

## ***HEALTH AND WELL BEING BOARD Agenda***

Date Thursday 7 March 2024

Time 10.00 am

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 Durga Paul email [durga.paul@oldham.gov.uk](mailto:durga.paul@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, 4 March 2024.

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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[https://www.oldham.gov.uk/homepage/1449/attending\\_council\\_meetings](https://www.oldham.gov.uk/homepage/1449/attending_council_meetings)

MEMBERSHIP OF THE HEALTH AND WELL BEING BOARD  
Councillors Brownridge, J. Harrison (Chair), Mushtaq, Nasheen,  
Shuttleworth and Sykes

- 1 Apologies for Absence
- 2 Urgent Business  
Urgent business if any to be introduced by the Chair
- 3 Declarations of Interest  
To Receive Declarations of Interest in any Contract or matter to be discussed at the meeting.
- 4 Public Question Time  
To receive Questions from the Public, in accordance with the Council's Constitution.
- 5 Minutes of Previous Meeting (Pages 1 - 8)  
The Minutes of the Health and Wellbeing Board held on 11<sup>th</sup> January 2024 are attached for approval.
- 6 Oldham Council Engagement Team - Health and Wellbeing Insight (Pages 9 - 12)  
A summary of insights from doorstep conversations with residents, where health and wellbeing issues were raised.
- 7 Poverty Action Network Overview and Insight (Pages 13 - 28)  
An update to the Health and Wellbeing Board about the work of the Oldham Poverty Action Network over the last 12 months.
- 8 GM Live Well - Oldham Place Based Prevention Budgets (Pages 29 - 44)  
An update on the progress of the GM Live Well programme and the Oldham accelerator proposal around place-based prevention budgets
- 9 Changing Futures  
Presentation to follow
- 10 Oldham Safeguarding Annual Report 2022-23 (Pages 45 - 66)  
Oldham Safeguarding Annual Report 2022-23 to be noted by the Health and Well Being Board.

## HEALTH AND WELL BEING BOARD

11/01/2024 at 10.00 am

**Present:** Councillors: Brownridge, J. Harrison (Chair), Mushtaq, Nasheen, Shuttleworth and Sykes.

Also in attendance:

Rebecca Fletcher (Interim Director of Public Health)

Stuart Lockwood (OCL)

Majid Hussain (NHS)

Dr. John Patterson (NHS)

Jayne Ratcliffe (Director of Adult Social Care)

Anna Tebay (Public Health Service)

Jon Taylor (Data Insight and Intelligence Lead)

Emily Baylis-Tunney (Data Insight and Intelligence Analyst)

Lisa Slater (Mental Health Support Team)

Aimee Thomas (Mental Health in Education Advisor)

Laura Windsor-Welsh (Action Together)

Ayesha Alves-Hey (TOGMind)

Vicki Gould (Senior Public Health Strategy and Commissioning Manager)

Durga Paul (Constitutional Services)

Andrew Mather (Constitutional Services)

### 1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Gaynor Mullins, Kelly Webb, Tamoor Tariq, David Jago, Paul Clifford, Nasir Dad, Gerard Jones and Christina Murray.

### 2 **URGENT BUSINESS**

There were no items of Urgent Business.

### 3 **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

### 4 **PUBLIC QUESTION TIME**

There were no public questions for the meeting to consider.

### 5 **MINUTES OF PREVIOUS MEETING**

**RESOLVED:** Minutes of the meeting held 2<sup>nd</sup> November 2023 approved as a correct record.

### 6 **OLDHAM SAFEGUARDING ANNUAL REPORT 2022-23**

This item was deferred to the next Health and Wellbeing Board Meeting.

### 7 **JOINT STRATEGIC NEEDS ASSESSMENT WEBSITE UPDATE**

Data Insight and Intelligence Analyst, Emily Baylis-Tunney, presented a demonstration of the Joint Strategic Needs Assessment (JSNA) Website. At the previous meeting a very basic version had been presented, but work has been done to

add detail to various sections of the site, with focus on the 'Starting Well' and 'Living Well' sections.

The Board were talked through navigating the website, starting with reviewing headline figures on the Home Page, and progressing into dedicated pages where more detailed reports and visual resources are provided.

The purpose of the website is to inform strategic decisions and following questions from members of the Board, it was clarified that it is aimed at professional and not public use. The Board queried whether more data could be added to the JSNA website, and the officers confirmed that all available data will eventually be added to.

Rebecca Fletcher commended the work done on the website and was particularly impressed with the accessibility and usability of it.

Jayne Ratcliffe commented on how useful the data presented on the website will be to identify trends and prepare for challenges to come.

**RESOLVED:** That the Board noted and commended the work being done on the Joint Strategic Needs Assessment Website

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## **OLDHAM SUICIDE PREVENTION STRATEGY AND PLAN UPDATE**

Vicki Gould (Senior Public Health Strategy and Commissioning Manager) and Rebecca Fletcher (Interim Director of Public Health) provided an update of the Oldham Suicide Prevention Strategy and Plan to the Board. The first Suicide Prevention Strategy for the borough was launched in 2017 and this brought together a partnership board for the first time. Stakeholders include Early Help, Housing GMP, CAHMS etc. Many successes have been achieved by that board – i.e. integration into the GM approach, links into the Coroners court, embedded into safeguarding approaches (all ages).

The Board heard that the three year strategy should have been re-written for 2020, but work began in early 2021 on a new strategy and action plan for the borough and the following were agreed;

- To use the 9 Pillars to structure the suicide prevention strategy
- To align with Greater Manchester and National Strategy
- To use the evidence base to inform the strategy
- To choose focus areas to concentrate our attention within the strategy

### **The 9 Pillars of Suicide Prevention**

1. A leadership/steering committee

2. A robust background summary of the local area to support goal setting
3. Suicide Prevention Awareness raising
4. Mental Health and Wellness promotion
5. Training
6. Suicide intervention and ongoing clinical support services
7. Suicide bereavement support and resources
8. Evaluation measures including data collection and evaluation system
9. Capacity building/sustainability within communities

After consulting with the Suicide Prevention Board, areas of focus that emerged included:

- Self Harm
- Legal, illegal and prescribed drugs and alcohol use
- Loneliness
- Age Targeted Approach
- Males
- Preventing access to means of suicide and high frequency locations

These were apparent across the board as priority areas for stakeholders, and in further consultation carried out with Oldham residents, employees, and Children and Young People. Oldham's strategy was launched on World Suicide Prevention Day 2023.

Public Health carried out an action planning day on 15<sup>th</sup> June 2023. Public Health collated all the information received at the action planning day and begun populating it into the agreed structure. Ownership of most actions was agreed, and the finalised action plan was signed off in November meeting. The action plan is iterative and responsive – it will be reviewed throughout the next two year period and updated as needed. A new action plan (still sitting within the 2023 strategy) will be written in time and in line with changing needs and the emerging evidence base.

Dr. John Patterson noted that although the instances of suicide in women in Oldham was much lower than of males, it was still 50% higher than the national average. Officers stated that they intended on reviewing the cases to establish the cohort and provide support where needed.

Board members queried how we could get information to the public to direct them to the appropriate support and resources. There is an intention to connect with more Sport and Leisure providers within the community. Members also noted that they would benefit from training on providing appropriate guidance and information on resources to residents.

**RESOLVED:**

1. That the Board noted and endorsed the work being done on the Oldham Suicide Prevention Strategy.
2. That training be provided to Members so that they can provide support and guidance to Oldham residents.

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## **PREVENTION AND EARLY INTERVENTION FOR MENTAL HEALTH IN THE COMMUNITY A**

The board were provided an overview of the Oldham Social Prescribing Service by Laura Windsor-Welsh. The service is delivered by a consortium of Oldham Charities, including Age UK Oldham, Positive Steps and Tameside, Oldham and Glossop Mind, led by Action Together. The service has been co-designed since 2019, involving stakeholders from Oldham's Health and Care System. The model incorporates strength-based, personalised care delivered by Social Prescribing Link Workers, Asset-Based Community Development, and Capacity Building in the VCFSE Sector, supported by grant investment.

Between April and November of 2023, 2097 referrals were received to the service. Most referrals were in relation to the loneliness and isolation in residents, but this was closely followed by Mental Health, Physical Health and Welfare and Money management struggles.

The Service continue to be committed to supporting system transformation in Oldham and have supported system change partnership work including: Suicide prevention planning work The multiple disadvantage and system change partnership day Multi-Agency Early Help Panel Planning Session Oldham Collaborative – Living Well What Drives Demand in Oldham Workshops.

The team have continued to develop their skills and knowledge and have completed Connect 5 Mental Health Training and practitioners training for encountering people with problematic drinking. They have launched The Active Travel and Social Prescribing Project which will build capability and capacity within the Social Prescribing Network around active travel and physical activity, will strengthen the connections between this network and the active travel infrastructure, and will reduce inequalities that act as a barrier to active travel within communities. The project will focus on the communities within Central Primary Care Network and will enable us to further develop our volunteer/peer support model to support delivery. These roles have been successfully recruited to the coordinator started in June and the development worker will be with the team from July, this project will build on capacity in the team alongside the opportunities we are able to offer the individuals accessing Social Prescribing.

The Children, Young People and families link workers, employed by Positive Steps, are now fully established within the team, and are actively supporting children, young people and their families, this work is developing alongside the Family Hub

development. The team have hosted a student placement for the NHS graduate management training scheme, the student has been delivering a project to capture the voices of the individuals that have been accessing the service. The results being a co-produce piece of work that celebrates and raises awareness of Social Prescribing, while also using the opportunity through lived experience to capture successes and learning for the future.

The Board were presented with several Case Studies to illustrate the work being done and some of the positive outcomes. They were also presented with some of the positive feedback provided by service users.

**RESOLVED:**

That the Board noted and endorsed the work being done on the Oldham Social Prescribing Service.

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**PREVENTION AND EARLY INTERVENTION FOR MENTAL HEALTH IN THE COMMUNITY B**

Ayesha Alvas Hayes provided an overview of the Tameside, Oldham & Glossop (TOG) Mind mental health offer for the Oldham district. People can be referred from any service in Oldham. Navigators spend their time in community hubs, GP surgeries, on ROH wards and within the ARCC team. TOG also take self-referrals upon an in-house initial discussion with the person on the support they feel they need. They provide navigation to the appropriate services for the person, led by the person. This is a warm handover that ensures the person is comfortable in the process and understands the services they are accessing and who is contacting them.

TOG deliver joint appointments with other providers to facilitate wrap around support and a team around the person e.g. Turning Point, Changing Futures etc. This improves relationships and communication with staff within the system leading to improved delivery of care for the person accessing these services. Navigators are able to provide brief guided self-help interventions, crisis support, and coaching using a strength-based approach. Between 4-12 weeks of support is provided, but this has been extended where necessary.

TOG also have additional services available to provide further support such as Counselling, Supported Self-Help and The Listening Space which is a service for people who feel they need immediate support in times of distress.

The Board were presented with several Case Studies to illustrate the work being done and some of the positive outcomes. They were also presented with some of the positive feedback provided by service users.

**RESOLVED:**

That the Board noted and endorsed the work being done by Tameside, Oldham & Glossop (TOG) Mind.

## PREVENTION AND EARLY INTERVENTION FOR MENTAL HEALTH IN SCHOOLS

This item was presented to the Board in the form of two separate presentations by Lisa Slater (Mental Health Support Team) and Aimee Thomas (Mental Health in Education Advisor).

Lisa Slater presented an overview of the work being carried out by the Mental Health Support Team (MHST) in Oldham. The MHST are in 147 Schools and Colleges and 32 in Oldham specifically. The Team are in primary schools, high schools, special schools such as specialist ASC school and colleges, they are also able to support virtual schools. Each school has a designated mental health lead who is the link between school and the MHST

There are 3 functions of the MHST Model:

1. Direct intervention- 1 to 1 or group based
2. Sign posting, advice and consultation
3. Whole school approach

For Direct intervention and signposting, advice and consultation, the MHST offer each school a consultation clinic to discuss possible concerns or worries. From consultation it could lead to interventions, sign posting, WSA intervention such as assemblies, coffee morning, whole school events such as wellbeing fairs etc

The Whole school approach incorporates assemblies, wellbeing of pupils and staff, attending community events in the school such as coffee morning, whole school events. Each borough also has a Coordinator either with the MHST or sat with another provider- TOGMIND, MHiE Team Oldham etc.

The MHST's aim is to be within 50% of Schools in Oldham, and then eventually schools. They are currently facing some challenges including Estates, Recruitment and Supervision, but have a successful training model in place and are due to welcome wave 10 trainees from January 2024 who will attend Edgehill University.

Aimee Thomas provided an overview of the work being done by Mental Health in Education Team. They support the needs of both staff and pupils by having a strong universal offer for all. They offer a whole school and college approach across all 111 education settings in Oldham and currently 60 schools are actively engaging with the team.

The team have 8 standards which they work towards:

1. Management and Leadership
2. Staff Development Health and Wellbeing
3. Curriculum, Teaching and Learning
4. School and College Ethos and Environment
5. Working with Parents and Carers



6. Student Voice
7. Coordinated Support
8. Identify Need and Monitor Impact

The Team highlighted the impact that the standards have already had-

- 49% to 69% to providing visible senior leadership for Emotional Health and Wellbeing (EHMW)
- 79% of settings have EHMW on the development plan
- The physical environment has improved in settings with it changing from 57% green to 72% green this includes time out spaces and MHFA stations.
- 82% of settings have an embedded RSHE curriculum compared to 59% in previous years.
- Focus is given within curriculum to social and emotional learning and promoting personal resilience in 73% of setting compared to 58% in previous years.
- Our settings have a wide variety of strategies to ensure all children and young people are able to contribute to decisions that may impact on their EHMW. This has increased from 49% of settings reporting in green to 60% of settings.
- Settings are now prioritising a clear commitment to supporting staff EHMW and this is evidenced through both policies/procedures and practice with 72% now reporting in green in comparison to 56% in previous years.
- There has been an increase in systems in place for assessing and monitoring the EHMW of staff from 48% of schools reporting in green in previous years to 62% in green this year
- There has been a significant increase in school or college working in partnership with parents/carers to promote emotional health and mental wellbeing as appropriate from 56% highlighting themselves in green previously compared to 70% in this year's self-assessment with no schools reporting in red in this area.
- Settings having a trauma-aware approach is taken to transition for all, with particular attention given to vulnerable groups of CYP is a focus area for the team. Whilst 63% of settings report themselves in green in this area (previously 56%)

The teams next steps and priorities going forward are

- To have a needs led service-targeted offer to settings depending on their priorities
- To link key settings together to support each other based on strengths and areas for development
- Have a more extensive offer to parents
- Collate more pupil voice during consultation and planning
- Link in with strategic priorities- Oldham Learning, Family Hubs

That the Board noted and endorsed the work being done by The Mental Health in Education Team and The Mental Health Support Team in Schools across Oldham.

The meeting started at 10:00am and ended at 12:19pm



## Report to HEALTH AND WELLBEING BOARD

### Doorstep Engagement: Health & Wellbeing Insights

#### **Portfolio Holders:**

Councillor Dean, Cabinet Member for Communities & Culture

Councillor Brownridge, Cabinet Member for Health & Social Care

**Officer Contact:** Neil Consterdine, AD for Youth, Communities, Libraries, Heritage and Arts

**Report Author:** Rachel Dyson, Thriving Communities Lead

**Date:** 7<sup>th</sup> March 2024

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#### **Purpose of the Report**

To provide the board with a summary of insights from doorstep conversations with residents, where health and wellbeing issues were raised.

#### **Requirement from the Health and Wellbeing Board**

To note the insights from the doorstep engagement work, and consider how this might inform the priorities and work of the Board going forward.

## **Title**

### **1. Background**

- The doorstep engagement team has operated in Oldham from August 2020, supporting engagement with residents around a range of issues including Covid19, the Don't Trash Oldham campaign and most recently the Cost of Living crisis.
- The conversations were primarily focused on residents' wellbeing, bringing in specific focus areas as the conversation progressed. During this time qualitative and quantitative information was captured from those conversations and recorded against particular themes, sub-themes and issues. This report provides a summary of the insights around the theme of Health & Wellbeing during the period of July 2022 to August 2023.
- During this time the focus of conversations was on the cost of living crisis, and a methodology was used to target those areas of the borough where residents were most likely to be impacted. The nature of the conversations will also be influenced by the time of day visits were made, the majority being during the day Monday – Friday. 28,399 conversations were held during this time and although finance and jobs was the largest topic of discussion, health and wellbeing was also a relatively common theme with 619 households raising related issues during that time. A summary of the findings is provided below.

### **2. Current Position**

Key points:

- Most common sub-themes within Health and Wellbeing were; Mental Health, General Health and Health Services.
- The pattern of issues raised was broadly similar across districts, although General Health was raised most often in West.
- The most common single issue was Long-term conditions, followed by loneliness and Mobility issues.
- Under the Health Services theme the most common issues was difficulty accessing GP services.

Mental Health & Wellbeing:

- The most common issues raised under this sub-theme were loneliness, bereavement and non-specific mental health issues.
- Those reporting loneliness were most often elderly men and women and people who had experienced a bereavement.
- Those reporting non-specific mental health issues were often experiencing financial worries or poor physical health although often no reason was given. These were also often the reasons given for experiencing anxiety or depression.

General Health:

- The most common issues raised under this sub-theme were long-term conditions and mobility issues. There were a small number of residents reporting addiction and learning disability.
- The most common long-term conditions mentioned were cancer, general ill health and stroke.

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- People discussing mobility issues often mentioned experiencing falls, needing adaptations or alternative housing.
  - Reports of addiction mostly related to the desire to give up smoking.

#### Care and Support:

- The most common issues under this sub-theme are aids and adaptations, struggling to care, concerns for welfare (of another person) and unmet care needs.
- People discussing aids and adaptations were often interested in information as to how to access aids and adaptations, or waiting for equipment to be installed.
- A number of people expressed concerns for the welfare of others, most commonly their neighbour or spouse.
- A number of residents raised that they had unmet care needs, such as needing extra help in the home or struggling to care for themselves as they got older.

#### Health Services:

- The most common issue under this sub-theme was difficulty accessing GP services, the remainder related to difficulty accessing other health services.

#### Covid19:

- Although at a much lower rate than previously, Covid19 remained a topic of discussion during this time for a small number of people, most commonly those who currently or recently had Covid19 or were experiencing long covid.

### **3. Key Issues for Health and Wellbeing Board to Discuss**

- To discuss the extent to which this insight aligns with wider data sources on the health and wellbeing of the population, and how this insight might inform the priorities and work of the Board going forward.

### **4. Recommendation**

- To note the insights from the doorstep engagement work and consider how this might inform the priorities and work of the Board going forward.

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**Report to HEALTH AND WELLBEING BOARD**

## **Oldham Poverty Action Network**

**Portfolio Holders:**

Councillor Arooj Shah, Leader of Oldham Council

**Officer Contact:** Laura Windsor-Welsh – Action Together CIO

**Report Author:** Laura Windsor-Welsh

**Ext.**

**Date:** 7 March 2024

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### **Purpose of the Report**

To provide an update to the Health and Wellbeing Board about the work of the Oldham Poverty Action Network over the last 12 months.

### **Requirement from the Health and Wellbeing Board**

Report is for information, and for the Board to consider how to strengthen the connection between the work of the Oldham Poverty Action Network and the Health Inequalities Plan.

## **Oldham Poverty Action Network**

### **1. Background**

Oldham Poverty Action Network launched in October 2022 bringing together the existing strands of anti-poverty work in the borough, with the recommendations and the Lived Experience members of the Poverty Truth Commission. The work of the network has been resourced by LocalMotion, a movement of six national funders who are investing in Oldham alongside Carmarthen, Enfield, Lincoln, Middlesbrough and Torbay.

### **2. Current Position**

The Network is made up of VCFSE groups, public sector partners, Greater Manchester Poverty Action and people with Lived Experience of Poverty. The Network has been coming together monthly to co-design and develop 'test and learn' workstreams based on the recommendations from the Oldham Poverty Truth Commission under the headings of:

- Building out from the cost-of-living response
- Hope and Aspirations: Creating routes out of poverty
- Building a joined-up approach to poverty alleviation & prevention.

### **3. Key Issues for Health and Wellbeing Board to Discuss**

The key issue for the Health and Wellbeing Board to discuss is how to strengthen the connection between the work of the Oldham Poverty Action Network and the Health Inequalities Plan.

### **4. Recommendation**

1. For Health and Wellbeing Board members to connect members of their teams who are not currently involved to the Poverty Action Network.
2. To consider how to strengthen the connection between the work of the Health Inequalities Plan and the Oldham Poverty Action Network.





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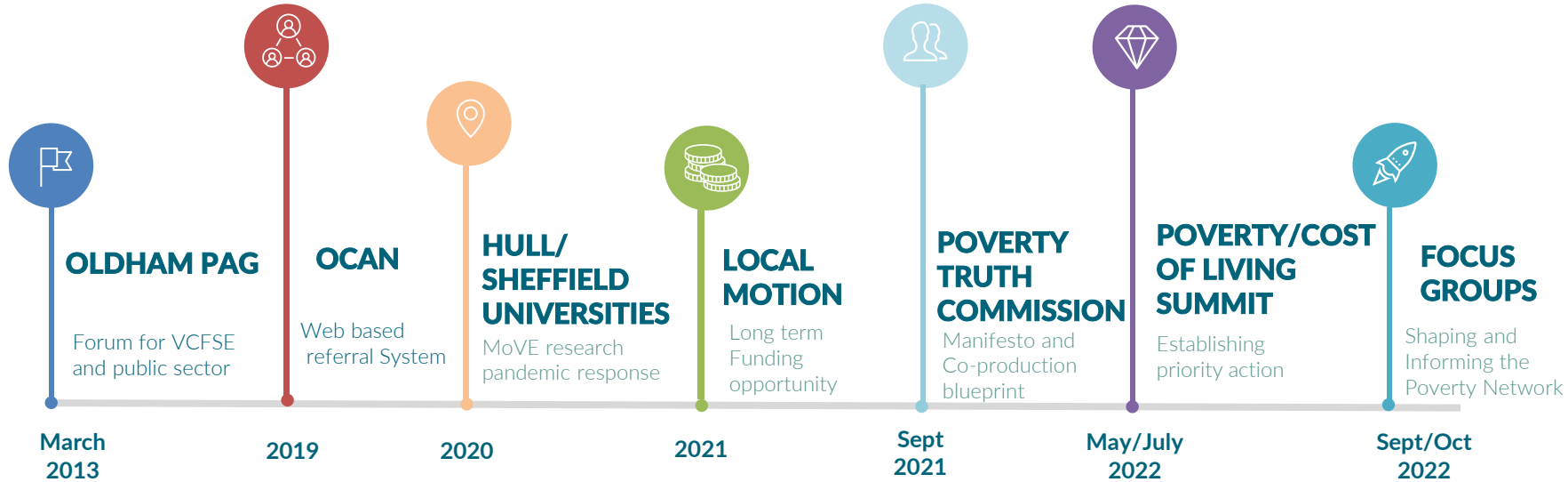
# Oldham Poverty Action Network

Laura Windsor-Welsh



# OUR Journey: where we've been

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# Poverty Summit - July 22

## Emerging priorities:

- Warm Spaces
- Person centred
- Lobbying
- Food access & provision
- Early Intervention and Prevention
- System change: creating a system that works for people and removing barriers
- Harnessing Lived Experience
- Hope and aspiration
- Wealth creation
- Training skills and opportunities
- Mental health
- Innovation
- Building out from covid response
- Action orientated

6 National Funders investing in 6 Places: Oldham, Lincoln, Camarthern, Middlesborough, Torbay and Enfield

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or Communities, By Communities

Three Oldham priority themes: Strengthening community spirit, aligning efforts to tackle poverty, and creating good jobs and social enterprise.

8-year long term funding proposal

# Where we were....

Poverty Truth Commission  
(Manifesto and Co-pro blueprint)

Oldham Community Advice  
Network (referral tool)

Thematic Networks (Food  
Solutions; Rough Sleeping)

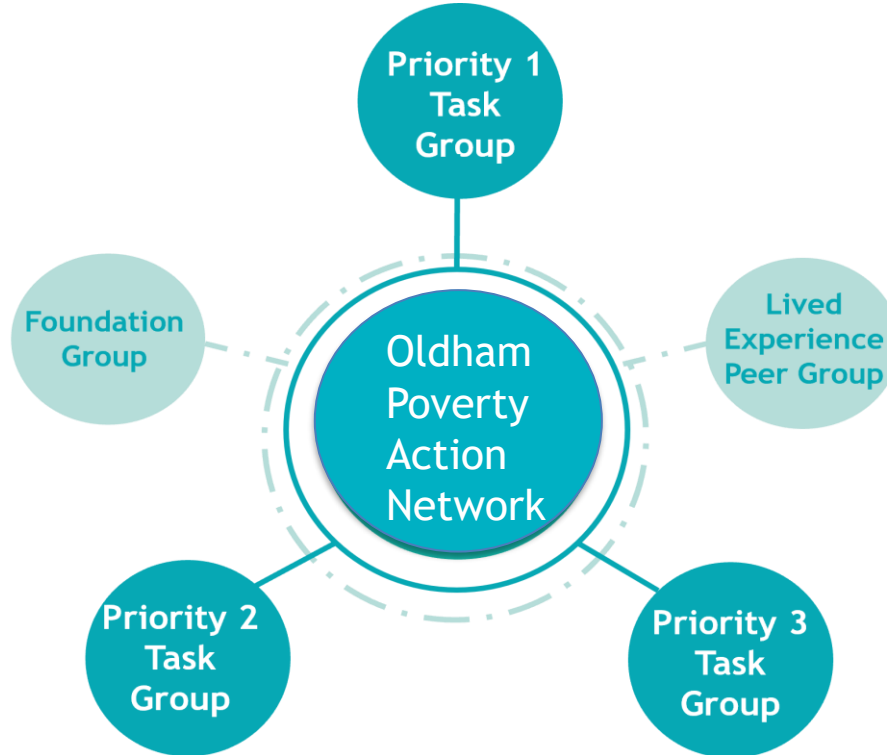
MoVE (evaluation  
and facilitation)

Poverty/Cost of Living  
Summit (network and  
partners)

Oldham Poverty  
Action Network



# Where we are now...



In the meantime he's also become the Head of Music Services as well,

# Priority Task Groups

- 1. Building out from the cost-of-living response
- 2. Hope and Aspirations: Creating routes out of poverty
- 3. Building a joined-up approach to poverty alleviation & prevention.

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## Key Questions...

What innovative approaches and models might we want to draw on?

What barriers might we jointly face?

How could we overcome these collectively?



# Task Group 1 - Building out from the cost-of-living response

Co-designed Action focused on:

1. Comms Campaigns that connect with people experiencing poverty and how they can get help and support
2. Oldham Community Advice Network - Digital Referral System, Connecting people seamlessly to the right support and advice

# Task Group 2 - Hope and Aspirations: Creating routes out of poverty

Co-designed Action focused on:

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1. Creating supported volunteering opportunities and developing the pathways into volunteering and employment.

1. Dedicated Volunteer Centre volunteering officer based with DWP Oldham Job Centre - working directly with people and their work coaches
2. Uplift Programme - Community organisations who can offer supported volunteering opportunities to people at the point of crisis.
3. Inclusive Recruitment Toolkit

# Task Group 3 - Building a joined-up approach to poverty alleviation & prevention

Co-designed Action focused on:

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## 1. Developing an Oldham Systems Conditions Forum

- Working together to create a space to explore and tackle system conditions that are preventing people moving out of poverty, with people with lived experience equitably involved alongside system partners.

## 2. Developing Community Leadership and Voice and Influence

- Developing community capacity and confidence to strengthen the community voice to influence system decision making.

# Systems Condition Forum

- Changing Futures - System Change Day May 23
  - System Conditions identified:
    1. Homelessness and housing
    2. Benefits sanctions
    3. Co-occurring conditions mental health and addiction
- Through the OPAN Task Group we have codesigned:
  - A framework for a system conditions forum
  - A statement of intent



The way to get started is to quit talking and begin doing.

Walt Disney

# Ask for Health and Wellbeing Board Members

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1. For members who don't have people engaged in the [Poverty Action Network](#) to come alongside and get involved.
  2. For members of the board to work with the Poverty Action Network to strengthen the links between this work and the health inequalities plan / Fairer Health for All work.





## **Report to HEALTH AND WELLBEING BOARD**

### **GM Live Well: Oldham Accelerator Update (Place-based Prevention Budgets)**

#### **Portfolio Holders:**

Councillor Dean, Cabinet Member for Communities & Culture  
Councillor Brownridge, Cabinet Member for Health & Social Care

**Officer Contact:** Rebecca Fletcher, Director of Public Health

**Report Author:** Rachel Dyson, Thriving Communities Lead

**Date:** 7<sup>th</sup> March 2024

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#### **Purpose of the Report**

To provide the board with an update on the progress of the GM Live Well programme and the Oldham accelerator proposal around place-based prevention budgets.

#### **Requirement from the Health and Wellbeing Board**

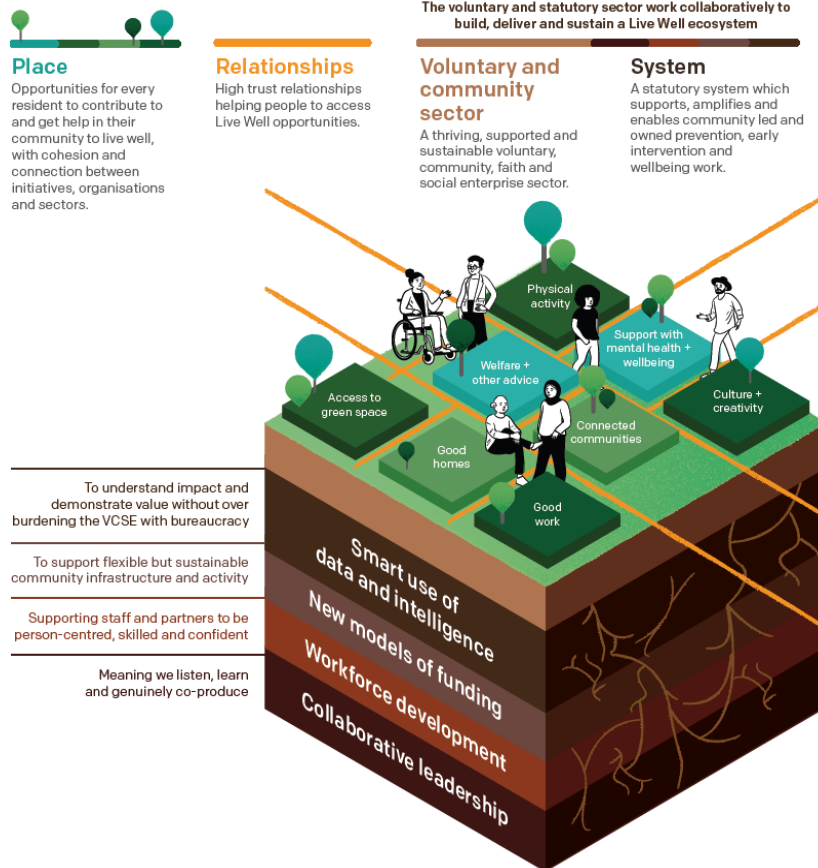
To note the progress of the work to date and support the implementation of the project over the next two years.

## Title

### 1. Background

- In 2021 the Independent Equalities Commission proposed a whole system approach to putting health and wellbeing equality for the residents of Greater Manchester at the heart of strategic plans for the City Region. The Commission called for relevant portfolios, budgets, and activities across places, organisations, and sectors to be aligned in order to achieve Good Lives for All.
- 'Live Well' is a mayoral manifesto commitment and a key part of Greater Manchester's response to tackling health and wellbeing inequalities. It has been developed in recognition that if we want to create the conditions for everyone to Live Well we need to invest in addressing the root causes of poor health and wellbeing, and in the potential of people and communities to overcome challenges and build health lives and communities.
- The GM ambition is that over the next two years and beyond, the ten localities across Greater Manchester, and the VCFSE sector, will work together to develop a sustainable Live Well ecosystem which will help residents to maintain and improve their health, wellbeing, resilience and social connections. GMCA, and Greater Manchester Integrated Care will support and co-ordinate collective leadership of Live Well.
- This is a complex challenge well beyond the scope of any single place, organisation, or sector. The Commission called for everyone to work together because only an interconnected ecosystem, working in a concerted and purposeful way, is up to this challenge. In recognition of this challenge during 2022 there was an extensive engagement process with over 150 GM partners from the public and voluntary (VCFSE) sector.
- The Live Well approach recognises that high-impact, community-led, and place-based health and wellbeing initiatives, which take a community and person-centred approach, can be found all across Greater Manchester. However, such initiatives often struggle for stable and consistent funding and can find it hard to demonstrate their value alongside bigger, better resourced and more traditional, service-based responses to health and wellbeing. Within Live Well ecosystems, the statutory system will work to embed, support and sustain high-impact, community-led, and place-based health and wellbeing initiatives.
- Live Well is being designed to address vulnerabilities in existing systems, in order to make faster and further progress on tackling health and wellbeing inequalities than has been managed to date. Four key areas to address have been identified; Place, Relationships, VCFSE and System, these are shown in the diagram below.





- In December 2022 GM localities were invited to put forward proposals for Live Well accelerator projects to be included in a solicited National Lottery Bid to draw in resource to support this work (a total of £1m over 2 years). During January 2023 innovation sessions were held with GM authorities to develop their ideas and refine proposals.
- Oldham put forward a proposal around the development of Place-based Prevention Budgets which was approved by the Health & Care System Leaders Group and Public Service Reform Board. As well as the direct funding to support the development there will be a GM learning network and innovation coaching offer.
- In the Autumn 2023, GM received the outcome of the National Lottery bid which supported the proposals. However, we are still awaiting the formal grant agreement with GMCA and funds to support the project.

## 2. Current Position

- The Oldham proposal is to develop district/PCN based pooled budgets for the commissioning and delivery of community-led prevention activity.
- The intention is to create the infrastructure to draw together existing funding from within the system, to be held by a local partnership and distributed by joint commissioning and funding decisions. We intend to involve community partners and residents in decision making, and where possible transfer decision making power to communities.
- For communities this should increase their agency and power in local decisions, as well as increasing the availability and accessibility of activities and support available to them at a local level. In the longer-term this should lead to improved population health and wellbeing outcomes, as well as reducing demand on more specialist higher cost services.
- Our proposal is to develop the shared budgets model within one or two districts, initially, considering the impact of different community make-up, local assets, resources and

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geography on how local decision making will work. This will provide a blueprint for us to spread and scale the approach across the borough. It is currently proposed that East should be the first area and a rationale is being developed to support this decision.

- The proposal put forward to the National Lottery is that the focus of the work will be developing suitable mechanisms and infrastructure through scoping and identifying budgets and legal structures, and in co-production within local partners and communities, testing the model, and refining to work out how to make this happen at scale.
- Oldham have requested a total of £170k to support this work through the National Lottery bid, with additional match fund of £30k from our own COMF funding. The funds will cover development work including; salary for a systems change lead to coordinate the work and lead on community engagement, legal and financial expertise, training, facilitation and leadership development and VCFSE participation costs. The funding will not go towards direct delivery of prevention activity.
- This proposal builds on work already underway through our Public Service Reform programme, in particular the Place-based Integration (PBI) programme and the Prevention Framework. We have been seeking to understand the current ecosystem of prevention services, the next phase of this is implementation of the framework principles within our existing strategies and transformation programmes, shifting investment into preventative activities. The development of shared budget mechanisms will be one route achieving this shift sustainably.
- Linked to PBI, work is underway to develop Community Councils in each district of Oldham, bringing together Elected Members and partners to develop plans and make decisions on behalf of the place, informed by a mix of data, insight and community engagement. Similarly, economic plans are being developed on a place basis, with the intention to create a series of District Development Plans. This presents an opportunity to explore how our Live Well proposal can be embedded within these developing governance structures and place plans – both in terms of service delivery and, potentially, the longer-term plans for physical development of a place.
- We are also building on our significant experience of developing and delivering innovative community-led prevention approaches, of development mechanisms to distribute funding at a local level and of working closely in partnership with communities. Examples of this include the Sport England Local Pilot, Big Local programme, One Oldham Fund, Thriving Communities programme which delivered the Social Prescribing Innovation Partnership and Social Action Fund, and our core district working approach. It will also link closely to work currently underway through LocalMotion and the Poverty Action Network to embed lived experience and develop community leadership.
- A local Live Well Steering Group has been established to lead this work, Chaired by the Director of Public Health and reporting to the Public Service Reform Board and System Leadership Group. The group currently has representation from the VCFSE (Action Together), Council (Public Health, Districts, Finance, Policy, Adult Social Care), and the ICB. However, the membership will continue to be reviewed as the work progresses to ensure there is appropriate representation.

### **3. Key Issues for Health and Wellbeing Board to Discuss**

- To discuss the content of the proposal put forward and how this might support and add value to the wider priorities of the Health & Wellbeing Board.

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#### **4. Recommendation**

- The board note the update on the progress of the GM Live Well programme and the Oldham accelerator proposal around place-based prevention budgets.
- Board members agree to support the implementation of the accelerator project, in particular through ensuring there is representation of the different parts of the system throughout the co-design and development phases.

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# Live Well Oldham Accelerator Site

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March 2024

# What is Live Well?

- Community-led Health & Wellbeing
- A systemic response to health inequalities in Greater Manchester

With a common clear purpose, we can work together to build community led health and wellbeing



## GM Movement for community-led health & wellbeing

Our collective work and shared system-wide commitment to ensure everyone feels healthy, supported and connected through a wide variety of information, activities and support



## More than medicine approach to health & wellbeing

Health, wellbeing & a positive sense of self can only be realised when we acknowledge & tackle the root causes of inequalities, such as poverty, housing, safety, work etc



## Inequity of Access

Not everyone has an equitable chance to take up opportunities, fulfil their potential and live well. We will focus on those who need it most



## Building on existing practice

Connecting, growing and spreading the innovative and impactful practice already taking place in localities and communities across GM

# What is Live Well?

- Community-led Health & Wellbeing
- A systemic response to health inequalities in Greater Manchester

To do this we will need to pay attention to the whole eco-system that helps grow thriving healthy communities.



## Community Action

Community-led activities that address issues, challenges and goals that affect the health & wellbeing of the community



## Community Power

Collaborating with people & communities so power is shared, and we all have the ability to shape decisions, policies and actions that affect our health & wellbeing



## Community Wealth

Enhancing, mobilising and sustaining community assets and resources to support health & wellbeing



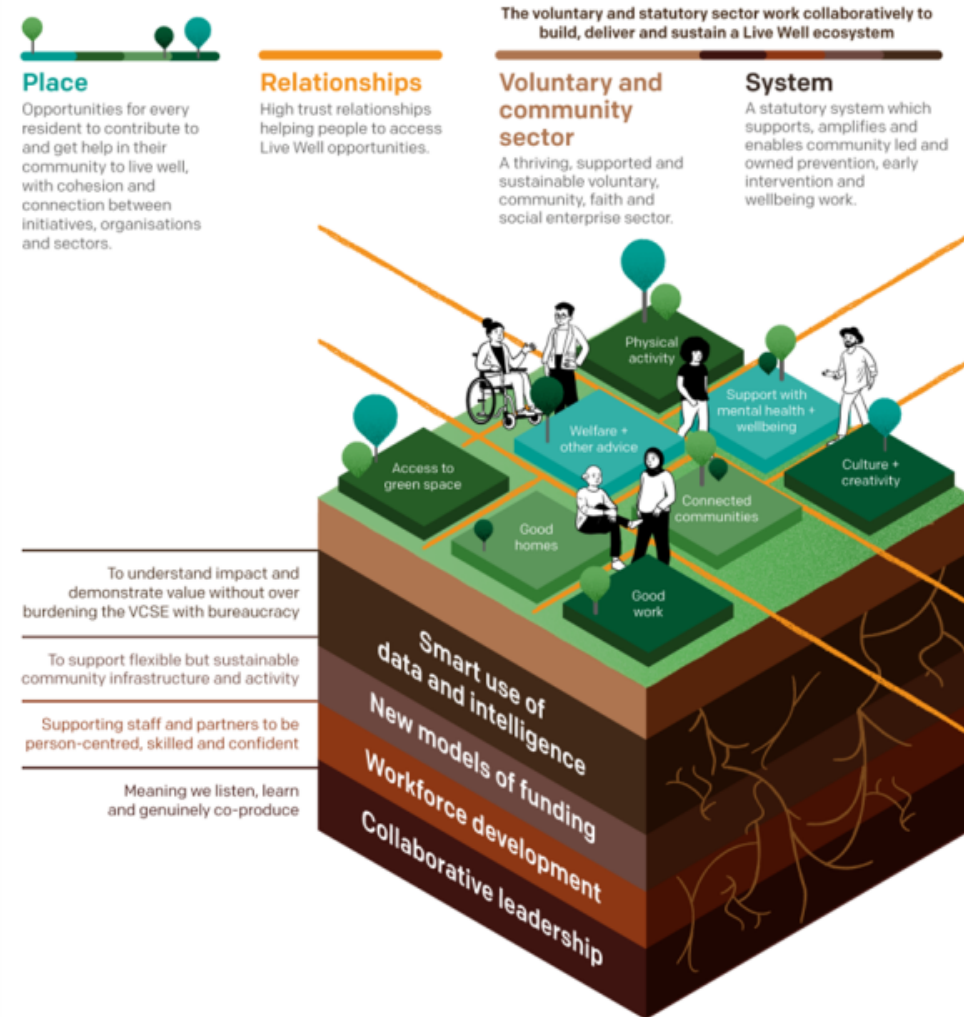
## What work will we do together?

They might call it different things, but every locality is growing its offer of **community-led health and wellbeing** - and facing the same challenges.

In addition, many cross-GM programmes also take us towards a future where everyone, and particularly those experiencing inequalities, can easily find ways to protect, maintain and improve their health, wellbeing, resilience and social connection.

The Live Well programme will co-ordinate our collective effort to grow community led health and wellbeing by:

1. Building a **movement for change** - enabling learning, sharing and networking across localities and partner programmes
2. Helping us to work collectively to **break down barriers** that get in our way
3. Maximising the resource for this by **encouraging investment** from national funders and philanthropists to accelerate the journey we are already on





# Breaking Down Barriers – Live Well Accelerators

We were invited by the National Lottery to submit a bid to help take forward this work, through work to develop radical solutions to the barriers people told us about. We worked with interested localities to develop the following proposals, and are delighted to say it has recently been confirmed we will receive £1m in Lottery funding:

## Finance and funding

- **[Oldham]** How might we... develop district (neighbourhood) based budgets for commissioning and delivery of community-led prevention activity?

## Data and intelligence

- **[Tameside]** How might we... strengthen our use of data and intelligence to evidence the value of 'Live Well' activity, and inform funding arrangements?

## Workforce development/ community action

- **[Bolton]** How might we... build a collective ABCD approach to enabling people and creating places where everyone can live well?

## Co-leadership

- **[Salford]** How might we... find radical ways of collaborating so that communities can play a leading role in creating happier healthier lives?

## Co-leadership

- **[Rochdale]** How might we... build a new 'co-operating system', learning how to change our machinery, so that we can better support people to live well?

## GM Learning Network

- **[Everyone]** Emerging learning from the Accelerator Projects and beyond, plus peer networks across Greater Manchester, for all

## ARC-GM

- **[University of Manchester]:** How does 'Live Well' help improve outcomes and address inequalities? Implications for future policy and investment decisions

# Oldham Accelerator Site Proposal – National Lottery Submission

---

**Innovation:** Shared Neighbourhood Prevention Budgets

**Hypothesis:** How can funds and resources be aligned at district / PCN level to invest in prevention approaches?

**Proposal:**

- Implement a neighbourhood based shared budget for investment and delivery of prevention activity at a local level
- Drawing together existing funding and resources from within the system, to be held by a local partnership and distributed via joint partnership investment decisions
- Involving local community partners and residents in funding decisions
- Work with 1 or 2 districts / PCNs as test areas

**Outcomes & Impact:**

- Increased investment in community-led prevention approaches
- Accessible, local activities and support available to residents
- Improved population health & wellbeing
- Reduced demand on high cost services

**Key Partners:** Council (Public Health, Reform, Policy, Communities, Legal, Finance), Oldham Health & Care system leaders, VCFSE infrastructure (Action Together), district level partners e.g. VCFSE grassroots, Housing, GMP

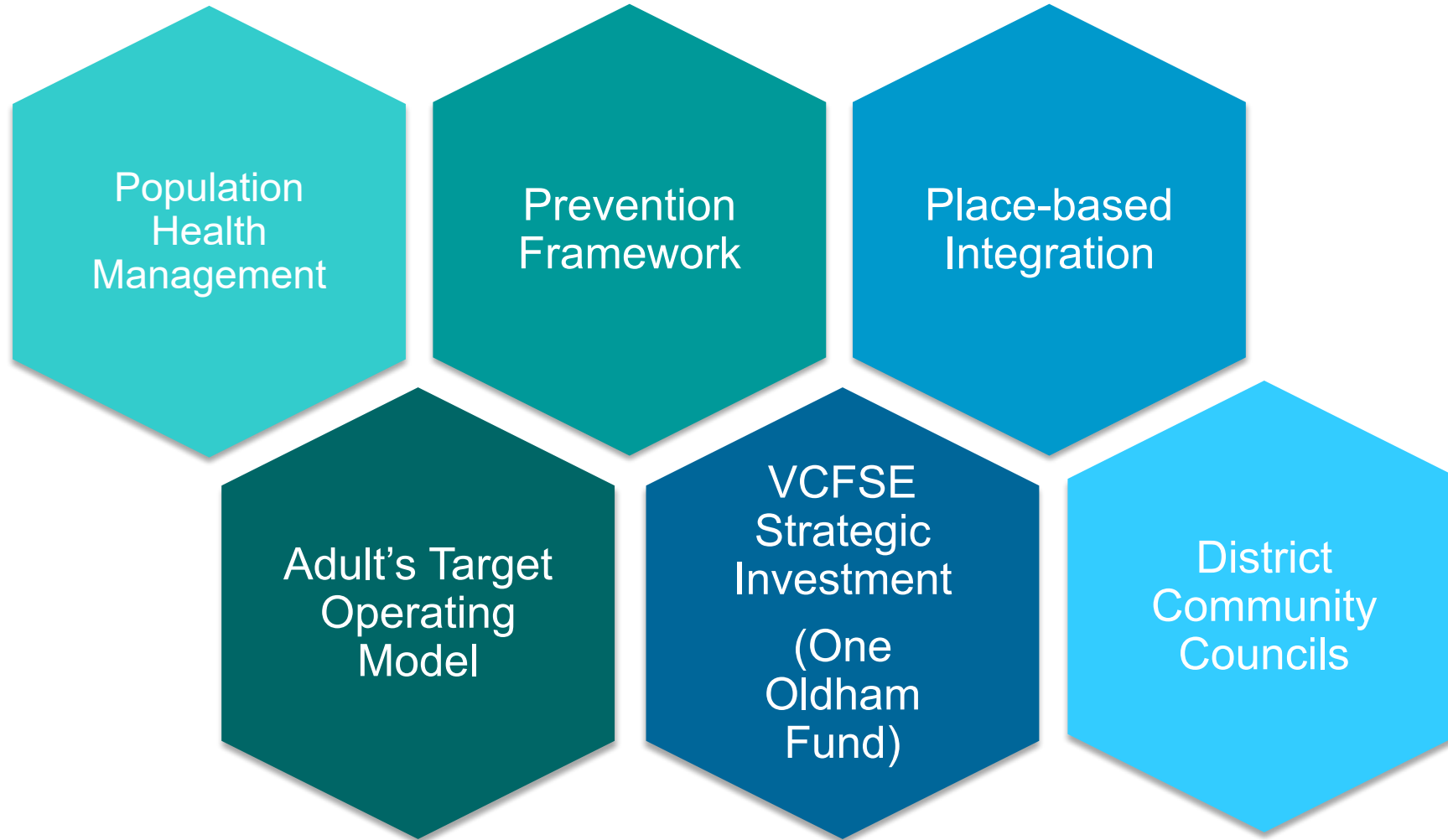
**Budget:** £200k: £170k awarded from National Lottery + £30k local match from COMF - to cover capacity and expertise in project management, systems change, independent specialist advice e.g. legal, financial, and VCFSE participation and training costs

**Tackling Inequalities:** This approach aims to tackle inequalities by bringing investment closer to communities, based on a local understanding of needs and assets

**Innovation:** Developing the infrastructure to share budgets and decision making at a local level at scale

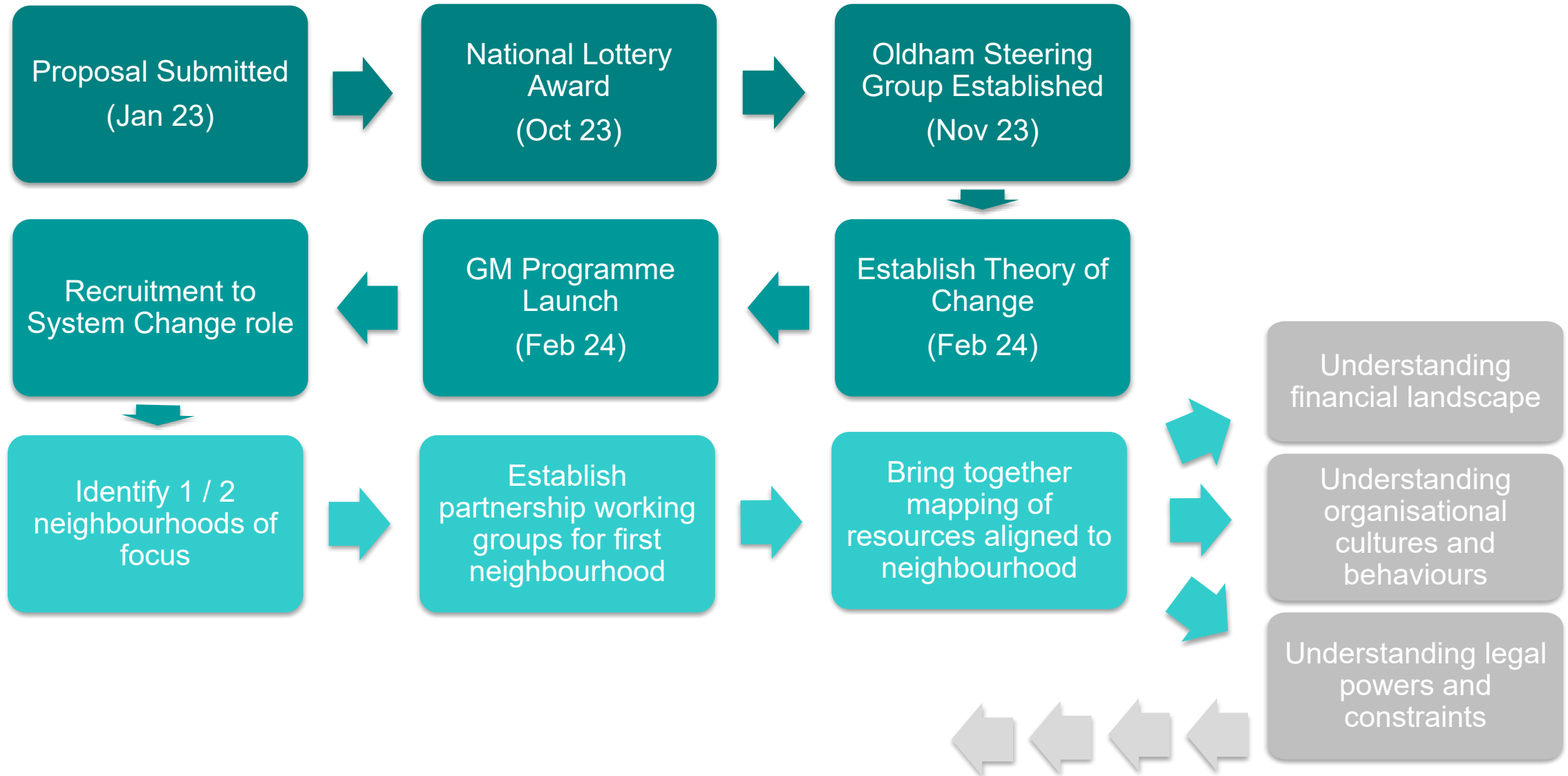
# Oldham Accelerator Site Proposal – Building Blocks

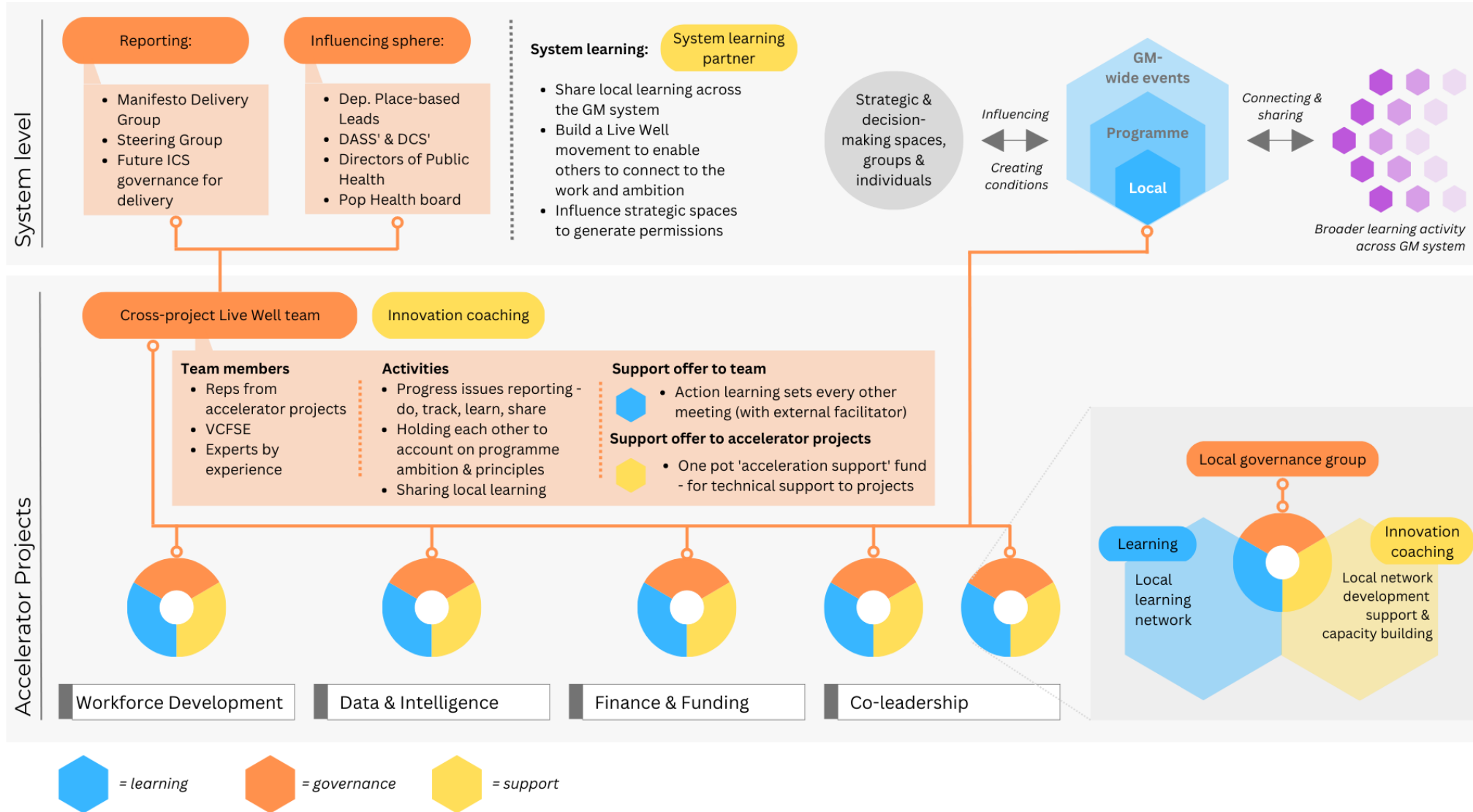
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# Oldham Accelerator Site – Next Steps

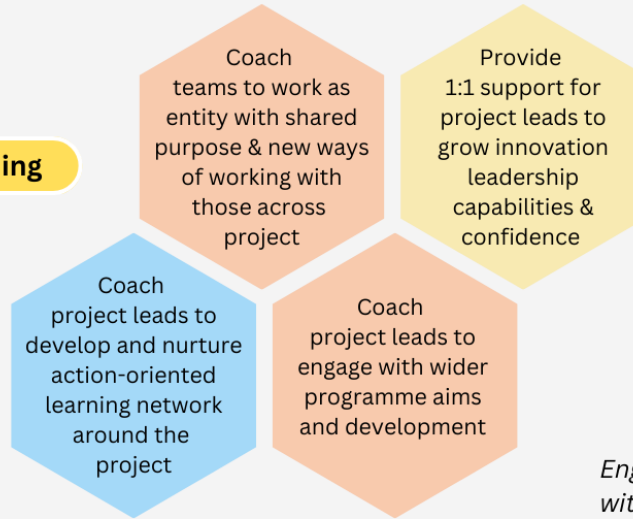
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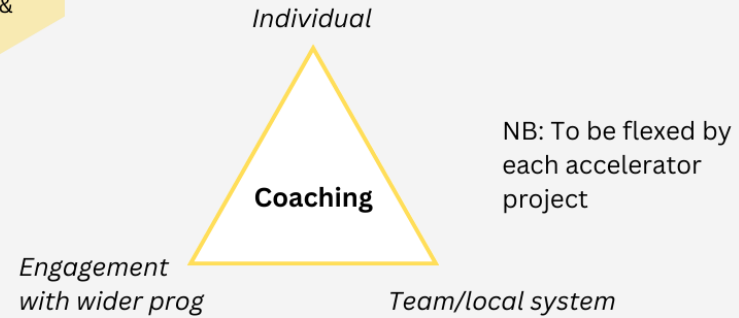
## Support package to Accelerator Projects: *further detail*

### Local innovation coaching



### A coach...

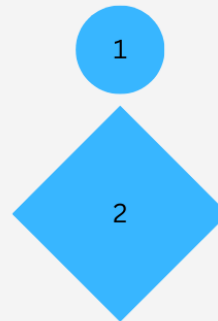
- Asks questions
- Listens
- Creates space for reflection
- Supports reflection & learning



### Shared learning and system collaboration

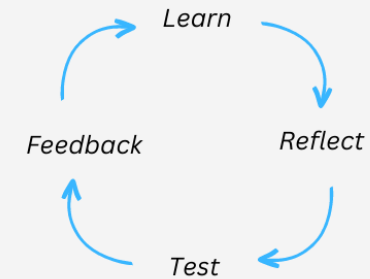
Accelerator Project teams will be supported by the GM-wide Live Well programme management and their Innovation Coach to:

- Develop stories, insights, and learning materials with their partners to share locally and across the programme
- Engage with, reflect on, and apply GM-wide learning to their work



**Opportunities to connect and learn with other Accelerator Projects**

**Opportunities to connect and learn with other sectors & programmes about system change**





# OLDHAM SAFEGUARDING CHILDREN PARTNERSHIP ANNUAL REPORT

**1 April 2022 – 31 March 2023**



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

**Independent Chair:** Dr Henri Giller

**Report compiled and written by** Rick Bolton, Oldham Safeguarding Children Partnership Business Manager

**Date of publication: November 2023**

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## Message from the Independent Chair

The year 2022-23 has been a challenging one for the Oldham children's safeguarding partnership. The conclusion of the Covid pandemic did not automatically mean a resumption of business as usual and significant pressures were faced by the partnership with respect to staffing and skills shortages, the requirements of external regulators and the emergent cost of living crisis. In the context of Oldham, this latter pressure adds to that posed by the pre-established social and economic deprivation experienced by a significant number of the local residents. Despite these forces it remains the case that:

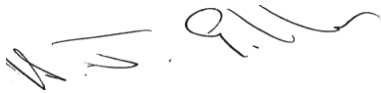
Oldham has a vibrant safeguarding children partnership with active engagement of both statutory partners and other relevant agencies.

The partnership seeks to actively embrace the contributions of key stakeholders – particularly children and young people – with respect to their perspectives on the current state of service provision and how it may be improved.

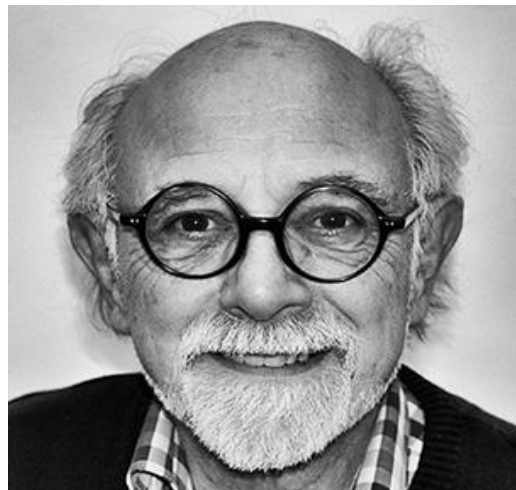
The partnership pursues a variety of safeguarding priorities underpinned by robust evidence as to their local relevance.

The partnership promotes transparency and accountability in its decision making and service delivery and is committed to change and improvement in the face of challenge.

I trust that this annual report effectively communicates the commitment of the partners in Oldham to safeguarding, their pursuit of best practice, their willingness to innovate and change and their resolution to ensuring that the children of Oldham are safe.



**Dr Henri Giller, Independent Chair of the Oldham Safeguarding  
Children Partnership**



## Reflections from our Statutory Partners

2022/23 has seen Greater Manchester Police [GMP] be reassessed by HMICFRS and the force taken out of 'Enhanced Scrutiny/Special Measures'. HMICFRS has, quite rightly, subjected the Force to a tough process and have set the bar deliberately high. And whilst we are now out of the 'Enhanced Scrutiny/Special Measures' nothing in these welcome developments implies any complacency on our part.

The force fully recognise that much remains to improve still further. It does however represent a tangible and substantial step on the journey set out by the Chief Constable in which we all "aspire to be the finest Force in our country".

The support and joint-agency working within the Oldham Safeguarding Partnership is strong and this along GMP's improved crime recording and investigations all combine towards our shared determination to make Oldham a safer place to live, work and visit.

The leadership within Oldham District remains focused on continuing to build and develop further on the excellent partnership we have already established. As a district, we continue to prioritise Violence Against Women and Girls (VAWG) and take a pro-active approach to safeguarding victims of sexual and violent crimes.

We continue to investigate a number of serious and complex crimes within the district and through the partnership we are determined to seek justice for the victims and safeguard all victims of crime. I will continue to share these updates on investigations when the judicial process allows me to do so.

Partnership working remains one of my main priorities and with the introduction of 'Right Care, Right Person' we move towards a new era of partnership working.

2023/24 will bring many challenges for the partnership but am also excited as we work together to further develop our multi-agency offer over the coming months and years, this will be enhanced as we move some of our safeguarding team to the new co-located premises in the Spindles.

**Best wishes, Ch Supt Phil Hutchinson, District Commander, Oldham**



Our Oldham Safeguarding Children's Partnership is the cornerstone of our mature and effective multi-agency response to safeguarding children and supporting families in Oldham. It has been a challenging year in which all agencies have seen high levels of demand as the legacy of COVID 19 has impacted on our community. We have maintained a relentless focus on improving complex and contextual safeguarding, domestic abuse, children's mental health, neglect, and transitions for children at all key points in their lives. OSCP has worked at pace to implement action plans from the learning from local reviews into practice improvement through a more effective Learning Hub sub-group, and a revised training offer to schools and colleges which better aligns with our key priorities. For these reasons we are confident but not complacent that we will rise to the challenges we will face in the coming year. We have recognised the need as a partnership to expand the scope and impact of early help to prevent harm to children and family breakdown and will continue to roll out better support to families where they live through our Family Hubs Programme.

**Gerard Jones**  
**Managing Director of Children & Young People (DCS)**



2022/23 has been a year of change within health. Integrated Care Boards were formed in July 2022, which saw the Oldham Clinical Commissioning Group merge with the other 9 localities across Greater Manchester to form the Integrated Care Board. The Safeguarding Team also experienced change in 2022 and a newly appointed Designated Children's Nurse and a newly appointed Deputy Designated Children Looked After Nurse were recruited.

2022/23 has provided challenges for the residents of Oldham following the COVID pandemic both from a health and financial perspective, this has impacted upon the safeguarding activity within health, there are significant concerns for our young people regarding neglect, criminal and sexual exploitation and children and young peoples mental health.

The Safeguarding Team within the GM ICB Oldham locality are committed to working jointly with partners both statutory and non-statutory to drive forward improvement and change for the benefit of all children in the borough. The Safeguarding Team work closely in collaboration with colleagues across all localities within the GM system to ensure that learning and lived experiences are recognised across GM and learning is embedded within Oldham to provide fair and equal opportunities and access to services and support for all children and young people.

**Andrea Edmondson**  
**Head of Quality & Safeguarding (Oldham Locality)**  
**NHS Greater Manchester**



# 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.

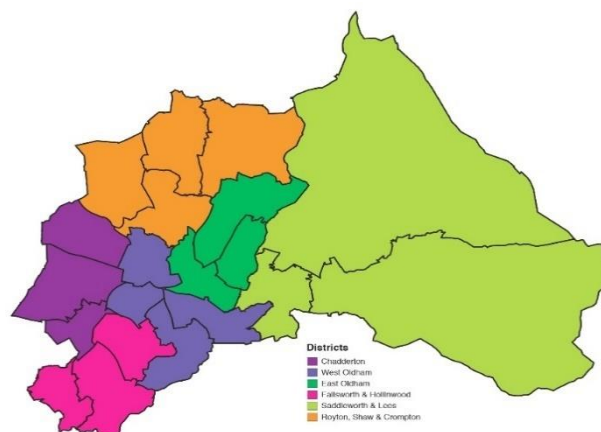
The Partnership provides leadership and accountability for the promotion of children and young peoples' well-being and the prevention and protection from harm.

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.

### 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



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 (22.7%) compared with 15.9% 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.



# Safeguarding Priorities for 2022-2023

## Partnership Development Session – January 2023

### Reflection on the previous 12 months

In January 2023 Oldham Safeguarding Children Partnership came together to reflect on, and review the impact of the work driven by the Partnership since April 2022.

The 9 months prior had seen significant change within some of the agencies, including changes in key roles within the Partnership governance paired with significant organisational changes e.g., the transition from Clinical Commissioning Group arrangements to the Integrated Care Board.

The Partnership's five priority areas in 2022-2023 were.

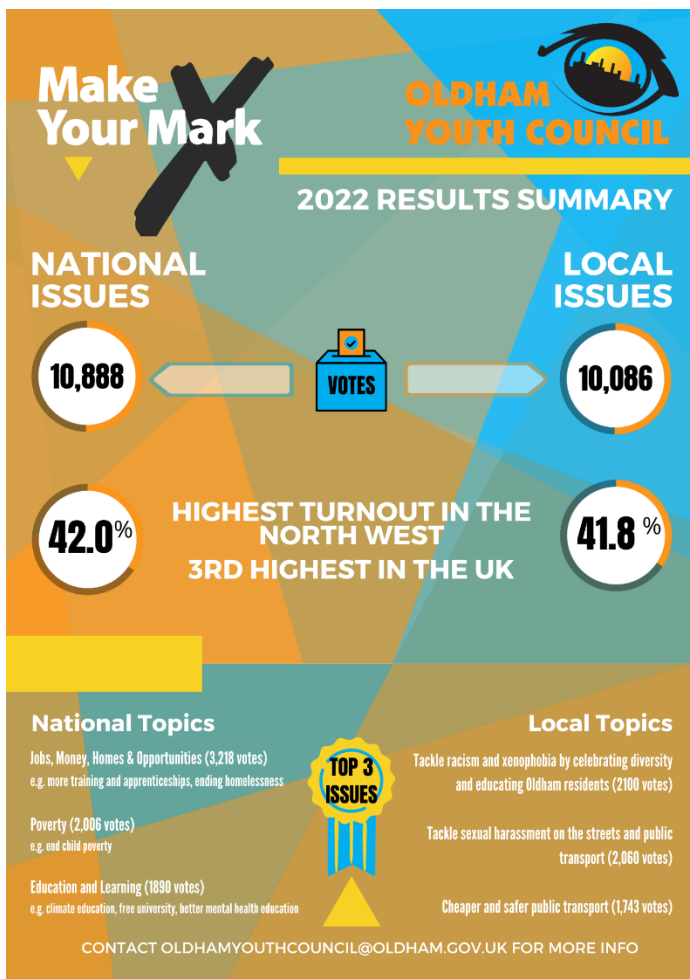
1. Neglect
2. Complex and Contextual Safeguarding
3. Domestic Abuse
4. Children's Mental Health and the impact of trauma.
5. Transitions

# Voice of children and young people

## Make Your Mark 2022

Every year the United Kingdom Youth Parliament (UKYP) holds a UK wide ballot called 'Make Your Mark', where all young people, 11-18, can vote on what they feel is important in their lives and what they think Members of the Youth Parliament should campaign on for the year ahead.

In 2022, young people chose 1 topic from a list of 10 topics created by Members of Youth Parliament and 1 issue from a list of 10 issues created by Oldham Youth Councillors. 10,888 young people took part in Oldham from 18 of Oldham's high schools and colleges. The top 2 topics were 'Jobs, Money, Homes & Opportunities' and 'Poverty' with the top 2 issues being 'Tackle racism and xenophobia by celebrating diversity and educating Oldham residents' and 'Tackle sexual harassment on the streets and public transport'.



## You Stand Accused

From Make Your Mark it was clear that hate crime was something that young people wanted tackling. Oldham Youth Council and Oldham Council commissioned and worked collaboratively with Oldham Theatre Workshop, who produced and immersive Theatre piece called 'You Stand Accused'. aimed to educate and inspire young people to be proactive about confronting hate crime and hate speech in their communities.

Students were placed in the shoes of a hate crime 'offender' and the immersive theatre experience took place in a correction centre. The young people had the opportunity to hear and absorb victim's stories (through real testimonies and experiences) and see first-hand the consequences of hate crime activity. This powerful experience helped them understand what 'hate crime' and 'hate speech' is and the impact it has on its many victims.

Secondary schools from across the Oldham Borough were invited to bring 10 pupils from years 7 - 9 to take part in the experience with a view to forming an action group in their schools which will educate their peers around the issue. This 'Community Service' was to help spread the message and encourage awareness and empathy amongst young people within Oldham.

The performance was such a success as well as a run in June 2022, it was recommissioned for the following October.

In June, 12 schools took up the offer with 288 pupils attending the performance. The following October saw 10 schools bring across 246 pupils.

Photos below, taken from twitter, show the cast and students from Royton and Crompton School.





With the results of Make Your Mark showing that young people wanted someone to tackle sexual harassment Oldham Youth Council looked into planning a campaign around raising awareness of what street harassment was, the laws associated with it and how to report it. In researching this topic, they came across an organisation named Our Streets Now who campaign demanding the right of women, girls and marginalised genders to be safe in public space. Rather than set up their own campaign Oldham Youth Council decided to join Our Streets Now campaign.

Youth Councillors were able to attend online sessions to help to discuss what the campaign would entail and how it would be promoted. They helped produce social media content and a poster campaign targeted at hot spot areas such as bus terminuses and train/tram stops. The poster will promote a text number to report instances of sexual harassment as well raising awareness of what unwanted harassment may include.





## Activity and Impact – Domestic Abuse

### Domestic Abuse

Domestic abuse, and the effect it has on children and families in Oldham is sadly a repeating issue over many years of Annual Reports and plans. Oldham Safeguarding Children Partnership remains committed to preventing Domestic Abuse and making sure that the correct support is available for any child affected by it.

Over 2022-2023 there were significant areas of progress:

- There is an agreed Multi-Agency Domestic Abuse Strategy informed by SafeLives review of domestic abuse in Oldham.
- There is now an agreed Multi-Agency Domestic Abuse Policy.
- A Domestic Abuse Directory for professionals has been produced and distributed.
- Through investment, there was an increase in capacity in Domestic Abuse Team over the year.
- Implemented commissioned perpetrator offer with TLC – both for adults and children who have been abusive in their family relationships.
- Expanded provision of safe accommodation for victims of abuse and their children, through recommissioning refuge, expanded use of dispersed accommodation and buy in to men's refuge in Trafford.
- Investment in VCFSE Women's Network.
- White Ribbon status achieved for Oldham Council.
- A dedicated Senior Honour Based Violence specialist in the Domestic Abuse team.

1. Strengthen the support offer to at standard and medium levels of risk.
2. Improved communication of the support offer including increasing the availability of online self-help resources
3. Completion of a multi-agency training audit to identify gaps, and build capacity of services to support victims of abuse and their children.
4. Specific capacity building initiatives – CHIDVA, IRIS with GPs and Senior IDVA supporting Children's Services, seek additional funding for hospital IDVA.
5. Extend the commissioned intervention with perpetrators of Domestic Abuse to March 2025
6. Disruption work with the identified high harm cohort.
7. Further improving operation of Multi Agency Risk Assessment Conference (MARAC)
8. Revisiting Operation Encompass to ensure that the process provides the most appropriate, timely information to schools so children affected by Domestic Abuse can be supported.
9. There are impending changes in May 2023 to how referrals to services are processed at the 'front door' (MASH) and this presents additional opportunities for early intervention.

# Activity and Impact – Complex and Contextual Safeguarding

## Complex and contextual safeguarding

Complex Safeguarding is criminal activity (often organised), or behaviour associated with criminality, involving children and young adults (often vulnerable) where there is exploitation and/or a clear or implied safeguarding concern.

Over 2022-23 the partnership continued the work from the previous year regarding the Peer Review of services in the borough, and started to progressed the learning from [The review into historic safeguarding practices in the borough of Oldham](#)

The Complex Safeguarding Hub continued to evolve become and worked with over 200 young people in 2022-2023 on a range of preventative and protective interventions.

## Complex Safeguarding Weeks of action:

2 successful weeks of action were undertaken by the Complex Safeguarding Hub team in October 2022 and March 2023. These weeks of action focused on raising awareness of child exploitation within the community and also with professionals.

Activities included:

- Training inputs were delivered to some schools within Oldham, reaching over 2000 students.
- Training inputs in relation to Complex Safeguarding and Appropriate Use of Language.
- Proactive community-based activities, including warrants.
- Social Media platforms utilised to raise awareness of child exploitation.
- Training inputs were delivered to some of the Care Homes within the Oldham Area.

## GRIP (Group Response and Early Collaborative Intervention Project)

The GRIP project commenced in November 202, ending in March 2023. The project was implemented due to an escalation of concerns around contextual.

risks, social groups and gangs in specific geographical areas in the Oldham area; Limeside and Failsworth.

Over the 18 months, the GRIP project worked effectively with 22 young people aged 11-17 and played a key part in reducing instances of youth violence and anti-social behaviour in those areas.

## 2023 - 2024 Key Priorities

Continue to take robust and early action to share intelligence and challenge the operations of perpetrators of exploitation ensuring we maximise the use of all agencies and the legal powers available to us to disrupt the behaviours.

To support the development of more in-depth analysis of local trends and themes to continue to inform and drive targeted service delivery.

Strengthen the transitional safeguarding offer.

Implementation of a contextual safeguarding approach – this will include an audit of processes, procedures, and forms to ensure that context is robustly considered and rooted in our practice; as well as practically implementing the approach.

Strengthen the prevention offer for CSE, CCE and youth violence.

Complex and contextual safeguarding to continue to be offered within the OSCB training offer, alongside training continuing to be offered within schools, colleges, faith sector, residential homes and wider partners.

Multi-agency audits to take place.

## Activity and Impact – Neglect

### Neglect

The effect of neglect on children and young people can be life long, and the early recognition and support of children experiencing neglect is a core aim for the Partnership.

The response to neglect in Oldham is underpinned by several core areas:

- 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.

### Graded Care Profile 2

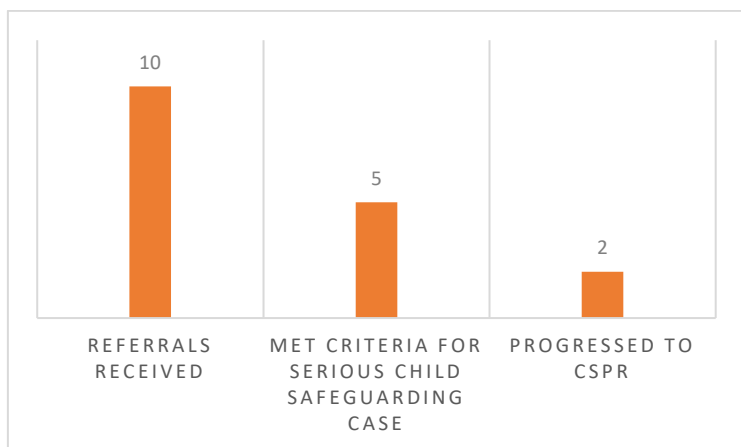
In 2022 – 2023 the partnership began to plan for the implementation of the Graded Care Profile 2 (GCP2). GCP2 is an assessment tool that helps practitioners take a strengths-based approach to measuring the quality of care a child is receiving and supports them to identify neglect.

Over late 2023 the training on the tool will be rolled out across Oldham Safeguarding Children Partnership agencies so that the new approach can be embedded.

## 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 2022-2023 period the partnership received 10 referrals for consideration of whether they met the criteria to notify to the National Child Safeguarding Practice Review Panel and therefore progress to a Rapid Review process.

In the three cases that did not progress to a Local Child Safeguarding Practice Review. One progressed as a Local Learning Review relating to Forced Marriage, and two to the new Brief Learning Review methodology introduced to the partnership in 2022 ; one relating to Deprivation of Liberty Safeguards on a young person going through transition between children’s and adult services, and another which led to a thematic task and finish group relating to young children living in properties which are in poor condition and where there is evidence of clutter / hoarding.

## Child Safeguarding Practice Reviews

Two Child Safeguarding Practice Reviews were concluded within 2022-2023; one which originated in early 2022, and another which

started in late 2022 and completed just before the period of this annual report.

The Partnership also applied a local learning approach (called a Brief Learning Review) to several other cases where it was clear that there is learning.

### Local Learning Example: Child R

Child R is a teenage girl. A Rapid Review was completed, and whilst the case did not meet the criteria for a Local Child Safeguarding Practice Review, there were issues to take forward.

Child R was taken abroad and whilst there was forced to marry an older male, and experienced abuse.

There were several key lines of learning for the Partnership from the case:

1. Professionals should be more aware of how the risks of Forced Marriage can be assessed and have greater curiosity.
2. All agencies need to increase knowledge of the legal steps that can be used to protect a young person who is at risk of a Forced Marriage.
3. The take up of training across the partnership in relation to Honour Based Violence and Forced Marriage needed to be prioritised in 2022-2023.

Response from Oldham Safeguarding Children Partnership:

A full calendar of monthly training events over 2023 is planned, facilitated by the Oldham Safeguarding Children Partnership Training Consultant and the Specialist HBV Independent Domestic Violence Advocate. This includes face-to-face training, online ‘lunch and learn’ sessions and written resources.

### Good Practice:

Some key good practice themes were drawn out of Local Child Safeguarding Practice Reviews 2022 – 2023:

- Commitment of practitioners to engage families where there may have been some resistance.
- High levels of support provided by schools and colleges at an 'earliest help' stage.
- Decisive, timely multi-agency protective responses in situations where it was evident that harm through abuse had occurred, including the use of Police Powers of Protection and rapid progression through legal processes.

### Some key themes in case reviews 2022 – 2023

Non accidental injuries to children under 1 year old.

Transitions; especially regarding children with special educational needs or disabilities.

Neglect – specifically around carers seeking appropriate medical attention for unwell child.

Recognition of cumulative harm – when a child or family re-open to services, previous involvement and assessments should be reviewed.

### Quality Assurance

Over 2022 – 2023 Oldham Safeguarding Children Partnership further embedded the MACE (Multi-Agency Case Audit) model where all partner agencies come together to jointly audit a cohort of cases around a particular theme. This is a significant commitment from all partners and is completed quarterly.

In February 2023 the Partnership focussed on the theme of Early Help; are children and young people receiving the right support and intervention at the right time.

Some of the key findings from this, which will be taken forward were:

- We identified that a lot of work is being done by schools and community organisations to prevent the needs of children and families escalating, but the volume and scope of this support is not captured in the data available to the Safeguarding Partnership.
- Some cases transitioned between Children's Social Care and Targeted Early Help services, and the audit identified areas where the processes could be improved to prevent drift and delay.
- Where, for example adults in a family are receiving support from Mental Health Services or Substance Misuse Services, there are system difficulties which make it hard for children's early help agencies to become aware of the services involvement or exchanging information unless the adults mention it.
- There are some families who experience 'start again' points when they come back into services for help and support after a previous involvement.
- Repeatedly, information known to the Early Help or Children's Social Care Services was not replicated on the School Nursing record, or in some cases not on the GP records.
- Decisions taken to close cases should result from clear progress for the child and family being evidenced on the plans; on occasion there was not sufficient evidence of progression.
- The effect of staff turnover in the Children's Services sector is a national theme but the effect of it was evident in this audit; in some cases there was multiple 'reallocations' due to staff leaving and this creates situations where children and families have to tell people about their needs multiple times.
- Some cases showed that services had missed opportunities to involve the fathers / adult carers in the families in the Early Help plans.

## Training and Communication

Safeguarding children effectively requires a knowledgeable and skilled workforce. By delivering multi agency training Oldham Safeguarding Children Partnership aims to provide staff with good quality training that enhances inter agency communication, cooperation and provides a place to reflect on practice.

New research, legislation and guidance and local learning means that there is a continuous demand to update members of the workforce. An effective means to achieve this is using skilled and experienced practitioners who can share their knowledge and expertise, so a training pool of staff from across partner agencies exists.

Over 2022-2023 there were 50 training opportunities with 953 attendees across variety of blended learning approaches including face to face classroom based, briefings and webinars.

### Training in schools:

Oldham Safeguarding Children Partnership provide three core services to schools: Training, professional advice / support, and direct delivery of Relationships and Sex Education (RSE) and health education in schools.

Over 2022 – 2023 Oldham Safeguarding Children Partnership facilitated four training sessions to designated safeguarding leads and deputies as part of the statutory requirement to update training to support their safeguarding role in school and college.

Whole school foundation safeguarding training sessions were provided to 13 primary schools and academies and 2 secondary schools.

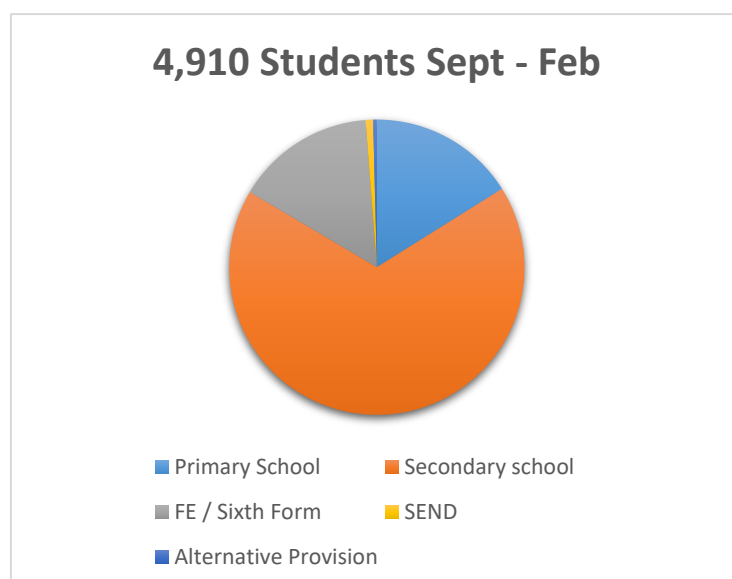
Having assurance around safeguarding is a core responsibility for any school governing body, and six training sessions were delivered to school governors over the year equipping them with the safeguarding knowledge to underpin their role.

Termly network meetings for Designated Safeguarding Leads have been coordinated and chaired by the Safeguarding Lead for Education. In the year 2022/23 attendees have received updates on DfE statutory safeguarding guidance such as Keeping Children Safe in Education, and changes to local procedures and practice. Guest speakers are invited to these network.

meetings included NSPCC, Talk Listen Change, Early Break Service, MASH and the Complex Safeguarding Team.

The work of the Partnership in reaching young people with preventative and educational input on issues of relationships and sex education over 2022-2023 was a particular area of strength and progression.

Over the first 5 months of the academic year (Sept 2022-Feb 2023) the Training Officer for Children and Young People delivered sessions to a total of 4,910 students across the borough:



Alongside the work with children and young people, this offer from the Partnership also impacts education professionals, is offered to professionals from other agencies and to parents and carers. In this same period of September to February sessions were delivered to:

245 Education Staff

250 Professionals from non-education agencies

160 Parents and Carers

The contribution that this makes to supporting children to recognise that they or a friend is experiencing harm or abuse, and in developing their knowledge for the future is an area of strength for Oldham Safeguarding Children Partnership, Community Safety Partnership, Health and wellbeing strategy and more.



## SCRUTINIZING THE SAFEGUARDING CHILDREN PARTNERSHIP IN OLDHAM (APRIL 2022 TO MARCH 2023) – Dr Henri Giller, Independent Chair of the Oldham Safeguarding Children Partnership

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 third working year of the new partnership arrangements. The criteria for scrutiny is that contained in the report “Six Steps for Independent Scrutiny” as updated by the national survey of what is currently being scrutinised, by who and how (Pearce, Stratton, Parker & Thorpe, 2022).

### LSCP Leadership

LSCP Partner Leads are clearly identified and accountable for LSCP activities safeguarding children. In addition to their participation in the Partnership Executive meetings, the Partner leads meet as a leadership group with the Independent Chair and the Partnership business manager, to consider on-going strategic safeguarding priorities and operational matters arising that may impact upon those priorities. During this period the leadership group met on a monthly basis, rather than fortnightly as was the practice during the Covid period. The leadership group continues to oversee the development of the agenda for quarterly Executive meetings. The Partnership leads are represented at allied partnerships (the safeguarding adult board, community safety partnership and the health and wellbeing board) and attend quarterly

accountability meetings with the local authority chief executive and key elected members. In this period the Council established an all-party member group to oversee safeguarding activity around sexual exploitation. The safeguarding leads were fully engaged in this initiative. Delegated representatives of the three statutory partners continue to actively participate in relevant sub-groups and working groups of the Partnership.

### Engagement of Relevant Agencies

All relevant agencies are engaged with the safeguarding children partnership, are aware of local information sharing protocols and training initiatives and participate in partnership development events and reviews of strategic priorities. New members to the partnership are provided with induction materials by the business manager and a safeguarding newsletter is regularly circulated to representatives of relevant agencies informing them of local and national reviews and research and training and workforce development opportunities.

Oldham, along with the other areas of the greater Manchester conurbation, continued to experience significant staffing difficulties across the partner agencies during this period. These difficulties related to both the shortage of suitable staff and the skills levels that they were able to deploy. This has had significant impacted on the quoracy of safeguarding meetings, the timeliness of case conferences and reviews and the delivery of appointments for safeguarding services. The statutory partners continued to oversee the pattern of disruption caused by staff shortages in safeguarding agencies and to initiate preventive or remedial actions as appropriate. While the partners are undoubtedly willing to redress this situation, the timelines involved in resolving staff shortage means that quick fixes are not possible.

## Outcomes for Children and Young People

Significant consultation events involving children and young people were undertaken during the course of this year providing substantial opportunities for their views to influence the development of service priorities.

Safeguarding concerns around hate crimes, bullying, sexual exploitation and other complex safeguarding needs were identified, and proposals developed for service enhancements. Presentation of the findings from this work by young people was widely shared with the partnership representatives throughout 2022-23. Work on enhancing the experience of young people transitioning from children's services to adult services was likewise progressed in the period.

## Quality Assurance & Information Sharing

Performance data on safeguarding activity continues to be gathered and shared across the partnership with initiatives ongoing to ensure a better representation of data from a wider range of relevant agencies. Quarterly data feedback is a standing item on the Partnership Executive agenda. This year the introduction of the multi-agency case audit (MACE) has been a significant development in both engaging partner agencies in quality assurance initiatives but also enabling the enhancement of good practice to be facilitated. The MACE activity around early help has led to significant changes in how this strategy will be delivered in the future.

## Learning from Local & National Reviews & Research

Local reviews of critical cases were undertaken in the period, both on an individual case-specific basis and thematically. Significant findings on the need for improved cross-agency case management information sharing and case co-ordination were identified by both methods. These requirements continue to be monitored and followed up into 2022-23

The period also saw follow-on work arising from the independent review of cases of non-recent child sexual exploitation (CSE) and a continuing focus on current practice in CSE and complex safeguarding to ensure that the lessons from the past are clearly learned. Evaluation of the extent of change reflected in current

practice will be the subject of a further GMCA review in 2023-24.

National research findings continue to be circulated and promoted through the partnership newsletter and inform the content of the partnership training programme.

## Multi-Agency Safeguarding Training & Workforce Development

The commitment to a multi-agency training strategy continues to be a strength of the Oldham partnership. A substantial number of staff from across relevant agencies have engaged with the training opportunities available in the period. The availability of a variety of training delivery mechanisms was sustained in the period 2022-23.

The training programme continues to be closely linked to the priority safeguarding concerns identified in the partnership annual business plan. This year the programme reflects the themes of complex safeguarding, domestic abuse and the assessment of neglect.

The challenge of having an adequate workforce to undertake safeguarding activities continues across all relevant agencies, and Oldham inevitably competes with the nine other GM boroughs to fill staffing vacancies. Initiatives to "grow one's own" skilled workforce continue to be forcefully progressed.

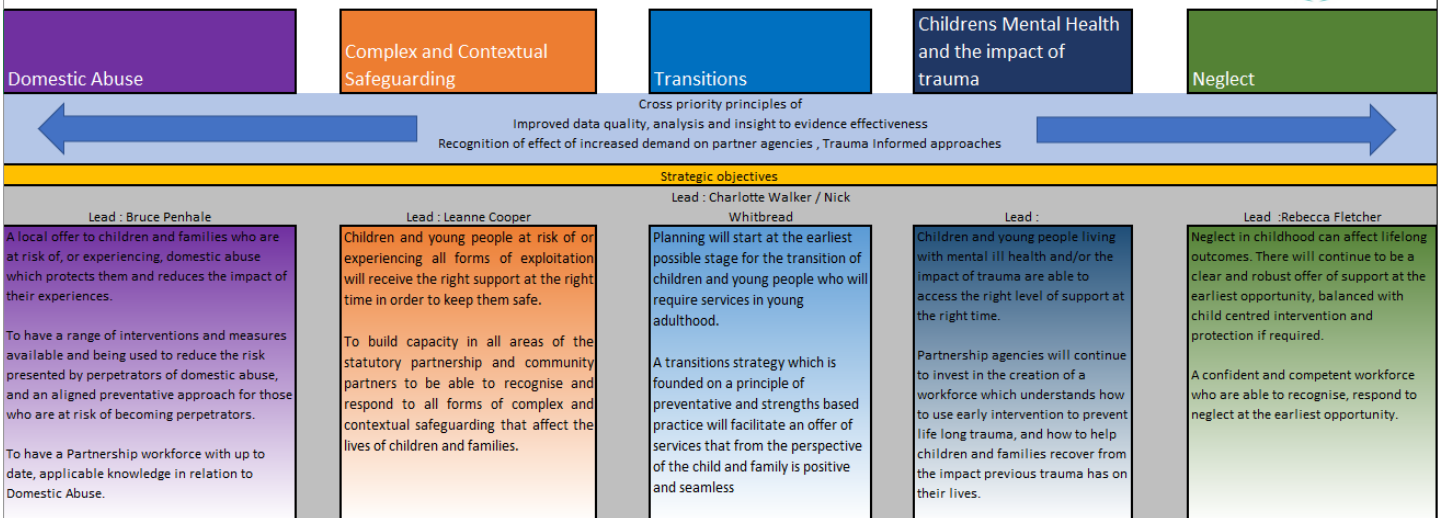
The engagement of local schools in safeguarding training initiatives continues to be a hallmark of the Oldham partnership with substantial numbers of pupils and students being engaged by dedicated staff from the partnership business unit.

## *Dr Henri Giller – Independent Chair*



# Our plan for 2023-2024

OSCP Business Plan on a Page 2023 - 24



## Appendix 1 - Statements from Oldham Safeguarding Children Partnership agencies.

In addition to the Oldham Safeguarding Children Partnership's Annual Report setting out information on safeguarding trends locally, the actions of the Partnership over the last year, and priorities for the coming year, agencies are invited to provide highlights of their own safeguarding work for publication as Single-Agency Statements.



Single Agency  
Report final 22-23.d

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