 2021 that although attendance and exclusions have been difficult to measure due to the pandemic, absenteeism and exclusions in Oldham are now in line with the current national average.

Due to the ongoing disruption caused by the Coronavirus situation and the refocus towards greater system wide improvement the SEND strategy and development plan was updated in the Autumn term 2020. The development plan includes outcomes to be delivered by the end of 2021 and was approved by the SEND Partnership Board in November 2020 to become operational in January 2021. This work is on track to be achieved with regular updates provided as part of the SEND Partnership Board forward plan of agenda items, to ensure strong oversight of the SEND Partnerships responsibilities and improvement work is delivered.



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The SEND Strategy and Development Plan will be reviewed and updated in the Autumn term 2021 following the outcome of the APP review, feedback on priorities from the BIG SEND Survey hosted by Oldham Parent Carer Forum and a range of input from children and young people with SEND. This will enable the SEND Partnership to develop clear outcomes to be delivered by the end of each year leading up to August 2026 that will be informed by recovery planning post Covid to ensure that children and young people with SEND maximum opportunity to catch up and succeed following the turbulence experienced since March 20 and the ongoing SEND system improvement work across the partnership.

### **Recommendations**

- That POSC commend the Local Partnership for maintaining the significant ongoing improvements to quality and consistency of EHC plans being delivered and quality assured through effective partnership work.
- That POSC commend the Local Partnership for the strong positive focus on reducing absenteeism and exclusions at schools and settings, despite the challenges presented by the Coronavirus situation.
- That POSC schedule an annual update to be provided during the start of each new academic year so that it can review and ensure that the sustained improvement is maintained year on year.
- That POSC commend the Local Partnership, and all involved, in achieving and sustaining the significant improvements that have led to the DfE and NHS England having the confidence that formal monitoring is no longer necessary due the strength of governance and partnership accountability in place.

**Update on progress delivering the APP following the SEND Inspection Re-visit****1 Background**

1.1 Ofsted and the Care Quality Commission (CQC) completed a SEND inspection re-visit in September 2019 to review the progress made against the WSOA. Whilst the inspection was positive in many areas, two remaining recommendations from the WSOA were identified as still requiring further improvement. These have formed the priorities identified in the APP being monitored by the DfE.

**2. Current Position – EHC Needs Assessments (Area 3)**

2.1 EHC needs assessments continue to be processed; there are usually approximately 75-100 CYP undergoing assessment. However, since May 2021, we have seen an increase in EHC needs assessment requests of c.80%, with currently 137 CYP undergoing assessment. The majority of these requests are from Early Years/Primary settings with a primary need of Speech, Language, Communication Need. This is placing significant additional pressure on the service and is a live current risk to service delivery. Timeliness for issuing plans within 20 weeks remains high but has dropped slightly as SEND officers and advice givers work to manage the significant increase in demand. Timeliness was cumulatively 94% in the 2020 calendar year and is currently 86% up to the end of July 2021. Both of these figures are well above the national average for timeliness of 58% in 2020. Advice givers continue to send timely advice using alternative methods of capturing information where necessary and appropriate. Educational Psychologists and health professionals are completing telephone/video call assessments where face to face visits have not been possible. Social care advice is being received in its usual form directly from social workers for children who are looked after, on a child protection plan or identified as a child in need. Wider social care needs are now collected through a range of advice givers, family information and the voice of the child/young person. This is providing a much richer range of information about the child/young person's needs.

2.2 Person Centered Planning meetings are taking place face to face or virtually and then provision and outcomes are being coordinated by the SEND Officers via face to face or virtual multi agency meetings. SEND Officers are using a range of conversations with families to ascertain aspirations and views of the parents and the child/young person. This way of working continues to be positive leading to enhanced information available for section A of an EHC plan related to the views, interests and aspirations of the child and their parents/or young person. We will continue this way of working as we move into the new academic year as part of business-as-usual practice. The EHC plan resource decision making panel is taking place weekly albeit virtually. A new EHC plan Triage panel has been introduced to streamline the decision to assess process and consider suitability of advice at an early stage in the process. Draft and final EHC plans are being sent out electronically to families and posted, as the SEND assessment and transport team have retained continued access to the Civic offices during the 2020/21 academic year despite the lockdown to ensure continuity of service.

2.3 Co-production is strong as officers become increasingly confident in seeking constructive feedback from partners and working together to find creative solutions to challenges. Attendance at Parent Carer Forum events continues to be strong with regular attendance from the SEND Assessment Team Manager. Fortnightly multi-agency update meetings between senior officers across SEND LA, health, social care and early years teams with

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the Parent Carer Forum ensure regular communication of challenges, action to address the issues and provide clear messages to parents and carers. Keep in touch events with parents/carers are also held termly through the Parent Carer Forum and hosted by the Assistant Director for SEND and enable questions to be posed/answered so that clear two way communication takes place and the voice of families is heard directly by senior officers.

2.4 Quality assurance of the education, health and care needs assessment process continues via internal quality audits and collaborative scrutiny via the partnership. Robust evaluation and challenge occur during the education, health and care plan workstream chaired by the CEO of Parents of Oldham In Touch (POINT). Governance arrangements have been updated with revised terms of reference and membership of the SEND Implementation Board (IAB, formally SEND TAB) and SEND Partnership Board. Membership has been strengthened through the attendance of senior officers from Children's and Adults Social Care teams. Workstreams continue to drive operational activity, with the Graduated Response workstream refreshed with new membership and clear focus. A new workstream called Making it Personal has been introduced to explore opportunities to reform the funding arrangements for EHC plans and how this can deliver better outcomes for children and young people with SEND.

### 3 **Current Position - Annual Reviews (Area 3)**

3.1 Annual reviews continue to be led by schools and settings and have taken place face to face and virtually with only a few issues reported by schools or families, which the SEND officers are working to overcome. A virtual annual review process has been circulated to all schools and settings, with positive feedback received on the process from a wide range of schools, academies and settings.

3.2 The annual review recovery plan, which is identified in area 3 of the APP, continues to be delivered and achieved the 6-month milestone target of 40% of plans to be reviewed, updated and re-issued by the end of November. Staffing changes with two members of staff securing permanent appointment in other LAs and the inability to replace these colleagues quickly have impacted on the ability to maintain the pace of work in this area. However, following review from the SEND Partnership Board contract extensions have been agreed until the 31<sup>st</sup> August 2021 to ensure the recovery plan is delivered. An important point to note is that all annual reviews in the recovery plan had been completed by schools and settings with documentation shared with the SEND team to review the information and facilitate the update of plans.

### 4 **Current Position - Achievement of children and young people with SEND, including the high rates of fixed term exclusion and persistent absenteeism (Area 5)**

4.1 Work to improve the achievement, attendance and reduce exclusions for children and young people with SEND, as identified in area 5, has continued despite the turbulence of the Coronavirus situation. Overall exclusions have fallen during the Autumn term 2020 and Spring term 2021 compared with the same period in 2019/20. Whilst some of the difference is explainable by the variation in attendance due to bubble closures and associated Coronavirus transmission rates, the work to raise awareness, understanding and tolerance of schools and settings following the trauma experienced by all during the national lockdown appears to have made a positive impact.

4.2 Work to improve the achievement, attendance and reduce exclusions for children and young people with SEND, as identified in area 5, has continued despite the turbulence of the Coronavirus situation. Overall exclusions have fallen during the Autumn term 2020

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and Spring term 2021 compared with the same period in 2019/20. Summer term 21 data returns are being collated by the Inclusion service. Whilst some of the difference is explainable by the variation in attendance due to bubble closures and associated Coronavirus transmission rates, the work to raise awareness, understanding and tolerance of schools and settings following the trauma experienced by all during the national lockdown appears to have made a positive impact.

- 4.3 Despite the introduction of a third national lockdown on the 5<sup>th</sup> January 2021 with schools reducing their opening to vulnerable children and critical workers, attendance in Oldham schools has been above the national average for children with an EHC plan or supported by a social worker. A strong multi-agency approach to encouraging attendance and safeguarding Oldham children and young people was introduced following the lockdown announcement to discharge our statutory safeguarding duties alongside schools and other key partners. This has been a key strength to support and increase the attendance in Oldham schools during lockdown and when schools started to fully open in March 2021.
- 4.4 The positive impact on attendance can also be seen at various points following the full return to school in Spring and summer terms 21 when attendance rates were in line with national averages, and often above statistical neighbours despite high levels of Coronavirus transmission in Oldham. There is a clear correlation between rising infection rates, increasing numbers of children and adults isolating and reducing or lower levels of attendance in Oldham schools during the 2020/2021 academic year. This correlation was acknowledged by the DfE advisory team during the visit on 14<sup>th</sup> January 2021 and on the 25<sup>th</sup> June 2021.
- 4.5 It was noted by the DfE following the visit in June 2021 that although attendance and exclusions have been difficult to measure due to the pandemic, absenteeism and exclusions in Oldham are now in line with the current national average.
- 4.6 Due to the ongoing disruption caused by the Coronavirus situation and the refocus towards greater system wide improvement the SEND strategy and development plan was updated in the Autumn term 2020. The development plan includes outcomes to be delivered by the end of 2021 and was approved by the SEND Partnership Board in November 2020 to become operational in January 2021. This work is on track to be achieved with regular updates provided as part of the SEND Partnership Board forward plan of agenda items, to ensure strong oversight of the SEND Partnerships responsibilities and improvement work is delivered.
- 4.7 The SEND Strategy and Development Plan will be reviewed and updated in the Autumn term 2021 following the outcome of the APP review, feedback on priorities from the BIG SEND Survey hosted by Oldham Parent Carer Forum and a range of input from children and young people with SEND. This will enable the SEND Partnership to develop clear outcomes to be delivered by the end of each year leading up to August 2026 that will be informed by recovery planning post Covid to ensure that children and young people with SEND maximum opportunity to catch up and succeed following the turbulence experienced since March 20 and the ongoing SEND system improvement work across the partnership.
- 4.8 The positive impact on attendance can also be seen at the start and end of the Autumn term when attendance rates were in line with national averages, despite high levels of Coronavirus transmission in Oldham. As a comparison, on the 10<sup>th</sup> December 2020, attendance for children and young people with an EHC plan was above the GM and national average for this cohort. There is a clear correlation between rising infection rates, increasing numbers of children and adults isolating and reducing or lower levels of attendance in Oldham schools during the Autumn term 2020. This correlation was acknowledged by the DfE advisory team during the visit on 14<sup>th</sup> January 2021.

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## 5 **Key Issues for the Performance Overview and Scrutiny Committee to Discuss**

- 5.1 Discuss how the updated SEND strategy has contributed to delivering continued improvement in the two remaining areas discussed in this report, whilst ensuring system wide improvement is also being delivered to support children and young people receive the support they require during this unprecedented period.
- 5.2 Discuss how the SEND strategy has been revised to reflect the significant challenges faced by SEND support services, particularly in health, during the Coronavirus pandemic and the implications for service recovery priorities and timescales.
- 5.3 Discuss how the SEND strategy supports post Coronavirus recovery planning for children and young people with SEND who may have found remote learning and the turbulence of this period more challenging than other children and young people.
- 5.4 Discuss how the Local Partnership will sustain and embed the improvements made, including continuing to monitor closely and focus on reducing the number of children and young people with SEND who are excluded or absent from education settings.
- 5.5 Discuss how the Local Partnership will sustain and embed the improvements made, including continuing to monitor attainment and progress of children and young people with SEND.

## 6 **Key Questions for the Performance Overview and Scrutiny Committee to Consider**

- 6.1 What challenges are anticipated with the return to schools and settings in September for children and young people with SEND, and how does the SEND strategy or APP areas support us meet these challenges.
- 6.2 How will the SEND strategy be used to drive future transformation and deliver sustainable improvement through efficient use of resources, particularly given the increases in EHC needs assessment requests being received.
- 6.2 How post Coronavirus recovery planning is being developed and facilitated to ensure children and young people with SEND have the best chance of recovery following the challenges and turbulence experienced during the last year.
- 6.3 How the Local Partnership is addressing the need for increased speech and language support to families, schools and early years settings following significant periods of isolation and/or lockdowns that have inhibited the access to social interaction and communication opportunities beyond the immediate family/bubble.

## 7. **Links to Corporate Outcomes**

- 7.1 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 2021-22.

## 8 **Additional Supporting Information**

- 8.1 It is anticipated that the SEND strategy will be reviewed and refreshed in the Autumn term 2021 to reflect current evaluation of emerging trends and priorities across the Local Partnership, including the lived experience of the family and voice of children and young people. This work will inform the outcomes developed and operational from January 2022 – August 2026.

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9      **Consultation**

9.1    N/A

10     **Appendices**

10.1   SEND Strategy Principles and Priorities – Year 1 Outcomes and Development Plan

10.2   SEND Partnership Board Forward Plan of Agenda Items



# SEND in Oldham

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SEND Strategy Development

## Principles and priorities

28<sup>th</sup> January 2021



# SEND

**NHS**  
Oldham  
Clinical Commissioning Group

Oldham Parent Carer Forum  
Supported by  
**POINT**

**Oldham**  
Council

# SEND Strategy Development

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## Our vision

Oldham's vision is to be a place where children and young people thrive. We want all our children and young people within the borough to:

- Be safe and supported
- Be as healthy and happy as they can
- Have opportunities to achieve their potential
- Have a voice and be part of a community
- Feel proud and be ready for life



## Our mission

We want all our children and young people with special educational needs and disabilities (SEND) to achieve well in their early years, at school and in further education, find employment, lead happy, healthy and fulfilled lives and have choice and control over their support. The Oldham SEND partnership have committed to co-production with partners to ensure a focus on outcomes and clear deliverable change in practice and culture across the SEND partnership.

We believe that all children and young people should be:

- Able to be educated in the borough where they live
- Able to access opportunities that prepare them to be successful in life, learning and work
- Able to access appropriate high-quality support to build their emotional resilience and improve their health and wellbeing
- Safe and happy when taking part in all experiences
- Listened to and actively involved in decisions that affect their lives and communities

# SEND Strategy Development

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- Through discussion and review of the existing strategy, strengths and challenges identified by the sector, and the impact of Covid-19, it is proposed to develop a strategy that builds momentum and positive outcomes for children and young people over the next 5 years.
- The development plan outcomes and financial modelling will be focused on achievement over the next :
  - 1st year (Up to January 2022)
  - 3rd year (Up to January 2024)
  - 5th year (Up to January 2026)
- The Oldham SEND partnership have committed to ensuring that the strategy is co-produced with partners to ensure a focus on outcomes and clear deliverable change in practice and culture across the SEND partnership.
- The proposal is that the strategy also enables the DSG recovery plan to be delivered so that a balanced DSG (HNB) position is achieved by April 2024.

# SEND Strategy – End of Year 1 Outcomes

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## Confident communicators

- Re commissioned SLC contract 0-19 with clear outcomes for CYP
- Reduction in waiting times for SALT – recovery plan in place to deliver statutory referral time
- Improved impact of SALT advice in meeting CYP needs in early years and primary – increase in school readiness, SALT rereferral rates, EHCP numbers for SLCN?

## Inclusive learning settings

- Council funded core support offer for each primary and secondary school – up to 1 day
  - Educational Psychology and Specialist Teachers
- Mental health provision for 16-18 is commissioned and primary/secondary support strengthened through the delivery of the MHST project outcomes
- Develop a ‘hub and spoke’ model connecting to Oldham special schools and ARPs to support continuous training opportunities across all Oldham schools and settings – 50% engaged?
- Ordinarily available provision expectations co-produced with early years and secondary sectors

## Valued members of the community

- A clear map of existing provision, including gap analysis, and future demand is available and shared with partners to inform the development or extension of new provision in Oldham
- Up to 20 children and young people currently OOB, are offered provision in Oldham
- Additional Resource Provision bases developed – 1 primary / 1 secondary by Sept 21
- An enhanced short break offer co-produced with children, young people and families

## Prepared for Adulthood

- A range of new Post 18 bespoke provision pathways developed for current Y12/13 in partnership with parents, young people, CSC and ASC

# Key priorities – Year 1

Key Priority	Strategic Lead	Completion Date
<b>Planning for provision</b>		
Develop a SEND place forecasting model using census data for 4-18 years olds and health data for 0-4 year olds to develop a clear understanding of future SEND place need alongside existing pressures (10 year forecast)	DS and PG	Jan 2021
Outline the current continuum of provision (special school, resource base and mainstream) across Oldham and where gaps exist (age range and need type)	HW, PH and PG	Jan 2021
Work with partners to explore the outcome of the SEND place planning modelling and current continuum of provision, including known developments, and develop plans to meet need using a combination of mainstream, ARP and special school place development	DS with the DSG Ref group	Feb 2021
Explore opportunities to provide dedicated DSG funded preventative specialist support services to schools, such as Ed Psych, specialist teachers and SALT	DS, HW, SWG	April 2021
Explore the traded service offer to schools and settings to ensure it is cost effective and attractive to the sector	DS, HW, PH, JW	April/Sept 2021

# Key priorities – Year 1

Key Priority <b>Enhancing provision</b>	Strategic Lead	Completion Date
<p>Extend the provision available in Oldham to enable children and young people currently placed out of the borough to return (up to 20)</p> <ul style="list-style-type: none"> <li>• Create new pathways with Outstanding special schools in Oldham (autism and SEMH needs)</li> <li>• Develop increased therapeutic support at the SLC</li> </ul>	DS, PG, GQ and ARed	April 2021 so CYP can begin to transition back to Oldham
<p>Refocus, and increase, the use of Additional Resource Provision across the primary and secondary sectors</p> <ul style="list-style-type: none"> <li>• 1 primary ARP (12 place) or 2 (6 place)</li> <li>• 1 secondary ARP (12 place) or 2 (6 place)</li> </ul>	DS, OA funding	April –Sept 21
<p>Review and develop the Post 18 pathways with partners to ensure strong preparation for adulthood including bespoke arrangements with Adults Social Care/voluntary providers</p>	AY with AS, ASC, CSC , POINT	Sept 2021
<p>Increase the number of young people successfully completing independent travel training and then accessing independent travel to their provision</p>	PG with BH	Jan 2022 with termly milestones



# Key priorities – Year 1

Key Priority <b>Increase inclusion and achievement</b>	Strategic Lead	Completion Date
Utilise good and outstanding specialist and mainstream provision in Oldham to provide specific training opportunities across the borough <ul style="list-style-type: none"> <li>• Create a hub and spoke training model to match staff skills to training needs across early years, primary, secondary and P16 sectors</li> </ul>	DS, TS, ARed and OA project	Jan 22  Termly milestones identified.
Engage with external funded training providers to provide additional specialist support and advice to the sector, such as: <ul style="list-style-type: none"> <li>• NDTi, CDC, Whole School SEND</li> </ul>	DS and TS via DfE funding	Sept 21
Develop an inclusion framework outlining expectations at universal and SEN Support for the early years, primary, secondary and P16 sectors for children and young people with SEND	DS with input from partners	Jan 22 and earlier for some sectors
Deliver the actions identified in the APP <ul style="list-style-type: none"> <li>• Increase inclusive practice to reduce exclusions, reduce persistent absence and raise achievement for children and young people with SEND</li> </ul>	DS with DL, JW, TS, POINT	March 2021 Milestones identified in the APP

# Key priorities – Year 1

Key Priority <b>Developing specialist services</b>	Strategic Lead	Completion Date
Ensure a clear pathway and commissioned service is available to support the mental health of young people 16-18 where clinical psychology input is required	SWG with the CCG	April 2021 TBC
Explore the opportunities to integrate existing Council teams to strengthen the offer and build upon existing good practice from within the team and the sector	DS, CT and PH	April 2021
Explore opportunities to provide dedicated DSG funded preventative specialist support services to schools, such as Ed Psych, specialist teachers, SALT	DS, HW, SWG	April 2021
Explore and enhance the short breaks offer to children, young people and their families based on feedback	RS, SWG, DS, OPCF	April 2021
Engage with external research partners to consider and then develop effective models of innovation and new working practices within the sector	DS with DL, HW, PG, PH	Jan 22
Enhance the new graduated response toolkit site to establish clear step up/step down thresholds for moving between universal, targeted and specialist support	GL with GRT Ref Group	Jan 22

# Key priorities – Year 1 (Up to January 2022)

Key Priority EHC plan process, quality and funding	Strategic Leads	Completion Date
Deliver the actions identified in the APP <ul style="list-style-type: none"> <li>Enhance the quality and timeliness of the EHC needs assessment and process of issuing plans</li> <li>Ensure the back log of 1830 out of date EHC plans are reviewed and updated to a high quality</li> </ul>	DS, PG, HW and POINT	March 2021 Milestones identified in the APP
Review and amend the funding model for EHC plans to increase flexibility for schools and settings to increase personalisation of support ‘Making it personal workstream’ – commences Nov 21	POINT, PG and DS	Sept 2021 Milestones TBC by workstream
Refine the EHC plan quality assurance process through moderation training and continued close partnership working with a range of stakeholders	PG	Dec 2020 via EHCP QA workstream
Increase the specificity of provision identified in the EHC plan through continued refinement of the quality process, flexibility of EHCP funding and availability of provision	PG	Jan 22 but ongoing development

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## Oldham SEND Partnership Board - Forward Plan 2021 / 2022

The proposed Forward Plan for the SEND Partnership Board is to enable planned, effective oversight, scrutiny, challenge and support in addressing Oldham's commitment to the legislative requirements outlined in Part 3 of the Children and Families Act 2014 and associated regulations, including The Special Educational Needs and Disability Regulations 2014, The Special Educational Needs (Personal Budgets) Regulations 2014, The Special Educational Needs and Disability (Detained Persons) Regulations 2015.

The timetable reflects Oldham's priorities contained within the SEND Strategy and associated development plan priorities and outcomes. It is intended to be a dynamic document allowing the programme to be changed when needed.

**Please note that Youth Voice Family, SEND Performance Dashboard and Workstream exception report updates will be a standing item at every meeting. The annual review recovery plan will also be retained as a standing item until completion by 31<sup>st</sup> August 2021.**

Meeting Date	Area of SEND Strategy/Development Plan	Agenda Items	Type of Report / Discussion / Standing item	Lead Officer
29 <sup>th</sup> March 2021  (papers due 22 <sup>nd</sup> March 2021)	<b>Inclusive learning settings</b>	Update on the implementation of the Mental Health Support Teams and early impact	Presentation and Discussion	Claire McKeown, CCG Commissioning Manager Mental Health, Learning Disability and SEND 0-25
		Update on the 16-18 mental health pathway and next steps		
		Update on the Whole School SEND project and development of the Oldham Inclusion Framework and next steps	Presentation and Discussion	David Shaw, AD SEND
24 <sup>th</sup> May 2021	<b>Prepared for Adulthood</b>	Presentation on the Preparation for Adulthood project completed with the National Development Team for Inclusion	Presentation and Discussion	Barry Jones, NDTI with Amanda Youlden, Education and Skills Officer and David Shaw, AD SEND

Meeting Date	Area of SEND Strategy/Development Plan	Agenda Items	Type of Report / Discussion / Standing item	Lead Officer
(papers due 17 <sup>th</sup> May 2021)		Update from the CSC/ASC Transitions sub-group and interdependency with young people with SEND	Report and Discussion	Richard Smaling, Head of Service for Children with Disabilities  Charlotte Walker, Head of Service- Integrated Adults Learning Disability and Autism Service
		Update on the range of options/pathways available to Post 18 young people including adults social care/voluntary sector arrangements	Presentation	Amanda Youlden, Education and Skills Officer and SEND Officer
19 <sup>th</sup> July 2021	<b>Confident Communicators</b>	Update on speech and language therapy commissioning from LA funding and next steps	Verbal update	David Shaw/Janet Wray/Angela Welsh
(papers due 12 <sup>th</sup> July 2021)		Update on the Covid Recovery plan	Report	Oldham Learning
		Children prescribed sleep medication, implications and the response to practice changes in this area	Presentation and Discussion	DCO SEND and Lead Paediatrician from the Community Health Team
20 <sup>th</sup> September	<b>Valued members of the community</b>	SEND placement sufficiency analysis and strategy	Report and discussion	David Shaw, AD SEND and Paula Green, SEND Service Manager



Meeting Date	Area of SEND Strategy/Development Plan	Agenda Items	Type of Report / Discussion / Standing item	Lead Officer
2021  (reports due 15 <sup>th</sup> September)	<b>Confident communicators</b>	Service recovery plan updates from the Community health services teams and next steps	Report and discussion	Janet Wray, DCO and Siobhan Ebdon, Head of Children's Services/Senior Directorate Manager
		Update on the Short Breaks Strategy and next steps	Report	Richard Smaling, Head of Service for Children with Disabilities  Shirley Woods-Gallagher, AD – Commissioning and Partnerships
		Update on the Early Years Strategy and the impact for children with SEND		Paula Healey, Head of Early Years
15th November 2021  (papers due November)	<b>Inclusive learning settings</b>	Update on the implementation of the Oldham Inclusion framework and graduated response toolkit	Presentation and discussion	Gavin Lyons, Graduated Response workstream lead and Executive Headteacher of New Bridge Schools and Vicki Harold, Principal EP and Preventative Lead
		Update on the revised Annual Review process including the experience of children, young people and families	Presentation and discussion	Andrew Robinson, CEO of POINT and Chair of the EHCP workstream

Meeting Date	Area of SEND Strategy/Development Plan	Agenda Items	Type of Report / Discussion / Standing item	Lead Officer
		Update on the SEND in Mainstream development project  And  The Early identification of Autism project funded by the Opportunity Area	Report and discussion	Jenni Cryer, Director of Pedagogy for Kingfisher Learning Trust  Jenni Cryer, Director of Pedagogy for Kingfisher Learning Trust and Liz O'Shaughnessy, Executive Director for Training and Development

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**Report to Performance Overview and Scrutiny Committee**

## **Local Government Ombudsman Annual Review of Complaints 2020/2021**

**Portfolio Holder:**

Councillor Abdul Jabbar MBE, Deputy Leader and Cabinet Member for Finance and Low Carbon

**Officer Contact:** Anne Ryans, Director of Finance

**Report Author:** Caroline Lee, Head of Revenues and Benefits  
**Ext.** 4905

**18 November 2021**

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### **Purpose of the Report**

To update the Performance Overview and Scrutiny Committee about Council performance in relation to enquiries received from the Local Government and Social Care Ombudsman (LGSCO).

### **Recommendations**

It is recommended that members consider the report and comment as appropriate.

**Local Government Ombudsman Annual Review of Complaints 2020/21**

**1 Background**

1.1 The Council deals with complaints about the services it provides according to the requirements of three different sets of legislation:

- The Local Government Act 1974 for Corporate complaints
- The Children Act 1989 for Children’s Social Care complaints
- The Local Authority Social Services and NHS Complaints Regulations 2009 for Adult Social Care complaints.

1.2 These legislative requirements have the Local Government and Social Care Ombudsman (LGSCO) as the last stage in the process. The Ombudsman’s role is to enquire into cases where the Council and the complainant still do not agree after the Local Authority’s complaints procedure has been exhausted and the complainant still wants the case to be reviewed.

**2 National Perspective**

2.1 The LGSCO has published the Annual Review of Complaints for 2020/21. The 2020/21 review highlighted that it received 11,830 complaints and enquiries during the year. This figure is lower than previous years due to the Covid-19 pandemic. The LGSCO did not accept new complaints and stopped investigating existing cases between March and June 2020. Of the complaints investigated, 3,950 contacts were resolved at initial stage and 3,144 required a detailed investigation of which 2,104 were ultimately upheld.

2.2 Nationally, the report showed that in 2020/21, the upheld rate increased across all categories of complaint, except for Environmental Services. The LGSCO continues to uphold the highest proportion of complaints in relation to Education and Children’s Services (77%) with 40% of the public interest reports published by the LGSCO relating to complaints about Education and Children’s Services.

2.3 The LGSCO advises that compliance with recommendations remains high and commends the willingness of Local Authorities to put things right for individuals.

2.4 The LGSCO does raise concern regarding the pressure on complaint handling functions, citing a perceived general erosion to the visibility, capacity, and status of complaint functions within Local Authorities.

2.5 In terms of the impact of Covid-19, the LGSCO has seen evidence of Local Authorities struggling to implement new policies at short notice and failing to properly take account of personal hardships caused by the pandemic when assessing people’s circumstances. That said, the LGSCO has also found many examples of Councils performing well under pressure.

2.6 In addition to the Annual Review of Complaints, the LGSCO writes to each Local Authority’s Chief Executive every year to set out the Council’s annual performance on complaints. This can be a useful starting point for Members to scrutinise performance. The LGSCO has also launched an interactive map setting out each Council’s performance. Annual letters to the Chief Executive and details of the Council’s performance can be found on the LGSCO website at <https://www.lgo.org.uk/your-councils-performance>

2.7 The LGSCO is clear that the number of complaints taken in isolation is not necessarily an indicator of a Local Authority's performance. The volume of complaints should be considered alongside the upheld rate (i.e. how often fault is found when a complaint is investigated). It is also important to acknowledge a Council's willingness to accept fault and put things right when things go wrong.

### 3 Regional Perspective

3.1 Table 1 compares the review rate of the Council to that of the other Greater Manchester (GM) authorities in 2019/20 and 2020/21.

**Table 1 – GM Authorities 2019/20 and 2020/21 - Total Complaints reviewed by the LGSCO**

Authority	Total Complaints Reviewed by the LGSCO 2020/21	Total Complaints Reviewed by the LGSCO 2019/20
Rochdale	31	49
Bury	35	72
Bolton	38	56
Stockport	38	64
Wigan	38	82
Salford	38	78
Tameside	43	65
Oldham	55	71
Trafford	58	93
Manchester	86	160

3.2 The number of cases reviewed by the LGSCO does not reflect the number of cases actually investigated by the LGSCO which is far smaller. Table 2 (below) sets out the comparative picture for GM Local Authorities. It can be complex to compare comparative performance. For example, high rates of upheld complaints would suggest poor performance but if the numbers investigated are low, this would suggest better performance. Equally, a low percentage of cases investigated when compared with those reviewed by the LGSCO would suggest good performance. In 2020/21, the Council had 55 cases reviewed by the LGSCO of which 27% were investigated and 18% upheld. However, the Council's overall aim would be to reduce the percentage of cases that are upheld by the LGSCO and to learn and improve services as a result of those upheld decisions.

3.3 All GM Authorities, except for Trafford Council, saw an increase in the upheld rate.

**Table 2 – GM Authorities - Upheld cases 2020/21**

Authority	No. of cases investigated	No. of cases not upheld	No. of cases upheld	Upheld Rate %
Bolton	13	6	7	54
Tameside	16	7	9	56
Bury	11	4	7	64
Manchester	22	8	14	64
Oldham	15	5	10	67
Trafford	18	6	12	67
Wigan	4	1	3	75
Stockport	8	2	6	75
Salford	5	1	4	80
Rochdale	6	0	6	100

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## 4 Local Perspective

- 4.1 The Council works hard to resolve complaints at an early stage in the complaints process to avoid the need for residents to pursue issues further. The lower percentage of cases reviewed by the LGSCO and ultimately investigated suggests that the Council is willing to take responsibility when things go wrong and work with residents to resolve the issue appropriately.
- 4.2 Unfortunately, the LGSCO did not consider that the Council had provided a satisfactory remedy in the 10 cases it upheld, before the complaint reached the Ombudsman. This compares to an average of 11% in similar authorities and 29% of Oldham cases considered by the Ombudsman in 2019/20. While 2020/21 was an unusual year because the LGSCO suspended complaints investigations for part of the year, the Council is keen to improve on this figure in the coming year.
- 4.3 Table 3 sets out the total number of complaints received by Oldham Council and the cases reviewed by and investigated by the LGSCO which demonstrates the low number of cases investigated when compared with Oldham Council's overall complaints' caseload

**Table 3: The Number of LGSCO Enquiries and Oldham Council complaints 2020/21.**

<b>Oldham Council Complaints</b>	<b>2020/21 Caseload</b>	<b>Reviewed by LGSCO</b>	<b>Investigated by LGSCO</b>
Number	911	55	15
Percentage	100%	6.0 %	1.6%

- 4.4 A snapshot of the overall position for the Council is set out at Table 4. The percentage of cases upheld has increased from 54% in 2019/20 to 67% in 2020/21. However, it should be noted that the upheld rate has increased nationally, with the average upheld rate for similar Local Authorities being 72%.

**Table 4 – LGSCO decisions made for Oldham Council**

<b>Invalid or incomplete</b>	<b>Advice given</b>	<b>Referred back for local resolution</b>	<b>Closed after initial enquiries</b>	<b>Not upheld</b>	<b>Upheld</b>	<b>Total</b>	<b>Upheld rate (%)</b>	<b>Average upheld rate (%) of similar authorities</b>
3	2	19	16	5	10	55	67%	72%

## 5 How we are improving the Complaints Service

- 5.1 The Complaints Service has recently undergone a full team restructure and all posts have now been filled.
- 5.2 A review of the Council's Corporate Complaints Policy and the introduction of a new Unreasonable Behaviour Policy was carried out in 2020/21 (both policies were reviewed by the Scrutiny Committee). Reviews of the Council's Adult Social Care and Children's Social Care Complaints Policies will also be undertaken this financial year.
- 5.3 Training is being arranged in 2021/22 for staff who undertake complaint investigations as well as for the Complaints Team and this will be delivered by the LGSCO. A review of staff



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guides for those investigating and handling complaints is also in progress and any revisions will be incorporated as appropriate.

- 5.4 In 2021/22, the Complaints Team is focussing on providing excellent customer service, improving timescales for resolution of complaints and placing a strong emphasis on lessons learned and service development and improvement following complaints.
- 5.5 The Complaints Team will continue to engage with the North West Complaints forum where good practice is shared.
- 5.6 All customer feedback is important to the Council. In addition to handling 911 complaints in 2020/21, the Council also received 182 compliments from residents. This information supports the service improvement journey and recognises when things are going well.

## **6.0. Further information**

- 6.1 The LGSCO has moved away from a focus on the volume of complaints and pays more attention to the lessons that can be learned from complaints and the wider improvements that can be achieved for residents and this is now more widely publicised.
- 6.2 The LGSCO is keen that scrutiny Members play an active role in holding their Local Authority to account on complaints and has created a wide range of information to support scrutiny Members to carry out the scrutiny function for complaints handling. This can be found at <https://www.lgo.org.uk/for-advisors/scrutiny>.

## **7.0 Conclusion**

- 7.1 As members can see, the Council's overall 2020/21 performance is comparatively good. Members will be kept informed about progress both in terms of service improvement and LGSCO performance.

## **8.0 Recommendation**

- 8.1 It is recommended that Performance Overview and Scrutiny Committee consider the report and comment as appropriate.

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**Report to Performance Overview and Scrutiny Committee**  
**Council Performance Report June 2021**  
for period 1 April to 30 June 2021

**Portfolio Holder:**

Councillor Jean Stretton, Portfolio Holder - Corporate Services

**Officer Contact:**

Matt Drogan, Head of Strategy and Performance

**Report Author:**

Matt Drogan, Head of Strategy and Performance  
matthew.drogan@oldham.gov.uk

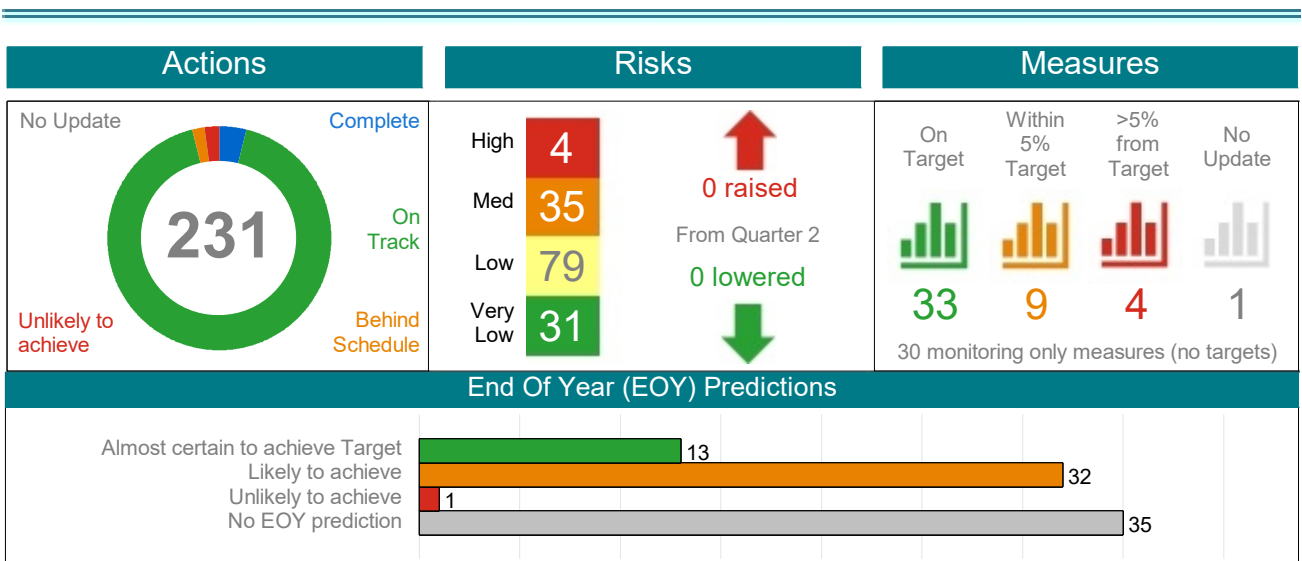
**Date:** 7 October 2021

The purpose of this report is to allow:

- The review of Council Performance for June 2021
- The scrutiny of areas of underperformance as appropriate

### Recommendations

- To note areas of good performance
- Agree improvement plans for any areas of under performance.






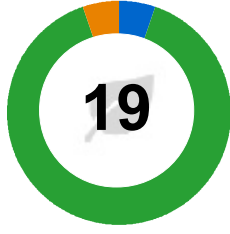

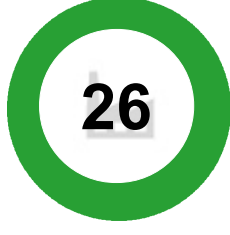



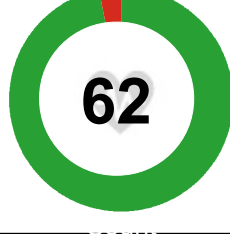

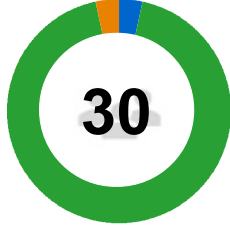

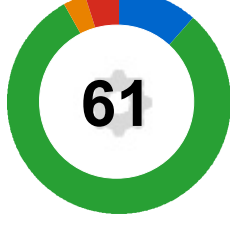
The council’s corporate performance report monitors delivery against the covid recovery strategy.

96% of actions within the recovery strategy are currently on track or have been completed and 71% of our updated targeted measures are on track.

We will continue to closely monitor all actions, risks and measures to support the successful delivery of the Covid Recovery Strategy; which is a key priority for the council.

The report provides a break down by recovery area and themes and further detail on exceptions are also included within the report.








# Performance Summary by Recovery Area

	Actions	Risks	Measures
 Invest in quality housing	No Update  Complete On Track Unlikely to achieve Behind Schedule	High 0 Med 0 Low 2 Very Low 0 0 raised 0 lowered	On Target 6 Within 5% Target 0 >5% from Target 0 No Update 0 0 monitoring only measures (no targets)
 Championing a green recovery		0 2 7 6 0 raised 0 lowered	1 0 0 0 3 monitoring only measures (no targets)
 Creating and protecting jobs and supporting businesses		0 4 8 5 0 raised 0 lowered	2 0 0 0 2 monitoring only measures (no targets)
 Prioritising education and skills		0 5 10 0 0 raised 0 lowered	6 2 1 0 5 monitoring only measures (no targets)
 Promoting health and wellbeing and supporting the most vulnerable		1 8 26 5 0 raised 0 lowered	12 7 3 1 12 monitoring only measures (no targets)
 Driving Equality		0 3 11 5 0 raised 0 lowered	2 0 0 0 6 monitoring only measures (no targets)
 Enabling Area		3 13 15 10 0 raised 0 lowered	4 0 0 0 2 monitoring only measures (no targets)

Raised/lowered updates from Q2 2021/22

0 risks not updated

Total of 4 measures suspended

Performance Summary by Recovery Area and Theme		Actions					Risks						Measures				
		Done	On Track	Amber	Red	No Update	Very Low	Low	Med	High	No Update	Closed	On Target	Amber	Red	No Update	Monitor Only
 Invest in Quality Housing	Build more affordable homes		6				2					4					
	Improve quality condition of existing homes		6							2		2					
	Support rough sleepers into permanent accommodation		2														
 Championing a Green Recovery	Greener economy reduces Oldham's carbon footprint		9			1	3									2	
	Reduce carbon emissions from transport, more cycle, walk, public transport		1			1											
	Well maintained accessible outdoor space	1	7	1		4	4	2				1				1	
 Creating and Supporting Jobs and Supporting Businesses	.		1			1	1										
	Creating the conditions for inclusive growth and thriving town centre		8			1	3	1									
	Help people get back into work or retrain for new careers		7				1	3				1				2	
	Support businesses to get back on their feet		10			3	3					1					
 Prioritising Education and Skills	.		2				2					1		1			
	Best start in life for our youngest children who have missed out as a result of Covid-19		2										1				
	Children and young people achieve their full potential		13				7	4				2	1			4	
	Schools and college leavers move on to education, employment and training		2				1	1				3				1	
 Promoting Health and Wellbeing and supporting the most Vulnerable	.		1														
	Continue to contain the spread of Covid-19 in Oldham		6		1	1	1	2				1	1				
	Safeguard and support our most vulnerable residents		26		1	1	10	3	1			9	4	2		7	
	Work with communities to improve health and wellbeing		27			3	15	3				2	2	1	3	5	
 Driving Equality	.		3					1									
	Help those adversely impacted by Covid-19	1	15	1		3	6	1				1			2	2	
	Reducing poverty and helping people get back on their feet		5				1	1				1				2	
	Reducing inequality and build resilience across Oldham's communities		5			2	4									2	
 Enabling Area	.	7	49	2	3	10	15	13	3			4	No update includes 4 suspended			2	



# Performance Measures

(C)orporate Measure (M)onthly Pol(arity)  
(O)ldham Profile (Q)uarterly which  
(M)onitoring Only (no target) (A)nnually direction is good

(Eng)lish Authorities  
(GM)CA  
(Stat)istical Neighbour  
(Geo)graphic Neighbour

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)			Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Period for Q1 Actual	Q1 Actual	Q1 Target	Actual	Target	Actual	Target	Actual	Target				
<b>Championing a Green Recovery</b>																		
M460 (COM) Percentage of households in fuel poverty	A	↓	11.7%	15.2%		2019	15.2%	---		---		---		---	---	GM	14.8%	2019
M468 (CM) Percentage progress towards 2025 carbon neutrality target for Council Buildings and Street Lighting	A	↑				2019/20	12.60%	---		---		---		---	---			
M497 (CM) Total number of fly-tipping enforcement actions	Q		3,958	3,034		Q1 21/22	567	---		---		---		---	---	GM	3,158	2019/20
M501 (C) Percentage of Household waste sent for Reuse, Recycling or Composting	M	↑	44.65%	44.00%	42.20%	June 2021 (Draft)	52.57%	46.10%		45.59%		43.86%		44.71%	45.01%			

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)			Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Period for Q1 Actual	Q1 Actual	Q1 Target	Actual	Target	Actual	Target	Actual	Target				

**Driving Equality**

M217 (COM) Percentage of people who feel that the CSP are dealing with local community safety issues	Q	↑				Up to 31 Mar 21	42.0%	---		---		---		---				
M218 (COM) Percentage of people who agree that people of different backgrounds get along in their area	Q	↑				Up to 31 Mar 21	67.0%	---		---		---		---				
M333a (C) Percentage Council spend in Oldham (12 month rolling)	Q	↑	53.39%	51.55%	55.18%	July 20-June 21	55.90%	55.00%		55.00%		55.00%		55.00%	55.00%			
M361 (COM) Unemployment rate in Oldham	M	↓	4.6%	5.1%	9.9%	June 2021	9.2%	---		---		---		---	---	GM	6.8%	Jul 2021
M362 (COM) Youth Unemployment rate in Oldham	M	↓	7.4%	8.0%	16.2%	June 2021	14.5%	---		---		---		---	---	GM	9.4%	Jun-21
M566 (C) Percentage of care home beds rated as 'Good' or 'Outstanding' (NW ADASS CQC Data reports)	Q	↑	78.7%	79.1%		Suspended	---	---		---		---		---	---	GM	77.5%	Jul-21
M567 (C) Percentage of community based providers rated as 'Good' or Outstanding	Q	↑		86.2%		Suspended	---	---		---		---		---	---	GM	92.1%	Jul-21
M735 (COM) Percentage of nursery and primary pupils with free school meals	Q		19.3%	21.0%	26.9%	2020/21 Spring term	26.9%	---		---		---		---	---	Eng	21.6%	2020/21 Spring term
M736 (COM) Percentage of secondary pupils with free school meals	Q		19.2%	20.8%	25.4%	2020/21 Spring term	25.4%	---		---		---		---	---	Eng	18.9%	2020/21 Spring term
S370 (C) Average time taken to process Council Tax reduction (new claims and change events)	M	↓			21 days	June 2021	20 days	21 days		21 days		21 days		21 days	21 days			

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)			Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Period for Q1 Actual	Q1 Actual	Q1 Target	Actual	Target	Actual	Target	Actual	Target				

**Enabling Area**

M340 (C) Percent of Internal Audit Opinions resulting in Weak, Inadequate, Limited Assurance	Q	↓				Q1 21/22	14%	15%		15%		15%		15%	15%			
M498 (C) Street lighting - Percentage of issues resolved within target time	Q	↑	100%	100%	100%	Q1 21/22	100%	95%		95%		95%		95%	95%			
M891 (C) Preventative maintenance: proportion of network resurfaced per £100k of allocated budget	Q	↑				Q1 21/22	20%	0%		40%		75%		100%	100%			
M892 (C) Highway maintenance: proportion of the network resurfaced per £100k of allocated budget	Q	↑				Q1 21/22	0%	0%		40%		75%		100%	100%			
S357 (CM) Percentage of council tax in year collected of the total owed (cumulative)	M	↑	94.46%	94.05%	93.29%	June 2021	28.73%	---		---		---		---	---	GM	94.53%	2020/21
S368 (CM) Percentage of national non domestic rates (NNDR) collected in year as a % of the total owed	M	↑	97.22%	96.18%	90.48%	June 2021	22.56%	---		---		---		---	---	GM	92.27%	2020/21

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)			Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Period for Q1 Actual	Q1 Actual	Q1 Target	Actual	Target	Actual	Target	Actual	Target				
<b>Invest in Quality Housing</b>																		
M274 (C) Percentage of major planning applications determined in time	Q	↑	93.0%	92.0%	91.0%	Q1 21/22	100.0%	80.0%		80.0%		80.0%		80.0%	80.0%	GM	95.0%	2020/21
M275 (C) Percentage of minor planning applications determined in time	Q	↑	94.0%	87.0%	82.0%	Q1 21/22	85.0%	80.0%		80.0%		80.0%		80.0%	80.0%	GM	90.0%	2020/21
M408a (C) Total new homes completed	Q	↑	529	728		Q1 21/22	106	88		88		88		88	352	Eng	711	2019/20
M409a (C) Percentage of completed homes that are affordable	Q	↑	9.0%	23.0%		Q1 21/22	52.8%	25.0%		25.0%		25.0%		25.0%	25.0%	GM	18.0%	2019/20
M431 (C) Number of energy efficiency measures installed in Oldham households	Q	↑			130	Q1 21/22	28	20		40		80		120	120			
M433 (C) Number of people supported through the Warm Homes Oldham scheme	Q	↑	1,258	2,089	2,617	Q1 21/22	651	400		800		1,600		2,400	2,400			

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)			Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Period for Q1 Actual	Q1 Actual	Q1 Target	Actual	Target	Actual	Target	Actual	Target				
<b>Creating and protecting jobs and supporting businesses</b>																		
M360 (C) Percentage of citizens on Welfare to Work programmes progressing into employment	Q	↑				Q1 21/22	46%	31%		31%		31%		31%	31%			
M393 (C) Number of businesses supported after being successfully included in a referral package / programme.	Q	↑		288		Q4 20/21	81	78		156		234		312	312			
M461 (COM) Median gross annual pay of employees by residence (resident base)	A	↑	£25,375	£26,357		2020	£26,357	---		---		---		---	---	GM	£29,517.	2020
M894 (COM) Percentage of addresses with Superfast broadband availability	A	↑	27.80%	98.20%		2020	98.20%	---		---		---		---	---	GM	97.32%	2020

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)			Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Period for Q1 Actual	Q1 Actual	Q1 Target	Actual	Target	Actual	Target	Actual	Target				
<b>Prioritising Education and Skills</b>																		
M63 (C) Number of visitors to Gallery Oldham	Q	↑	93,578			Q1 21/22	708	800		2,500		3,500		4,500	11,300			
M640 (C) Percent of 16 to 17 year olds who are not in education, employment or training (NEET)	Q	↓	3.3%			June 2021	3.4%	3.5%		3.5%		3.5%		3.5%	3.5%	Eng	2.9%	2020
M649 (C) Percentage take up of 2 year-old children benefitting from funded early education places	Q	↑	66.7%	70.1%	64.1%	2020/21 Spring term	68.5%	70.0%		70.0%		75.0%		75.0%	75.0%	Eng	62.0%	2020/21 Spring term
M67 (C) Total number of e-books, e-audio books and e-magazines loaned per month	Q	↑				Q1 21/22	24,026	22,500		22,500		22,500		22,500	90,000			
M69 (C) Number of library visits per 1000 population. To library service points - not including web visits	Q	↑	5,414	4,882		Q1 21/22	633	600		800		850		900	900	GM	3,395	2019/20
M702 (CM) Attendance rates in Oldham Primary Schools	Q	↑	96.2%	95.5%	95.9%	2020/21 Autumn term	95.9%	---		---		---		---	---	Eng	96.3%	2020/21 Autumn term
M703 (CM) Attendance rates in Oldham Secondary Schools	Q	↑	95.3%	94.4%	93.9%	2020/21 Autumn term	93.9%	---		---		---		---	---	Eng	94.3%	2020/21 Autumn term
M704 (CM) Percentage of Oldham Secondary schools that are judged as good or outstanding by Ofsted	Q	↑	66.7%	66.7%	66.7%	June 2021	67.0%	---		---		---		---	---	Eng	76.3%	Jun-21
M705 (CM) Percentage of Oldham primary schools that are judged as good or outstanding by Ofsted	Q	↑	80.0%	83.7%	83.7%	June 2021	84.0%	---		---		---		---	---	Eng	88.0%	Jun-21



Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)			Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Period for Q1 Actual	Q1 Actual	Q1 Target	Actual	Target	Actual	Target	Actual	Target				
M715 (C) Annual EHCP (SEND) statutory reviews completed within legal time frame	Q	↑		80.7%		Jan-21 to present	97.6%	95.0%		95.0%		95.0%		95.0%	95.0%			
M716 (C) Timeliness of quality EHC plans: Percentage completed within 20 weeks over 12 months	Q	↑	86.6%	94.8%		Jan-21 to present	89.4%	75.0%		75.0%		75.0%		75.0%	75.0%	Eng	58.0%	2020
M733 (C) Percentage of children receiving their 1-3 preference of school place for the September intake in Reception	A	↑	96.6%	97.7%	97.5%	Sept 2021 allocation	98.3%	97.3%		97.3%		97.3%		97.3%	97.3%	Eng	98.0%	Sept 2021 Allocation
M734 (C) Percentage of children receiving their 1-3 preference of school place for the September intake in Year 7	A	↑	87.5%	89.1%	89.3%	Sept 2021 allocation	90.0%	93.9%		93.9%		93.9%		93.9%	93.9%	Eng	93.4%	Sept 2021 Allocation
M743 (CM) Percentage 16 to 17 year olds who are known to the LA undertaking an apprenticeship	A		4.0%	3.8%	3.4%	June 2021	3.5%	---		---		---		---	---	Eng	3.8%	2021

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)			Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Period for Q1 Actual	Q1 Actual	Q1 Target	Actual	Target	Actual	Target	Actual	Target				
<b>Promoting Health and Wellbeing and supporting the most Vulnerable</b>																		
M197 (C) Number of visits to OCL Leisure Centres per 1000 population	Q	↑	5,324			Q1 21/22	703	1,325		2,650		3,975		5,300	5,300			
M222 (COM) Percentage of physically active adults (aged 19+)	A	↑	59.2%	59.2%		2019/20	59.2%	---		---		---		---	---	GM	62.3%	2019/20
M49 (CM) Number of Domestic Abuse incidents reported to the police	Q					Q1 21/22	1,610	---		---		---		---	---			
M50 (CM) Number of Domestic Abuse referrals to MARAC	Q					Q1 21/22	329	---		---		---		---	---			
M543 (C) Number of individuals (65+) in a permanent residential or nursing placement – per 10,000 population 65+	Q	↓	209	204	178	June 2021	184	200		200		200		200	200			
M548 (C) Proportion of adults with learning disabilities in paid employment in England	Q	↑	2.8%	3.4%		June 2021	2.9%	3.0%		3.0%		3.0%		4.0%	4.0%	GM	5.3%	2019/20
M549 (C) Percentage Learning Disability Service Users in Settled Accommodation	Q	↑				June 2021	94.8%	96.0%		96.0%		96.0%		96.0%	96.0%	GM	90.5%	Q3 20/21
M551 (CM) Percentage of adults in contact with secondary mental health services who live independently, with or without support	Q	↑	55.0%	46.0%		To be reported in Q2		---		---		---		---	---	Stat	51.0%	2019/20
M552 (C) Percentage of completed annual (planned) reviews	Q	↑				Q1 21-22	72%	50%		55%		60%		65%	65%			

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)			Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Period for Q1 Actual	Q1 Actual	Q1 Target	Actual	Target	Actual	Target	Actual	Target				
M553 (CM) The change in long-term service users (ASC) from the previous quarter	Q					Q1 21-22 / Q4 20-21	3.8%	---		---		---		---	GM	0.7%	Q3 20/21	
M554 (CM) Percentage of concluded section 42 enquiries with risk identified where risk removed is the outcome	Q	↑	36.8%	42.6%		2020/21	38.0%	---		---		---		---	Eng	28.8%	2019/20	
M555 (CM) Percentage of concluded section 42 enquiries with risk identified where risk reduced is the outcome	Q		55.3%	48.1%		2020/21	56.0%	---		---		---		---	Eng	62.0%	2019/20	
M556 (CM) Percentage Service Users receiving Direct Payments	Q		38.9%	45.4%		June 2021	31.0%	---		---		---		---	GM	28.3%	2019/20	
M557 (C) Percentage of older people who were still at home 91 days after discharge from hospital into reablement/ rehabilitation services (effectiveness of the service)	Q	↑	88.4%	93.6%		Q1 21/22	86.1%	89.0%		89.0%		89.0%	89.0%	89.0%	GM	82.6%	2019/20	
M565 (CM) Delayed days (per 100,000 of the population) aged 18+ attributable to social care in England	Q	↓	507 days	467 days		Suspended	---	---		---		---		---				
M568 (C) Percentage of Service Users that are in Community Based Services	Q	↑				June 2021	76.8%	76.0%		76.0%		76.0%	76.0%	76.0%	GM	73.9%	Q3 20/21	
M569 (C) Percentage of Service Users Receiving Domiciliary Care	Q	↑				June 2021	32.8%	34.0%		34.0%		34.0%	34.0%	34.0%	GM	37.3%	Q3 20/21	

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)			Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Period for Q1 Actual	Q1 Actual	Q1 Target	Actual	Target	Actual	Target	Actual	Target				
M619a (C) Percentage of Care Leavers aged 16-18 (post year 11) in Education, Employment or Training	Q	↑	58.0%	44.0%		June 2021	87.3%	70.0%		70.0%		70.0%		70.0%	70.0%	Stat	60.0%	31-Mar-20
M619b (C) Percentage of Care Leavers aged 19-21 in Education, Employment or Training	Q	↑	51.0%	32.0%		June 2021	50.4%	60.0%		60.0%		60.0%		60.0%	60.0%	Stat	47.0%	31-Mar-20
M631a (C) Early Help - Proportion of cases where at least one individual shows an improvement in one or more assessed scores - excluding smoking & work and skills (in mth)	Q	↑	66.8%	72.4%	76.9%	Q1 (21/22)	70.8%	70.0%		70.0%		70.0%		70.0%	70.0%			
M636 (C) Percentage who quit smoking at 4 weeks	Q	↑	45.0%	46.0%		Q4 20/21	52.0%	50.0%		50.0%		50.0%		50.0%	50.0%	Eng	51.0%	2019/20
M639 (C) Achieve the expected standard for the childhood immunisation programme as indicated by uptake of MMR at age 5	Q	↑	96.9%	97.3%		2019/20	97.3%	95.0%		95.0%		95.0%		95.0%	95.0%	GM	95.8%	2019/20
M646 (COM) Life Expectancy (Female)	A	↑	81.2	81.0		2017/19	81.0	---		---		---		---	---	GM	81.7	2017-19
M647 (COM) Life Expectancy (Male)	A	↑	77.4	77.6		2017/19	77.6	---		---		---		---	---	GM	78.1	2017-19
M654 (COM) Healthy Life Expectancy at birth (Female)	A	↑	61.6	58.3		2017/19	58.3	---		---		---		---	---	GM	60.7	2017-19
M656 (C) Percentage of Health Visitor mandated reviews completed within timescale	Q	↑	85.4%	88.0%		Q4 20/21	77.2%	88.0%		88.0%		88.0%		88.0%	88.0%	Eng	82.0%	2019/20
M658 (COM) Healthy Life Expectancy at birth (Male)	A	↑	58.0	58.3		2017/19	58.3	---		---		---		---	---	GM	61.7	2017-19

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)			Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Period for Q1 Actual	Q1 Actual	Q1 Target	Actual	Target	Actual	Target	Actual	Target				
M659 (C) Percent of NHS Health Checks offered which were taken up in the Quarter	Q	↑	67.8%			Suspended	---	---		---		---	---	---	GM	48.8%	2020/21 Q4	
M664a (C) Percentage of referrals which are repeat referrals to Children's Social Care (in month)	Q	↓	26.0%	24.0%		June 2021	23.6%	23.5%		23.5%		23.5%	23.5%	23.5%	Stat	24.0%	31-Mar-20	
M683a (C) Percentage of ICPCs that take place within 15 working days of a strategy discussion, or the strategy discussion at which section 47 enquiries were initiated if more than one has been held (in month)	Q	↑	79.0%	77.0%		June 2021	98.3%	90.0%		90.0%		90.0%	90.0%	90.0%	Stat	73.0%	31-Mar-20	
M712 (COM) Rate of children looked after per 10,000 children aged under 18 years	Q		86.0	87.0		June 2021	89.2	---		---		---	---	---	Stat	107	31-Mar-20	
M863 (C) Percent of eligible adults aged 65+ who have received the flu vaccine	Q	↑	72.8%	73.1%		2019/20	73.1%	75.0%		75.0%		75.0%	75.0%	75.0%	GM	74.6%	2019/20	
M928 (C) Percentage of Children Looked After placed within In-house Foster Care Provision	Q	↑		64.6%	60.0%	June 2021	62.3%	60.0%		60.0%		60.0%	60.0%	60.0%				
M929 (C) Percentage CLA in long term stable placements	Q	↑	58.0%	69.0%		June 2021	67.5%	70.0%		70.0%		70.0%	70.0%	70.0%	Stat	69.0%	31-Mar-20	
M932 (C) Percentage of Children Looked After that have a permanence plan within four months of becoming looked after	Q	↑				June 2021	100.0%	80.0%		80.0%		80.0%	80.0%	80.0%				

Performance Measure Name	Data	Pol	Previous Years			2021/22										Benchmarking		
			2018/19	2019/20	2020/21	Q1 (Jun 21)			Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
						Period for Q1 Actual	Q1 Actual	Q1 Target	Actual	Target	Actual	Target	Actual	Target				
M933 (C) Percentage of Children Looked After with three or more placement moves in the last 12 months	Q	↓	13.0%	11.0%		June 2021	9.4%	10.0%		10.0%		10.0%		10.0%	10.0%	Stat	10.0%	31-Mar-20
S202 (C) Council Sickness Absence	Q	↓	9.5 days	11.3 days	7.8 days	June 2021	2.4 days	2.4 days		4.7 days		7.1 days		9.5 days	9.5 days			



# Red Performance Measures

Performance Measure Name	Data	Pol	Previous Years			2021/22								Benchmarking				
			2018/19	2019/20	2020/21	Period for Q1 Actual	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
							Q1 Actual	Q1 Target	Actual	Target	Actual	Target	Actual	Target				
<b>Prioritising Education and Skills</b>																		
M63 (C) Number of visitors to Gallery Oldham	Q	↑	93,578			Q1 21/22	708	800		2,500		3,500		4,500	11,300			
Accountable Lead (Subnum Hariff-Khan) Follow-up Action											Director (Katrina Stephens) Assurance							
We are below target in q1 because Museums and galleries were not allowed to open until mid-May to the public.											We are below target for quarter 1 because Museums and galleries were not allowed to open until mid-May to the public.							

Performance Measure Name	Data	Pol	Previous Years			2021/22								Benchmarking				
			2018/19	2019/20	2020/21	Period for Q1 Actual	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
							Q1 Actual	Q1 Target	Actual	Target	Actual	Target	Actual	Target				
<b>Promoting Health and Wellbeing and supporting the most Vulnerable</b>																		
M197 (C) Number of visits to OCL Leisure Centres per 1000 population	Q	↑	5,324			Q1 21/22	703	1,325		2,650		3,975		5,300	5,300			
Accountable Lead (Neil Consterdine) Follow-up Action											Director (Katrina Stephens) Assurance							
The performance is low in comparison to expected this period. This was expected as the Leisure Centres only opened part way through April and lockdown restrictions for the whole of the period have also impacted. This includes limits on numbers allowed in the centres and types of activities that have been allowed. Inevitably this has impacted on numbers through the door. The target has been set based on previous visit pre Covid as a way of measuring returns and highlight progress for return. It is expected that numbers will improve slightly next quarter but will still be impacted.											Target was based on previous Covid numbers to measure recovery. Lower number of visits expected as leisure centres opened part way through April. This includes limits on numbers & activity allowed. Inevitably this impacted on numbers through the door. On a positive, through savings aligned, the drawdown on additional recovery costs is well below expectation with no ask this quarter. Q2 should start to see some improvement. Situation will be closely monitored with regular Client meetings with OCL							

# Red Performance Measures

Performance Measure Name	Data	Pol	Previous Years			2021/22									Benchmarking			
			2018/19	2019/20	2020/21	Period for Q1 Actual	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
							Q1 Actual	Q1 Target	Actual	Target	Actual	Target	Actual	Target				
<b>Promoting Health and Wellbeing and supporting the most Vulnerable</b>																		
M619b (C) Percentage of Care Leavers aged 19-21 in Education, Employment or Training	Q	↑	51.0%	32.0%		June 2021	50.4%	60.0%		60.0%		60.0%		60.0%	60.0%	Stat	47.0%	31-Mar-20
Accountable Lead (Sara Scholey) Follow-up Action												Director (Elaine Devaney) Assurance						
<p>The After Care Service is currently working with 252 young people, 37 young people are under the age of 18 (14.68%).</p> <p>84 young people aged 19-25 are NEET (33%) with contributing factors including illness or disability, pregnancy or parenting and other circumstances such as the availability of suitable opportunities.</p> <p>The performance is an improvement on last month where 14 young people have moved from NEET for EET. This is a reflection of the team's hard work and tenacious focus on NEET. We continue to hold fortnightly triages with Job Centre Plus and Get Oldham Working which are working well. The services are in the initial stages of pulling together a programme of sessions 'getting work ready' and will be offering some drop-in time for our young people who are NEET.</p>												<p>The service has a variety of programmes supported with partners such as the Get a Job programme and Prince's Trust programme. We anticipate that after such a difficult year for young people their opportunities will increase. The After Care Service are supporting the Kick Start Programme to provide opportunities for Care Leavers.</p>						

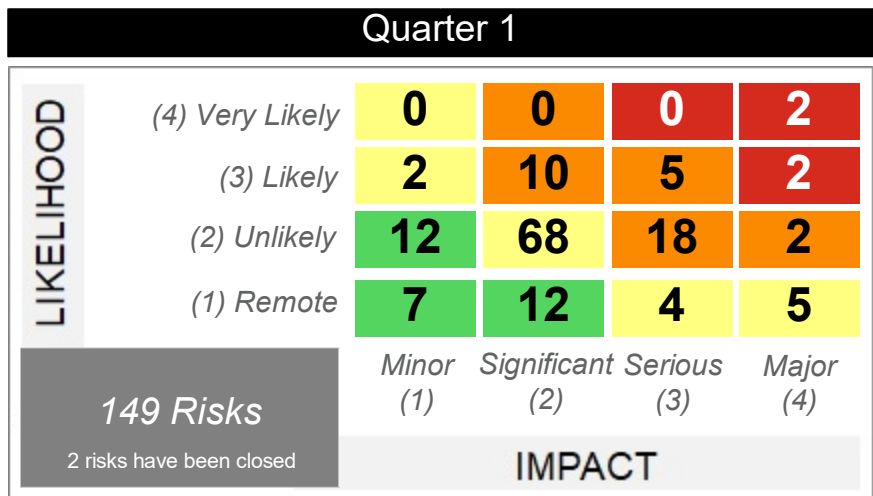
Performance Measure Name	Data	Pol	Previous Years			2021/22									Benchmarking			
			2018/19	2019/20	2020/21	Period for Q1 Actual	Q1 (Jun 21)		Q2 (Sep 21)		Q3 (Dec 21)		Q4 (Mar 22)		EOY Target	Type	Bench mark	Period
							Q1 Actual	Q1 Target	Actual	Target	Actual	Target	Actual	Target				
<b>Promoting Health and Wellbeing and supporting the most Vulnerable</b>																		
M656 (C) Percentage of Health Visitor mandated reviews completed within timescale	Q	↑	85.4%	88.0%		Q4 20/21	77.2%	88.0%		88.0%		88.0%		88.0%	88.0%	Eng	82.0%	2019/20
Accountable Lead (Rebecca Fletcher) Follow-up Action												Director (Katrina Stephens) Assurance						
<p>The NHS were subject to specific requirements during COVID which led to the suspension of some face to face activities. This impacted on our health visitor contacts. Face to face home visits and clinic visits by appointment were maintained with a focus on those children Subject of Child Protection Plan, Children Looked After, Children in Need, Children with Special Educational Needs and Disabilities and other children and families identified as vulnerable. The service is now in a recovery response where children who missed any early face to face contacts are being followed up Continue with the fortnightly meetings with the service, public health and commissioning which focus on addressing any barriers to recovery.</p> <p>The service will also focus on catching up any children who missed early contacts.</p>												<p>The service is still in recovery following the DHSC guidance during the pandemic to suspend some health services. In addition, the service had worked to allay parental anxieties during the pandemic of accessing services.</p>						

**Actions** "Unlikely to Achieve" (Red) for the current Quarter or "Behind Schedule" (Amber) for the last 2 Quarters

Action name	Forecast Complete Date	Q1 (Jun 21)	Q2 (Sep 21)	Q3 (Dec 21)	Q4 (Mar 22)	Jun 21 comments
<b>Enabling Area</b>						
DA101 For each of the CHASC stakeholders to have established plans for balancing year end budget	Mar 2022	Behind Schedule (Unlikely to Achieve)				Work in progress to ensure a balanced budget across CHASC stakeholders although significant demand and saving pressures are impacting
DA102 For each of the CHASC stakeholders to have a proposed budget clearly set out for 2021/22 to address any identified pressures in the budget line areas	Mar 2022	Behind Schedule (Unlikely to Achieve)				Work in progress to ensure a balanced budget across CHASC stakeholders although significant demand and saving pressures are impacting
DA103 Focus on creating the actions and plans to start to deliver on savings requirements	Mar 2022	Behind Schedule (Unlikely to Achieve)				Savings delivery plans developed and in situ. Being monitored monthly but a number of pressures are impacting on the level of savings achieved to date
<b>Promoting Health and Wellbeing and supporting the most Vulnerable</b>						
DP208 Increase uptake and reduce inequalities in uptake in national screening and immunisation programmes	Mar 2022	Behind Schedule (Unlikely to Achieve)				Public Health have now started up the HPSG meetings again and the focus will be on the national programmes to address lower uptake and increase inequalities moving forward
DA118 To deliver and embed a strengths-based approach in Community Health and Adult Social Care	Mar 2022	Behind Schedule (Unlikely to Achieve)				The previous training provider was decommissioned due to delivery not being in line with the expected contracted requirements. The service is working with OD and procurement to com

# Risks

<b>12 - 16</b>	High	<i>High level risks are monitored via the Strategic Risk Register and are reported via the Audit Committee</i>
<b>6 - 9</b>	Moderate	
<b>3 - 4</b>	Low	
<b>1 - 2</b>	Very Low	



Linked to Action	Risk Name	Risk Category	Implication	Mitigation	Revised		
					Impact	Likely	Rating
DA101 For each of the CHASC stakeholders to have established plans for balancing year end budget	RA101a Costs related to COVID legacy, and other external factors beyond our control, present inherent cost pressures across the CHASC stakeholder budgets	Financial	Budget not balanced and additional inherent cost pressures	Tracking COVID pressures and modelling impact. Escalation to DHSC on significant risk to LA funding	4	4	<b>16</b>
DA102 For each of the CHASC stakeholders to have a proposed budget clearly set out for 2021/22 to address any identified pressures in the budget line areas	RA102a Costs related to COVID legacy, and other external factors beyond our control, present inherent cost pressures across the CHASC stakeholder budgets	Financial	Budget not balanced and additional inherent cost pressures	Tracking COVID pressures and modelling impact. Escalation to DHSC on significant risk to LA funding	4	4	<b>16</b>
DX111 To provide additional proactive expert legal resource to support the increasing demands of the client service in relation to Adult Social Care	RX111a Unable to provide legal support which could result in increase in claims to the council, safeguarding issues and potentially serious injury and death	Legal / Regulatory	Cost and reputational implication to the council should we receive Judicial claims, litigation, fines.	A draft report has been circulated to colleagues in adult services to address the increased demand in adult social care and coroner's Court work and will be processed once the draft is agreed.	4	3	<b>12</b>
DX112 Consider the implications of Brexit on Family Law and continue to try to anticipate all issues before they arise and reviewing all current policies and protocols as appropriate	RX112a Insufficient capacity to provide timely legal advice can lead to safeguarding issues and potentially serious injury/death	Legal / Regulatory	Services acting on incorrect information resulting in non-compliance to legislation and failing to meet our statutory obligations and duties.	This work is ongoing as the case law changes to reflect the new jurisdictional issues post Brexit. The team has also concluded all settled status applications where appropriate, and support was required.	4	3	<b>12</b>

**Driving Equality**

**Unemployment rate in Oldham (Jun 2021)** **9.2%**  
 (May 2021) **9.4%**

**Youth Unemployment rate in Oldham (Jun 2021)** **14.5%**  
 (May 2021) **15.5%**

**Nursery and primary pupils with free school meals** **26.9%** ↑  
 (2019/20) **21.0%**

**Secondary pupils with free school meals** **25.4%** ↑  
 (2019/20) **20.8%**

**People feel that the CSP are dealing with local community safety issues (Jan - Mar 2021)** **42.0%**

**People agree that people of different backgrounds get along in their area (Jan - Mar 2021)** **67.0%**

**Championing a green recovery**

**15.2%** ↑  
 Households in fuel poverty (2019)

**11.7%** (2018)

**Median gross annual pay of employees by residence - resident base (2020)** **£26,357**  
 (2019) **£25,375**

**27.8%** (2019) **98.2%** ↑  
 Addresses with Superfast broadband availability (2020)

**Creating and protecting jobs and supporting businesses**

**Promoting health and wellbeing and supporting the most vulnerable**

**Female Healthy Life Expectancy at birth (2017/19)** **58.3yrs** ↓  
 (2016/18) **61.6yrs**

**Male Healthy Life Expectancy at birth (2017/19)** **58.3yrs** ↑  
 (2016/18) **58.0yrs**

**Rate of children (per 10,000) looked after aged under 18 years (Apr-Jun 2021)** **89.2** ↑  
 (2019/20) **87.0**

**Female Life Expectancy (2017/19)** **81.0yrs** ↓  
 (2016/18) **81.2yrs**

**Male Life Expectancy (2017/19)** **77.6yrs** ↑  
 (2016/18) **77.4yrs**

**Adults (aged 19+) are physically active (Apr-Jun 2021)** **59.2%**  
 (2018/19) **59.2%**

## SICKNESS (year to date)



average days lost to sickness

same period previous year



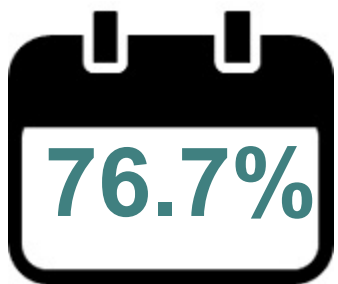
current trend



### top 3 reasons

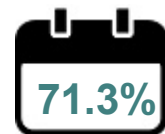
The top 3 reasons for sickness absence are Mental Health Inc. Stress (1.08 days per FTE), Musculo-skeletal (0.58 days per FTE) and Cancer related (0.14 days per FTE).

## LONG TERM SICKNESS (year to date)



of days lost are due to long-term sickness

same period previous year



current trend



Long term absence is any absence longer than 20 days in duration

## TOP REASONS FOR LEAVING (year to date)

54

TUPE transfer

48

Resignation

20

Redundancy

16

Retirement

14

End of Contract

year end 2020/21

Resignation	152
Redundancy	69
End of Contract	53
Retirement	26
No reason provided	21

## SICKNESS TOP 3 DIVISIONS (year to date)

1 Adult Social Care

4.27 days per FTE

2 Economy

3.69 days per FTE

3 Children's Social Care, Family Connect and Commissioning & Partnerships

2.81 days per FTE

Average days FTE per employee is calculated by total sick days in the service since the start of the year divided by total number of FTE. Smaller service's figures may be more disproportionately affected by individual instance of long terms absence

## TURNOVER (year to date)

13.0%



Staff turnover

same period previous year

12.3%

current trend



## TURNOVER (rolling 12 months)

82.0%

of people still in post after 12 months



same period previous year

72.2%

current trend





**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 NOVEMBER 2021**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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**Economic and Social Reform Cabinet Portfolio**

ESR-05-21	Oldham Performance Space	Director of Economy	November 2021	Cabinet
Description: Appointment of multi disciplinary design team for Oldham Performance Space Document(s) to be considered in public or private: NOT FOR PUBLICATION 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 and a third party				
ESR-06-21	Old Library Building	Director of Economy	November 2021	Cabinet Member - Economic and Social Reform (Leader - Cllr Arooj Shah)
Description: Conservation works to the Old Library building Document(s) to be considered in public or private: NOT FOR PUBLICATION 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 and a third party				
RCR-10-14	Western Gateway Town Centre Land and Property Acquisitions	Director of Economy	December 2021	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				

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 NOVEMBER 2021**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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**Education and Skills Cabinet Portfolio - None**

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**Children and Young People Cabinet Portfolio - None**

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**Health and Social Care Cabinet Portfolio**

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HSC-06-21 New!	Award of contract, Housing Related Support: short-term accommodation -based service	Managing Director Community Health & Social Care Services (DASS) – Mark Warren	December 2021	Cabinet Member - Health and Social Care (Councillor Zahid Chauhan)
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Description: Request approval to award a contract for Housing Related Support: short-term accommodation-based service.  
 Document(s) to be considered in public or private: Report, EIA.  
 Private due to information relating to the financial or business affairs of any particular person including the Council.

**Housing Cabinet Portfolio**

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**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 NOVEMBER 2021**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
HSG-01-21	Chadderton Neighbourhood Area and Forum applications	Deputy Chief Executive – Helen Lockwood	November 2021	Cabinet Member - Housing (Councillor Hannah Roberts)
<p>Description: To publish and consult for six weeks the application to designate the Chadderton Partnership as a Neighbourhood Forum and the application to designate the three Chadderton wards as a neighbourhood area, in line with the requirements set out in the Neighbourhood Planning (General) Regulations (2012).</p> <p>Document(s) to be considered in public or private: Area application  Forum application  Chadderton neighbourhood area map  Constitution</p>				
HSG-15-21 <b>New!</b>	<b>Oldham Mills Strategy</b>	Deputy Chief Executive – Helen Lockwood	December 2021	Director of Economy
<p>Description: To approve and publish the Oldham Mills Strategy.</p> <p>Document(s) to be considered in public or private: Oldham Mills Strategy (public)</p>				
HSG-10-21	Oldham's Monitoring Report 2020-2021	Deputy Chief Executive – Helen Lockwood	December 2021	Cabinet Member - Housing (Councillor Hannah Roberts)

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 NOVEMBER 2021**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: Under Regulation 34 and 35 of The Town and Country (Local Planning) (England) Regulations 2012 local planning authorities must make monitoring information available for inspection as soon as possible after the information becomes available. The Monitoring Report covers the previous financial year that is 1 April 2020 to 31 March 2021. In terms of housing land supply, the Monitoring Report also presents the position as at 1 April 2021. Document(s) to be considered in public or private: Oldham's Monitoring Report 2020-2021</p>				
<p>HSG-11-21</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 1 of 24</p>	<p>Strategic Housing Land Availability Assessment (SHLAA) - 2021 update</p>	<p>Director of Economy</p>	<p>December 2021</p>	<p>Cabinet Member - Housing (Councillor Hannah Roberts)</p>
<p>Description: The SHLAA is a technical document identifying land that might have potential for housing at some stage in the future, as required by the National Planning Policy Framework (NPPF). NPPF states that a housing assessment should be used to establish realistic assumptions about the suitability, availability and the likely achievability (economic viability) of land to meet the identified housing need. This then determines whether a site could form part of the housing land supply and, if so, when it is expected to be developed. As well as providing evidence for the housing land position, it will inform the Local Plan review and provide data for the Brownfield Land Register update. The base date of this SHLAA is the 1 April 2021. This SHLAA provides the annual update to the previously published SHLAA (as at 1 April 2020), published in January 2020. Finally, the SHLAA discusses the latest housing requirements and whether we can demonstrate that there is enough land in the five-year deliverable housing land supply to meet requirements. Document(s) to be considered in public or private: Strategic Housing Land Availability Assessment (as at 1 April 2021) and associated appendices. The SHLAA will also be accompanied by an online map. All documents will be made publicly available on the council's website.</p>				

## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 NOVEMBER 2021

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
HSG-12-21	Brownfield Register 2021 Update	Director of Economy	December 2021	Cabinet Member - Housing (Councillor Hannah Roberts)
<p>Description: The Town and Country Planning (Brownfield Land Register) Regulations 2017 require each local planning authority in England to prepare, maintain and publish a register of previously developed (brownfield) land suitable for housing. The government considers the purpose of the register is to provide up-to-date and consistent information on sites that local authorities consider appropriate for residential development. To accompany the legislation, they published guidance on preparing and publishing brownfield land registers and a data standard on 28 July 2017.</p> <p>Local authorities are required to update the information relating to each entry and review the sites on their registers at least once a year and are encouraged to conduct more frequent updates of the register where they wish to so do.</p> <p>The selection of sites to include in the register has been informed by ongoing housing land monitoring and is a sub-set of the sites identified in the Strategic Housing Land Availability Assessment (SHLAA), as at 1 April 2020.</p> <p>This document provides an update to the Brownfield Register 2020, published in December 2020.</p> <p>Document(s) to be considered in public or private: Brownfield Register 2021 (report and register)</p>				
HSG-14-21 <b>New!</b>	Affordable Housing Position Paper	Director of Economy	January 2022	Cabinet
<p>Description: Affordable Housing Position Paper - providing further details on securing affordable housing, First Homes and Vacant Building Credit.</p> <p>Document(s) to be considered in public or private:</p>				
HSG-16-21 <b>New!</b>	Chadderton Neighbourhood Plan	Deputy Chief Executive – Helen Lockwood	February 2022	Cabinet

## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 NOVEMBER 2021

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To determine the application on 'The New Chadderton Partnership' as a Neighbourhood Forum and the application to designate the three Chadderton wards as a neighbourhood area, in line with the requirements set out in the Neighbourhood Planning (General) Regulations (2012).</p> <p>Document(s) to be considered in public or private: Chadderton neighbourhood area application; The New Chadderton Partnership forum application</p>				

### Neighbourhoods Cabinet Portfolio

Page 126	EI-03-20	Highways Improvement Programme 2019/20 - 2021/22	Deputy Chief Executive – Helen Lockwood	Before May 2022	Director of Economy
<p>Description: Cabinet approved the £12m Highways Improvement Programme for delivery over the financial years 2019/20 to 2021/22 in March 2019.</p> <p>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 2021/22 financial year to ensure prompt delivery of the programme.</p> <p>Document(s) to be considered in public or private: N/A</p>					

### Corporate Services Cabinet Portfolio - None

### Finance and Low Carbon Cabinet Portfolio

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 NOVEMBER 2021**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
FLC-13-21	Report of the Director of Finance – Treasury Management Strategy Mid-Year Review 2021/22	Director of Finance – Anne Ryans	November 2021	Cabinet
<p>Description: Review of the performance for the first half of the financial year in relation to the Treasury Management Strategy for 2021/22.                      Document(s) to be considered in public or private: Proposed Report Title:                      Report of the Director of Finance – Treasury Management Strategy Mid-Year Review 2021/22.                      Background Documents: Appendices                      Report to be considered in Public</p>				
FLC-08-21	Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2021/22 – Month 6	Director of Finance – Anne Ryans	November 2021	Cabinet
<p>Description: The report provides an update on the Council's 2021/22 forecast revenue budget position and the financial position of the capital programme as at Month 6.                      Document(s) to be considered in public or private: Proposed Report Title:                      Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2021/22 – Month 6                      Background Documents: Various appendices                      Report to be considered in Public</p>				
FLC-14-21	Report of the Director of Finance - Budget 2022/23 – Determination of the Tax Bases for Council Tax Setting and for Business Rates Income Purposes	Director of Finance – Anne Ryans	December 2021	Cabinet



**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 NOVEMBER 2021**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: The Determination of the Tax Bases for Council Tax Setting and for Business Rates Income for use in 2022/23 budget deliberations.                      Document(s) to be considered in public or private: Proposed report: Report of the Director of Finance - Budget 2022/23 – Determination of the Tax Bases for Council Tax Setting and for Business Rates Income Purposes                      Various appendices.                      Report to be considered in Public</p>				
FLC-04-21	Report of the Director of Finance – Capital Programme & Capital Strategy for 2022/23 to 2026/27	Director of Finance – Anne Ryans	February 2022	Cabinet
<p>Description: To consider the Council's Capital programme and capital strategy                      Document(s) to be considered in public or private: Proposed Report: Report of the Director of Finance – Capital Programme &amp; Capital strategy for 2022/23 to 2026/27                      Various appendices.                      Report to be considered in Public.</p>				
FLC-05-21	Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments in the 2022/23 budget setting process	Director of Finance – Anne Ryans	February 2022	Cabinet
<p>Description: To consider the statement of the robustness of estimates and adequacy of the reserves in the 2022/23 budget setting process.                      Document(s) to be considered in public or private: Proposed Report: Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments in the 2022/23 budget setting process.                      Various Appendices.                      Report to be considered in Public</p>				

## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 NOVEMBER 2021

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
FLC-06-21	Report of the Director of Finance – Revenue Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2026/27	Director of Finance – Anne Ryans	February 2022	Cabinet
<p>Description: To consider the Administration’s detailed revenue budget reduction proposals and the presentation of the Medium Term Financial Strategy for the Council (2022/23 to 2026/27) incorporating the current policy landscape and Local Government Finance Settlement.</p> <p>Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Revenue Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2026/27</p> <p>Report to be considered in Public</p>				
FLC-09-21	Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2021/22 – Month 8	Director of Finance – Anne Ryans	February 2022	Cabinet
<p>Description: The report provides an update on the Council's 2021/22 forecast revenue budget position and the financial position of the capital programme as at Month 8.</p> <p>Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2021/22 – Month 8</p> <p>Background Documents: Various appendices</p> <p>Report to be considered in Public</p>				
FLC-12-21	Report of the Director of Finance – Treasury Management Strategy Statement 2022/23	Director of Finance – Anne Ryans	February 2022	Cabinet
<p>Description: To consider the Council’s Treasury Management Strategy for 2022/23 - including Minimum Revenue Provision Policy Statement, Annual Investment Strategy and Prudential Indicators</p> <p>Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Treasury Management Strategy Statement 2022/23</p> <p>Background Documents: Appendices</p> <p>Report to be considered in Public</p>				

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 NOVEMBER 2021**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
FLC-15-21	Joint Report of the Deputy Chief Executive People and Place and Director of Finance – Housing Revenue Account Estimates for 2022/23 to 2026/27 and Proposed Outturn for 2021/22.	Deputy Chief Executive – Helen Lockwood, Director of Finance – Anne Ryans	February 2022	Cabinet
<p>Description: The Housing Revenue Account (HRA) Outturn Estimates for 2021/22, the detailed budget for 2022/23 and the Strategic HRA Estimates for the four years 2023/24 to 2026/27.                      Document(s) to be considered in public or private: Proposed Report Title: Housing Revenue Account Estimates for 2022/23 to 2026/27 and Proposed Outturn for 2021/22                      Background Documents: Appendices                      Report to be considered in Public</p>				
FLC-16-21	Report of the Director of Finance – Council Tax Reduction Scheme 2022/23	Director of Finance – Anne Ryans	February 2022	Cabinet
<p>Description: To determine the Council Tax Reduction Scheme for 2022/23                      Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Council Tax Reduction Scheme 2022/23                      Background Documents: Appendices – Various                      Report to be considered in Public</p>				
FLC-10-21	Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2021/22 – Month 9	Director of Finance – Anne Ryans	March 2022	Cabinet

## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 NOVEMBER 2021

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
Description: The report provides an update on the Council's 2021/22 forecast revenue budget position and the financial position of the capital programme as at Month 9. Document(s) to be considered in public or private: Proposed Report Title: Report of the Director of Finance – Revenue Monitor and Capital Investment Programme 2021/22 – Month 9 Background Documents: Various appendices Report to be considered in Public				

### Employment and Enterprise Cabinet Portfolio - None

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Commissioning Partnership Board				
CPB-06-20	Section 75 Agreement	Chief Executive/Accountable Officer NHS Oldham CCG	November 2021	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 of the Council, its partners and service providers				

**Key:**

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 NOVEMBER 2021**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
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**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 Arooj Shah, Abdul Jabbar MBE, Amanda Chadderton, Shaid Mushtaq, Zahid Chauhan, Jean Stretton, Shoab Akhtar, Eddie Moores 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 is 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>

## PERFORMANCE OVERVIEW AND SCRUTINY COMMITTEE

### WORK PROGRAMME 2021/22

<p>Thursday 24<sup>th</sup> June 2021</p> <p>As a result of guidance indicating that the number of people who gather indoors should be restricted and noting current Covid infection rates, the expiry of Regulations which removed the legal requirement for meetings to be held in person, and the nature of the programmed business, the programmed business was considered in an informal setting.</p>	<p>Performance Report – Quarter 4, 2020/21</p>	<p>To scrutinise Council performance against agreed performance measures</p>	<p>Portfolio – Leader of the Council. Strategic Director – Communities and Reform. Matt Drogan, Head of Strategy and Performance.</p>	<p>Service performance reporting</p>
	<p>Corporate Performance Reporting Process 2021/22</p>	<p>To advise the Committee on the Council’s new corporate performance reporting process for 2021/22</p>	<p>Portfolio – Leader of the Council. Strategic Director – Communities and Reform. Matt Drogan, Head of Strategy and Performance.</p>	<p>Service performance reporting</p>

Thursday 26 <sup>th</sup> August 2021	Financial Outturn for 2020/21	To scrutinise the Council's financial performance against the agreed Budget.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	Budget performance reporting
	Revenue Monitor and Capital Investment Programme 2021/22 Month 3	To scrutinise the Council's financial performance against the agreed Budget.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	Budget performance reporting
	Update on Additional School Places and Admissions	Update Report	Portfolio – Education and Skills Managing Director – Children and Young People Andy Collinge, Head of School Support Services	Report requested by the Performance and Value for Money Select Committee, August 2020
	Overview and Scrutiny Work Programmes 2020/21 - Outturn	Update Report	Portfolio – Leader of the Council Elizabeth Drogan, Statutory Scrutiny Officer. Mark Hardman, Constitutional Services Officer	Report to assist the role of Scrutiny.
	Update on Financial Administration in Local Authorities.	Update Report	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	Report to assist the role of Scrutiny



Thursday 7 <sup>th</sup> October 2021	Performance report – Quarter 1, 2021/22	To scrutinise Council performance against agreed performance measures.	Portfolio – Leader of the Council. Strategic Director – Communities and Reform. Matt Drogan, Head of Strategy and Performance.	Service performance reporting
	Oldham Safeguarding Adults Board Annual Report 2020/21- and Three-Year Strategy.	To receive and consider the Board's Annual Report and Three-Year Strategy.	Dr Henri Giller, Chair of the Board. Portfolio - Health and Social Care Julie Farley, Business Manager, Oldham Safeguarding Adults Board.	Annual Report consideration.
	SEND Review Update	To update progress against the completion of improvement actions and actions to improve attendance, reduce exclusions and raise achievement for children and young people with SEND.	Portfolio – Education and Skills Managing Director – Children and Young People David Shaw, Assistant Director SEND.	Report requested by the Performance and Value for Money Select Committee, February 2021
	A detailed report on areas of overspend if required following the month 3 revenue monitor report. <b>No report required</b>	To ensure operational areas at risk of overspending have plans to manage within agreed resources.	Appropriate portfolio holder and Director responsible for the Service	Budget performing reporting
Thursday 18 <sup>th</sup> November 2021	Update on contract	Update Report as requested by the Committee.	Appropriate portfolio holder and Director	Budget and Service Performance Reporting

	monitoring within the Council for a selected operational area		responsible for the Service Supported by Mike Barker the Strategic Director of Commissioning.	
	Local Government Ombudsman – Annual Report	To scrutinise the Council’s position regarding complaints and complaints pursued through to the Ombudsman.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance. Caroline Lee, Head of Revenues and Benefits	Annual Report consideration.
	Update on implementation of the Housing Strategy	Update Report	Portfolio – Housing. Emma Barton, Director of Economy	Delivery of the Housing Strategy.
	Update on Implementing the findings of the Peer Review.	Update Report	Portfolio – Leader of the Council. Chief Executive.	Service performance reporting
	Update on the Implementation of the Creating a Better Place Capital Programme. <b>(moved from 7<sup>th</sup> October)</b>	Update Report	Portfolio – Leader of the Council. Emma Barton, Director of Economy	Delivery of the Capital Programme.
	Oldham Safeguarding Children Board Annual Report 2020/21- and Three-Year Strategy.	To receive and consider the Board’s Annual Report and Three-Year Strategy.	Dr Henri Giller, Chair of the Board. Portfolio - Children and Young People. Lisa Morris, Business Manager, Oldham Safeguarding Children Partnership.	Annual Report consideration.

	<b>(moved from 7<sup>th</sup> October)</b>			
Thursday 16 <sup>th</sup> December 2021	Performance Report Quarter 2, 2021/22	To scrutinise Council performance against agreed performance measures.	Portfolio – Leader of the Council. Strategic Director – Communities and Reform. Matt Drogan, Head of Strategy and Performance.	Service performance reporting
	Revenue Monitor and Capital Investment Programme 2021/22 Month 6	To scrutinise the Council's financial performance against the agreed Budget.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	Budget performance reporting
	Children's Services - update on financial performance and Improvement Plan	To receive updates in respect of financial performance in Children's Services and delivery of the Improvement Plan	Portfolio – Education and Skills. Managing Director – Children and Young People.	Periodic performance update report; previous report December 2020.
	Repeat Referrals in Children's Social Care	To receive an update on re-referral performance, an overview of the five key themes relating to the re-referral rate and actions to ensure close management of this key performance indicator.	Portfolio – Education and Skills. Managing Director – Children and Young People. Elaine Devaney, Director of Children's Social Care/ Gemma Gerrish, Assistant Director Social Work Services.	Item required by Performance and Value for Money Select Committee, December 2020.
	Partnership Dashboard	To assess the overall risk on partnerships to the Council.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	Budget performance reporting

	Unity Partnership Limited Annual Report 2020/21	To scrutinise the performance of Unity Partnership.	Portfolio – Finance and Low Carbon. Dominic Whelan, Chief Operating Officer, Unity Partnership Limited.	Annual Report consideration
Thursday 10 <sup>th</sup> February 2022	Review of OCL and the operation of the Leisure Contract	To scrutinise in detail the Leisure Contract including the impact of the pandemic	Portfolio – Health and Social Care. Strategic Director – Communities and Reform	Financial and Performance Report
	Regional Adoption Agency - update	To scrutinise delivery and financing of adoption services in the Borough.	Portfolio – Children and Young People. Managing Director – Children and Young People. Elaine Devaney, Director of Children's Social Care/Karen Brannick, Head of Adoption Now;	Periodic performance update report; previous report March 2021.
	Review of Northern Roots	To scrutinise the operation of Northern Roots which it is intended will be a Council owned entity to develop an Eco Park part funded by the Towns Fund.	Portfolio – Leader of the Council. Strategic Director – Communities and Reform Emma Barton, Director of Economy	Review of an Emerging Partnership to assess risk to the Council
Thursday 24 <sup>th</sup> March 2022	Performance report Quarter 3, 2021/22	To scrutinise Council performance against agreed performance measures	Portfolio – Leader of the Council. Strategic Director – Communities and Reform.	Service performance reporting.

			Matt Drogan, Head of Strategy and Performance.	
	MioCare Group – Performance Report	To scrutinise the performance of the MioCare Group	Portfolio - Health and Social Care. Karl Dean, Managing Director, Miocare Group	Annual Report consideration.
	Revenue Monitor and Capital Investment Programme 2021/22 Month 9	To scrutinise the Council's financial performance against the agreed Budget.	Portfolio – Finance and Low Carbon. Anne Ryans, Director of Finance.	Budget performance reporting

#### PENDING ISSUES

Primary and Secondary School Performance – The Chair to meet and discuss with the Portfolio Holder and the Director of Education, Skills and Early Years the ongoing consideration by the Committee of these issues.	Portfolio – Children and Young People. Managing Director – Children and Young People. Richard Lynch, Director of Education, Skills and Early Years/Tony Shepherd, Head of Learning.	Periodic performance update report, previous report re secondary school performance, March 2021; primary school performance a 'pending' item on the 2020/21 Performance and Value for Money Select Committee work programme.
The impact of the proposed health integration on the Council and its future operations.	Portfolio-Health and Social Care. Mike Barker Strategic Director of Commissioning.	Budget and Performance Monitoring.

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