

## ***CHILDREN AND YOUNG PEOPLE SCRUTINY BOARD Agenda***

Date Wednesday 20 November 2024

Time 6.00 pm

Venue Lees 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 Alex Bougatef or Constitutional Services at least 24 hours in advance of the meeting.
  2. CONTACT OFFICER for this agenda is Constitutional Services. Email-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 Friday 15<sup>th</sup> November 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.

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

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

Please also note the Public attendance Protocol on the Council's Website

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

### **MEMBERSHIP OF THE CHILDREN AND YOUNG PEOPLE SCRUTINY BOARD**

Councillors Adams, Z Ali, Ball, Bishop, Hobin (Chair), Hughes, S. Hussain, Iqbal, McLaren, Moores (Vice-Chair) and Shuttleworth

- 1 Apologies For Absence
- 2 Urgent Business  
Urgent business, if any, 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 Children and Young People Scrutiny Board Meeting (Pages 3 - 10)  
The Minutes of the Children and Young People Scrutiny Board held on 2<sup>nd</sup> October 2024 are attached for approval.
- 6 Corporate Performance Report (Pages 11 - 30)  
A report that details performance against key indicators during Q2 2024/25 (1st July to 30th September 2024)
- 7 LADO Annual Report (Pages 31 - 42)  
An overview of the management of allegations in Oldham, and the role of the Designated Officer's between 1 April 2023 and 31 March 2024.
- 8 Complex Safeguarding Report (Pages 43 - 64)  
An overview of the Complex Safeguarding Hub and the impact of the work undertaken by the Complex Safeguarding Hub.
- 9 Work Programme (Pages 65 - 72)  
To consider and note the Children and Young People Scrutiny Board's Work Programme 2024/25
- 10 Key Decision Document (Pages 73 - 80)  
Details of key decisions to be considered by the Cabinet at future meetings.
- 11 Rule 13 and 14  
To consider any rule 13 or 14 decisions taken since the previous meeting.



**Present:** Councillor Hobin (Chair)  
Councillors Adams, Z Ali, Aslam, Ball, Bishop, Hughes, Malik  
(Substitute), McLaren and Moores (Vice-Chair)

Also in Attendance:

Mohon Ali	Cabinet Member
Rhys Attwell	Constitutional Services
Jon Bloor	Head of Enterprise and Skills
Matthew Bulmer	Director Education Early Years and Skills
Andy Collinge	Head of School Support Services
Julie Daniels	Director of Children's Social Care and Early Help
Sheila Garara	Childrens Services
Steve Hughes	Oldham MBC
Shaid Mushtaq	Cabinet Member
Gail Stott	Performance Improvement Lead
Amanda Youlden	Access Service

1           **APOLOGIES FOR ABSENCE**

There were Apologies for absence from Cllr Shuttleworth.

2           **URGENT BUSINESS**

There were no items of urgent business received.

3           **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

4           **PUBLIC QUESTION TIME**

There were no Public Questions received.

5           **MINUTES OF PREVIOUS CHILDREN AND YOUNG  
PEOPLE SCRUTINY BOARD MEETING**

**RESOLVED** that the minutes of the meeting held on 23<sup>rd</sup> July 2024 be approved as a correct record.

6           **CORPORATE PERFORMANCE REPORT**

Sheila Garcia presented to the scrutiny board the Corporate Performance Report 2024/25 for Q1 Corporate Performance Report. The purpose of this report is to provide an overview of corporate performance against agreed service business plan measures for the 2024/25 Q1 period (April – June). The current reporting format has been developed with the intent of bringing more mature performance reporting online once the ongoing Business Insight, Performance and Strategy Programme (BIPS) Programme and Digital Services Foundation (DSF) Project have been completed. Historically, a full CPR has gone to the Governance, Strategy and Resources (GSR) Scrutiny Board; however, now there are four Scrutiny Boards, it is deemed more appropriate that the constituent parts go to the appropriate

meeting to enable more in1depth analysis and discussion of the CPR.

In relation to data provided in the report, Members and Officers discussed the need for more clearer formatting to make the report easier to read.

In response to questions concerning recruitment freeze, Officers informed Members of the Scrutiny Board that due to the financial position of the council, Childrens Social Care had lost a full team, which had impacted the caseload of social workers. Furthermore, it was noted that the Council are in a GM pledge when it comes to retention, with caseloads being continuously reviewed and managed.

There was a discussion between Officers and Members of the Scrutiny Board that Keeping children in Oldham safe was the priority. It was however noted by Officers that there had been a problem around recruiting experienced social workers, but this issue was not unique to Oldham and could be seen at a national level.

Members expressed the need to get the balance right between experience and newly qualified social workers.

In response to questions about recruitment on a local level, Members of the Board were informed that, there had been apprenticeships and job application advertised.

In response to questions about social workers contract specifying a minimum term of service at the Council, Members were informed that this would not be legally binding, and instead would try to retain social workers by having an enhanced starting salary.

In terms of targets set out in the report, Members of the Board were informed that this would be determined by national benchmarks.

In response to Members questions regarding consistency in children having the same social worker, with Members being informed that each individual case will vary. Stating that changes in social workers would be impacted by retention and high turnover.

Matt Bulmer (Director for Education) noted that in relation to Ofsted inspections, which potential schools may be inspected next, and what schools at the time of the meeting required improvement. In addition, The Director for Education noted that there had been considerable improvements in the schools, that did require improvements.

In terms of supporting children with special educational needs, it was noted that there was significant capacity coming this year on streaming. With an additional 10 advisory teachers who can offer support, in the hopes that enough preventative measures would stop some parents applying for a healthcare plan.

Members of the scrutiny Board noted that Oldham College had been offering entry funded programme from level 2 and 3 accredited courses, and delivered from age 19 onwards, associated with adult lifelong learning.

**RESOLVED:** that-

- 1) note the progress in implementing the business plan objectives.
- 2) celebrate areas of consistent good performance.
- 3) note the comments on progress.
- 4) consider areas for review (good or poor) that could produce learning for the organisation.
- 5) note the interconnection of these actions with ongoing activities within the Directorate or Portfolio and corporate key projects such as our Cost-of-Living Response and Don't Trash Oldham
- 6) consider benchmarking reports from open data sources.
- 7) review performance in the context of our borough and the demands on our services.

7

#### **PARTICIPATION OF YOUNG PEOPLE AGED 16 - 18 IN EDUCATION, EMPLOYMENT OR TRAINING**

The Participation of Young People aged 16 – 18 in Education, Employment or Training report was introduced by Cabinet Member Mohon Ali. The Annual Report was for information and an opportunity for members to scrutinise and challenge activities in the preceding academic year. The report would update the Board on current participation and NEET rates together with a summary on activity during the past academic year and planned in the future to ensure that we are shaping and influencing opportunities where possible for our 16–18- year-olds.

It was noted that the Council had continued to fulfil its duties around encouraging, enabling, and assisting young people to participate in education or training and tracking those aged 16 and 17 through the commission of the targeted support offer delivered by Positive Steps. This includes a small resource for SEND (EHC plans) and Children Looked After (CLA) cohort. Due to the contract term coming to an end, the Local Authority (LA) was currently undergoing a procurement exercise, with the new contract being in place on 1 April 2025.

It was noted that the approach across partners in Oldham was to ensure that young people were empowered to access the advice and support they require; that they have opportunities available to engage with young people to hear their voices and respond in the best way.

It was noted that the report would update the Board on Participation, NEET (not in education, employment, or training) and unknown rates across the academic year that began in September 2023 and culminated in July 2024, together with a

summary on activity planned in the future to ensure that are shaping and influencing where possible for our 16–18-year-olds.

Members of scrutiny board were informed that there is work undertaken to try and reduce NEET levels and deploys preventive measures to stop someone becoming NEET status.

Amanda Youlden Provided highlights of the report, informing members of the board that her team are working hard on unknown rate across Oldham, deploying different methods which had reduced the rate to 0.63%, which was approximately 43 people across YR 12 and 13.

Members of the Scrutiny Board were informed that the group “Interventions power Oldham”, a service that offers mentoring, had there funding extended until September 2025.

On top of the support, there has been more resources allocated like with Oldham college where AI had been deployed to look out for any “wobblers” who will identify any patters to stop young people dropping out of college.

Post 16 there has been a population growth, with certain challenges around enough college places. It was noted that there would be a calculation using census data to see what places were available, and if any gaps were present. In addition, Yr 13 participation rate was lower than Yr 12, with there being a need to find out what support could be provided.

Members of the scrutiny board expressed their opinion that any feedback concerning college age students, was more appropriate to come from students rather than the college itself.

In response to questions concerning children’s disability team in 2.36 of the report, Members were informed that there will be a follow up after the meeting concerning the publication of the transition booklet described in the report.

Members were informed that in relation to working with partners, the council were seeking to utilise the private sector and charity sector and bring them on board with NEET related issues.

There was a discussion about the need for more vocational and alternative approaches to the standardised curriculum, with it being expressed that every child learns differently.

RESOLVED: that-

- 1) The Scrutiny Board note the Participation of Young People aged 16 – 18 in Education, Employment or Training report.
- 2) Note the range of interventions currently in place to support young people into EET and prevent the incidence of NEET increasing.

The report for Delivery of Additional School Places and Admissions was delivered to the scrutiny board by Andy Collinge ((Head of School Support Services). The report would provide a briefing and update to the Children and Young People's Scrutiny Board on the delivery of school places and school place preference rates within the Local Authority (LA.)

To provide an update on the delivery of additional school places and the work of the Council's Education Support Services including Allocation of school places by ward; The percentage of residents who are offered a school place of choice (1st or top 3 preferences); Overview of the current demand for school places.

It was noted that Appendix 1 attached to the report, showed the detail for 1st and top 3 preferences in Oldham for secondary places by ward. In 2023, 80.4% of residents were offered their first choice of secondary school; this decreased to 75.7% in 2024. In 2023, 91.2% of pupils gained a place at one of their top 3 preferences of secondary school; in 2024 this had increased to 94.1%. In the majority of wards over 90% of residents are offered a place at one of their top 3 preferences. It was noted that national rates for secondary for first preferences are 82.9% and top 3 preferences are 94.6%.

It was noted that Appendix 2 showed first preferences rates for primary places in Oldham by ward. In 2023 92.9% of pupils gained a place at their first preference school; there had been an increase this year to 94.1%. In 2023, 96.6% of pupils gained a place at one of their 3 top preferences for primary schools; this had increased to 98.1 % in 2024. National rates for primary places are first preferences 93.2% and top 3 preferences 98.6 %.

In response to questions concerning the Academy trust-maintained schools, Matt Bulmer the Director of Education, Skills, and Early Years informed the Scrutiny Board are not allowed to be extended in size by local authority. The Local Authority responsibility is to ensure that all children in Oldham receive a school place in Oldham.

There was a discussion concerning Waterhead Academy, with the Director of Education, Skills and Early Years informing the Scrutiny Board that Waterhead Academy had an agreement with other local schools that it would not receive late admissions into the school, in order to try and improve its Ofsted standing.

Members were concerned about the reputation of Waterhead Academy, with there being a desire to see the reputation of the school improved. The Director of Education, Skills and Early Years did reflect that schools like businesses have to manage their own reputation, with a suggestion of more public engagements with parents and the community potentially helping to improve the reputation.

**RESOLVED:** that-

- 1) The Scrutiny Board noted the report for Delivery of Additional School Places and Admissions.

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## **CHILDRENS SERVICES - IMPROVEMENT PLAN AND FINANCE UPDATE REPORT**



Julie Daniels the Director of Children’s Social Care and Early Help presented the Children’s Services - update on Financial Performance, Improvement Plan and Transformation and Sustainability Programme. It was noted that this was an update to a previous report presented to the Children and Young People Scrutiny Boardmon 20 March 2024 titled ‘Children’s Services - update on Financial Performance and Improvement Plan’ on progress in relation to Children’s Social Care improvement plans and financial performance.

Members noted the financial position the month 4 financial position of Children’s Social Care, was a forecasted pressure of £12.261m after the planned use of £0.315m of reserves.

Members noted that in terms of Children’s Social Care Demand, that Children’s Social Care continued to experience sustained high volumes and complexity of demand demonstrating the impact of contextual factors facing families in Oldham. It was explained that Services continued to effectively manage demand and maintain manageable caseloads in a culture of continuous learning and improvement.

Members noted that in terms of Achieving Excellence Strategy and Improvement Programme, it was noted that there was the successful “Getting to Good strategy and improvement programme” which was being re-launched as ‘Achieving Excellence’ following the positive outcome of the recent Ofsted inspection. Service leaders across Children’s Social Care and Early Help, working with partners, continued to drive improvement in the quality of work with vulnerable children, young people, and their families.

Members noted that in terms of Children’s Transformation and Sustainability Programme. The programme had continued to deliver ambitious plans across three strategic areas: earlier support for families, workforce stability and placement sufficiency. The programme was making progress to deliver targets and has direct oversight from the lead member for children and young people. Children’s Services in Oldham are keeping children and young people safe, improving outcomes and were in a strong position to further improve the delivery of timely and effective services to support vulnerable children, young people, and their families.

Members of the Scrutiny Board were informed that the Council were piloting the new Mockingbird model, which had seen positive feedback.



In addition, there would also be 30 newly qualified social workers, which would meet previous targets set out, with Members being informed that 7 social workers were due to qualify soon.

It was noted that Cabinet, had agreed in March 2024 to create three children's homes, with Members of the board being informed that good progress had been made with developments.

In response to Members questions concerning the Council funding the secure welfare, it was confirmed that this was a court ordered payment up to £32,000 a week. The Council had no option but to follow the court ordered payment.

In response to questions about why the council was using independent fostering carers, it was noted that this were due to a shortage in fostering carers.

**RESOLVED:** that-

- 1) That Members of the Scrutiny Board note the update on Financial Performance, Improvement Plan and Transformation and Sustainability Programme report and progress made.

10 **WORK PROGRAMME**

**RESOLVED:** That to note the work programme.

11 **KEY DECISION DOCUMENT**

**RESOLVED:** That to note the Key Decision Document.

12 **RULE 13 AND 14**

N/A.

The meeting started at 18:00pm and ended at 20:15pm.

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## Report to Children & Young People Scrutiny Board

### Corporate Performance Report 2024/25 for Q2 Corporate Performance Report (1<sup>st</sup> July to 30<sup>th</sup> September 2024)

**Portfolio Holder (CPR):**

Cllr Arooj Shah, Cabinet Member for Building a Better Oldham

**Officer Contact (CPR):**

Steve Hughes, Assistant Director Strategy & Performance

**Report Author (CPR):**

Gail M. Stott, Performance Improvement Lead, Strategy & Performance

**CPR collated by:** Performance Improvement Team, Strategy & Performance

**Contact:** [StrategyandPerformance@oldham.gov.uk](mailto:StrategyandPerformance@oldham.gov.uk)

**Date:** 20<sup>th</sup> November 2024

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#### Reason for decision

Scrutiny of corporate performance aims to provide assurance that:

- services are aligned to corporate priorities and the needs of our residents (resident focus)
- our services are good, or are on track to good
- any services that are not on track, or have identified risks, are being supported or challenged to rectify this
- any demand indicators or resource pressures are being noted and service provision is being re-assessed accordingly
- the organisation has robust performance management processes in place.

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## Summary

The purpose of this report is to provide an overview of corporate performance against agreed service business plan measures for the 2024/25 Q2 period (July - September).

## Recommendations

Scrutiny Board members are asked to:

- note the progress in implementing the business plan objectives
- celebrate areas of consistent good performance
- note the comments on progress
- consider areas for review (good or poor) that could produce learning for the organisation
- note the interconnection of these actions with ongoing activities in other portfolio and Scrutiny Board remits and key projects.

### **Appendix:**

1. CYP CPR - Children & Families; Education & Early Years

# Report to Children & Young People Scrutiny Board

## Corporate Performance Report 2024/25 for Quarter 2: 1st July to 30th September 2024

**Portfolio Holder (CPR):** Cllr Arooj Shah, Cabinet Member for Building a Better  
Oldham

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**Contact Officer (CPR):** Steve Hughes, Assistant Director Strategy & Performance

**Report date: 20th November 2024**

**CPR collated by:** Performance Improvement Team [StrategyandPerformance@oldham.gov.uk](mailto:StrategyandPerformance@oldham.gov.uk)



# Children & Young People

## Key Performance Indicators

Page 14

<b>RED</b>	KPIs underperforming by more than 5%
<b>AMBER</b>	KPIs underperforming by less than 5%
<b>GREEN</b>	KPIs meeting or outperforming target

### Children's Social Care & Early Help

3 KPIs <i>(No target)</i>	2 KPIs <i>(Red)</i>	2 KPIs <i>(Amber)</i>	5 KPIs <i>(Green)</i>
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### Education

4 KPIs <i>(No Target)</i>	3 KPIs <i>(Red)</i>	1 KPIs <i>(Amber)</i>	4 KPIs <i>(Green)</i>
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# Children's Social Care & Early Help

## Performance Measures & Business Plan Report

**Portfolio Holder:** Cllr Shaid Mushtaq, Cabinet Member for Children & Young People

**Officer Contact:** Julie Daniels, Director Children's Social Care and Early Help

### Service Summary:

In Oldham we want all children and young people to have a safe, happy, and healthy life and access to a great education giving them the best possible start in life. As a service we commit to:

- Putting children and young people first
- Helping families and supporting vulnerable children and young people
- Working as one team close to our community
- Providing great public value and confidence
- Listening and engaging
- Creating an inclusive and empowering environment

Our ambition is to be the best borough for children and young people and for the staff and services that work with them.

# Children's Social Care & Early Help

## Key Metrics (against target where set)

Page 16

Early Help - Percentage of children in families closed with all issues addressed (excludes worklessness)

80%

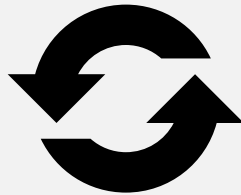


Previous Quarter = 83%

Target: 75%

Percentage of referrals which are repeat referrals to Children's Social Care (in month)

19%



Previous Quarter = 25%

Target: 23%

Percentage of child protection plans which were a second or subsequent plan in the past two years

0%



Previous Quarter = 21%

Target: 15%

Percentage of Care Leavers in unsuitable accommodation

Aged 17-18

3%

Aged 19-21

4%



Previous Quarter =

Aged 17-18 4%  
Aged 19-21 4%

Target: 5%

[Green]

High is Good

[Green]

Low is Good

[Green]

Low is Good

[Green]

Low is Good



# Children's Social Care & Early Help

## Key Metrics (against target where set)

Page 17

Percentage of Agency Social Workers in Children's Social Care

26.9%



Previous Quarter = 38.9%

Target: 20%

[Amber]

Low is Good

Percentage of Children Looked After with three or more placement moves in the last 12 months

12%



Previous Quarter = 10%

Target: 10%

[Amber]

Low is Good

Percentage of Children Looked After in long term stable placements

59%



Previous Quarter = 56%

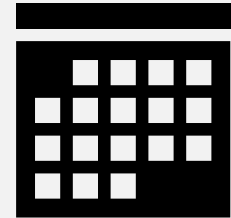
Target: 70%

[Red]

High is Good

Percentage of Children Looked After that have a permanence plan recorded at second review

75.9%



Previous Quarter = 78%

Target: 85%

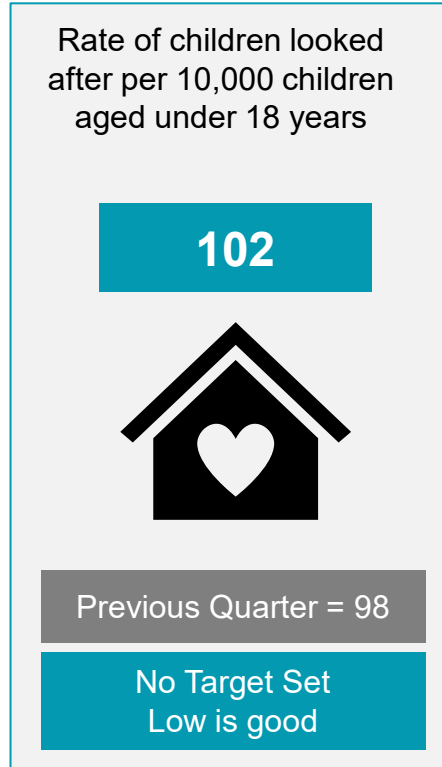
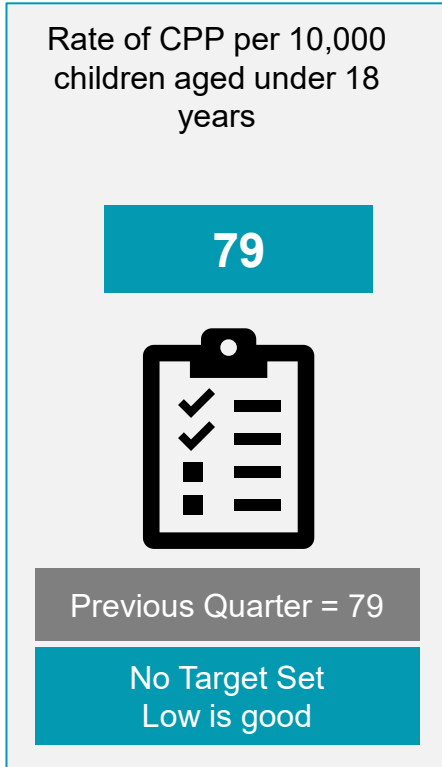
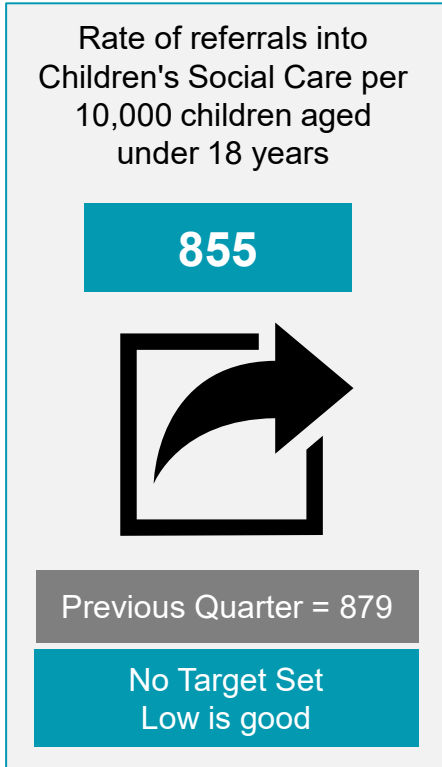
[Red]

High is Good

# Children's Social Care & Early Help

## Key Metrics (against target where set)

Page 18



# Children's Social Care & Early Help

## Areas for Development (across all metrics)

Page 19

### Percentage of Children Looked After with three or more placement moves in the last 12 months

We have seen an increase in the number of children who have experienced three or more placements in 12 months. This amounts to 67 children. 20 of these children are aged over 16 years old and have moved as part of their pathway planning. There are a number of children who have had multiple placements who are experiencing a challenging period in their life and / or display very complex presenting needs. The service is working to stabilise these children so they do not experience any more placements and also undertaking a review of children who have been in two placements in the last 12 months in order to ensure consummate support is in place.

### Percentage of Agency Social Workers in Children's Social Care

The percentage of agency social workers has reduced further this quarter to 26.9% which although above target, is a significant reduction from 49% in the same period in 2023. This has been achieved by a relaunched recruitment campaign through 'Choose Oldham' that has seen successful permanent recruitment to social work posts as well as Team Manager positions. Out of 40 Team Managers, 38 are now permanent. Our 'Grow our Own' initiative has also seen a number of social work students and newly qualified (ASYE) social workers applying and securing permanent positions all of which is reducing the use of agency workers. Going forward, we are undertaking targeted recruitment to those service areas where we have higher numbers of agency workers as well as reviewing our retention strategy to ensure we are competitive with neighbouring authorities.

# Children's Social Care & Early Help

## Areas for Development (across all metrics)

Page 20

### **Percentage CLA in long term stable placements**

We have seen this figure improve in the last quarter, although still not at the ambitious target figure of 70%. Placement stability is a key strategic priority for the service, with initiatives such as Mockingbird specialist foster care, the fostering therapeutic offer and strong commissioning relationships all in place. There have been more children long-term matched to their placement this quarter than previous. To achieve the target goal of 70% the service needs to build their data intelligence and take a 'whole system' approach to supporting those children (a) in unstable placements to ensure the correct support is in place, (b) progress placements to long term match, (c) progress to achieving legal permanence.

### **Percentage of CLA that have a permanence plan recorded at second review**

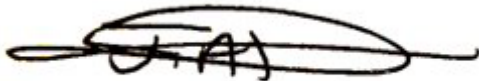
Although below target, this measure takes a 12-month period and the Safeguarding & Review Unit have undertaken a quality assurance exercise to understand the performance and it has been identified that we have not been consistent in recording concurrent care planning for children subject to legal proceeding where the Court has yet to approve the final care plan. Development work has been undertaken and through monthly monitoring we are confident this performance will show an improved trajectory going forwards.

# Children's Social Care & Early Help

## Director Comment

### Q2: Julie Daniels, Director Children's Social Care and Early Help

Q2 Performance in CSC and Early Help has seen some significant progress, specifically around our re-referral rates both within EH and Social Care. It is also positive that we are maintaining care leavers in suitable accommodation, despite the known challenges across housing sufficiency. The areas of performance which are red/amber mainly link to the children's transformation programme, both workforce and placement sufficiency. Some of these red/amber measures, whilst not yet at target, have continued to demonstrate progress, for example agency rate of social workers has further reduced in Q2 by 12% which is evidence of the success of the 'Choose Oldham' campaign and Social Work Academy. The number of children experiencing 3 or more placements in 12 months has increased and remains a key priority focus area in relation to placement stability (Corporate Parenting Strategy).



Signed  
Off

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# Children's Social Care & Early Help

## Portfolio Holder Comment

### Q2: Cllr Shaid Mushtaq Cabinet Member for Children & Young People

Performance continues to remain strong across many areas in the children and young people portfolio. Despite continued high levels of demand, it is positive that re-referrals into children's social care have continued to reduce and there have been no repeat child protection plans indicating children, young people and families are receiving effective support and intervention.

Agency social worker reduction means more children and young people are being supported by and have positive relationships with the same social worker.

The Corporate Parenting Panel continues to focus on achieving good outcomes for children in our care and the ongoing work through the children's transformation programme is ensuring more children and young people live in safe, stable and happy homes if they are unable to live with their families.

# Education & Early Years

## Performance Measures & Business Plan Report

**Portfolio Holder:** Cllr Mohon Ali, Cabinet Member for Education & Skills

**Officer Contact:** Matt Bulmer, Director of Education, Early Years and Skills

### Service Summary:

In Oldham we want all children and young people to have a safe, happy, and healthy life and access to a great education giving them the best possible start in life. As a service we commit to:

- Putting children and young people first
- Helping families and supporting vulnerable children and young people
- Working as one team close to our community
- Providing great public value and confidence
- Listening and engaging
- Creating an inclusive and empowering environment

Our ambition is to be the best borough for children and young people and for the staff and services that work with them.



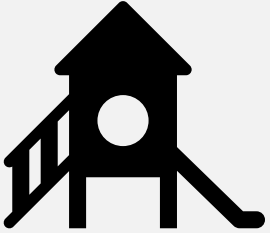
# Education & Early Years

## Key Metrics (against target where set)

Page 24

Percentage take up of 2-year-old children benefitting from funded early education places (%)

**82%**



Previous Term = 89%

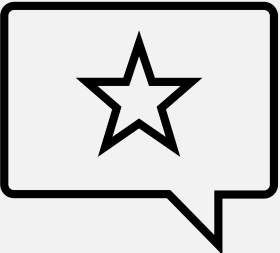
**Target: 75%**

[Green]

High is Good

Percentage of early years group settings inspected rated good or outstanding

**98%**



Previous Quarter = 96%

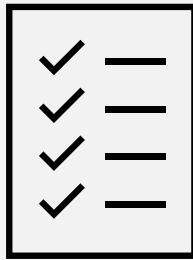
**Target: 97%**

[Green]

High is Good

Timeliness of quality EHC plans: percentage completed within 20 weeks over 12 months

**85.7%**



Previous Quarter = 83%


**Target: 85%**

[Green]

High is Good

Percentage of children receiving their 1-3 preference of school place for the September intake in reception

**98.8%**



Previous Intake = 96.6%

**Target: 97%**

[Green]

High is Good



# Education & Early Years

## Key Metrics (against target where set)

Page 25

Percentage of children receiving their 1-3 preference of school place for the September intake in year 7

92.5%



Previous Intake = 94.1%

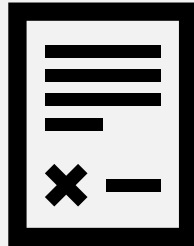
Target: 93%

[Amber]

High is Good

Annual EHCP (SEND) statutory reviews completed within legal time frame

80.6%



Previous Quarter = 92%

Target: 95%

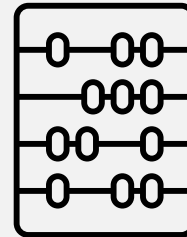
[Red]

High is Good

Percentage take up of 3 and 4 year old children benefitting from funded early education places

90.8%

Summer Term 23/24



Previous Term = 91%

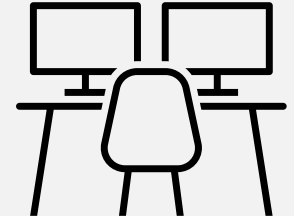
Target: 96%

[Red]

High is Good

Percent of 16- to 17-year-olds who are not in education, employment or training (NEET)

4.7%



Previous Quarter = 6.4%

Target: 3.5%

[Red]

Low is Good

# Education & Early Years

## Key Metrics (against target where set)

Page 26

**Number** of SEND fixed term suspensions in primary schools

157

**Percentage** of SEND fixed term suspensions in primary schools

6.0%

**Number** of SEND fixed term suspensions in secondary schools

1,564

**Percentage** of SEND fixed term suspensions in secondary schools

36.3%

No Target Set  
Low is good

**Number** of fixed term suspensions in primary schools

215

**Percentage** of fixed term suspensions in primary schools

0.8%

**Number** of fixed term suspensions in secondary schools

3,839

**Percentage** of fixed term suspensions in secondary schools

20.7%

No Target Set  
Low is good

# Education & Early Years

## Areas for Development (across all metrics)

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### **Percentage of children receiving their 1-3 preference of school place for the September intake in year 7**

In 2023, 80.4% of residents were offered their first choice of secondary school; this decreased to 75.7% in 2024. In 2023, 91.2% of pupils gained a place at one of their top 3 preferences of secondary school; in 2024 this had increased to 94.1%. In the majority of wards, over 90% of residents are offered a place at one of their top 3 preferences. National rates for secondary first preferences are 82.9% and top 3 preferences are 94.6%. Given the marked improvement in Ofsted ratings in the secondary sector it is expected that the rate of first choice preferences and top 3 preferences is likely to increase over time.

### **Percent of 16- to 17-year-olds who are not in education, employment or training (NEET)**

DfE does not monitor 'not knowns' between July and September and services are advised not to benchmark their performance against others during this period. This is due to a large proportion of young people becoming 'unknown' whilst we re-establish the destinations for those who are on one year and two year courses. This large number of unknowns distorts the NEET percentage over the summer term. Reporting will commence in Quarter 3 as per guidance.

# Education & Early Years

## Areas for Development (across all metrics)

Page 28

### **Annual EHCP (SEND) statutory reviews completed within legal time frame**

This area for development has several factors explaining the decrease in performance:

- Demand has increased significantly and we are now responsible for 3,600 EHCPs. The admin team has not increased in capacity.
- Demand also means that school responses and summaries are sometimes late.
- The change over of annual reviews from manual to IDOX has had an impact on timeliness as staff in schools and settings are trained and work through a new process for completing annual reviews.
- There has been a lag over the summer holidays when schools are shut for 6 weeks that impacts on timeliness in the autumn term.
- Mitigation will include the future use of IDOX streamlining processes and live systems for professionals to use, and a dedicated transitions team for amended annual reviews at the point of transition.

### **Percentage take up of 3 and 4 year old children benefitting from funded early education places**

Improving take up of all the Early Years free entitlements is a priority for the Education and Early Years Directorate. As such, it is a priority within the new Early Years and Childcare Programme for 2024-25. Take up will continue to be monitored by the Early Years team and reported to the new Early Education and Childcare Strategic Partnership. Monitoring will identify variations by ward and will enable targeted support to be put in place.

Collaboration with the Oldham Council Communications Team will increase information being shared with families through a range of media platforms and through Family Hubs.

# Education & Early Years

## Director Comment

### Q2: Matt Bulmer, Director of Education, Early Years and Skills

Excellent work across the early years sector is ensuring the sufficiency and quality of early education provision in Oldham. Despite continued increases in requests for needs assessment, Oldham Council's performance against our initial EHCP timeliness target remain one of the best in the country. Of all indicators presented, the main area of concern is the number of Oldham's children that are currently NEET. Our Employment and Skills Partnership Board is working hard on this. We are looking to increase the provision of training places and improve transition arrangements between Year 11 and Year 12. Additionally, we have put in place a project with Oldham College (named "Connect Me"), which is using AI to identify young people that are at risk of "dropping out". Once identified, the college puts a support plan in place, and works with the young person, to either support them to retain their place at college, or transition to more appropriate provision for them, either within the college or any other provision.

# Education & Early Years

## Portfolio Holder Comment

### Q2: Cllr Mohon Ali, Cabinet Member for Education & Skills

Performance remains strong across the education and skills portfolio. Work conducted during the summer with children due to transition into a new phase of education (early years to primary school, and primary school to secondary school) has ensured a great start to term for school attendance. The number of children with Education, Health and Care Plans (EHCPs) continues to increase with now over 3,500 children with such a plan. Despite this demand, performance levels within the Council SEND team remain excellent. With regards to our assistance for young people in Oldham who are NEET, the second annual Young Person Careers Event took place on 24<sup>th</sup> September 2024. The event held at the Queen Elizabeth Hall was a success with around 300 young people attending the event and over 60 organisations exhibited to promote a wide range of engagement, skills development, careers and employment opportunities available in Oldham.

Signed Off: 23/10/2024

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# **Designated Officer (LADO) Annual Report 2023/24**

**September 2024**



## **1. Introduction**

The purpose of this report is to provide an overview of the management of allegations in Oldham, and the role of the Designated Officer's between 1 April 2023 and 31 March 2024.

The statutory guidance Working Together to Safeguard Children 2018 sets out the requirements for all agencies providing services for children to have procedures in place for reporting and managing allegations against staff and volunteers. This is mirrored in Keeping Children Safe in Education 2020 (KCSIE). The guidance highlights the need for a Designated Officer to oversee the process, by giving independent advice on thresholds and the other aspects of safeguarding when an allegation is made. This will include a range of measures, in consultation with the employer, including risk assessment, the use of suspension for more serious conduct matters or criminal investigations, alongside other issues including managing duty of care to the employee and proportionality to ensure the process is concluded fairly and as soon as possible.

The procedures for the management of such allegations are contained in the Greater Manchester Child Protection Procedures - Allegations against Staff.

## **2. The role of the LADO**

The LADO role is designed to manage all allegations against all professionals who work with children (both employed and voluntary) and to assist professionals to create safer environments for children to access services. Therefore, if the LADO is effective then children and young people can confidently access services safely.

The LADO's key role is to provide advice and guidance to employers or voluntary organisations when there has been an allegation against a member of staff or volunteer. The LADO will liaise with the police and other agencies, including Ofsted and professional bodies and monitor the progress of referrals to ensure that they are dealt with consistently, fairly and in a timely manner. The LADO ensures organisations operate a thorough and fair process of investigating allegations. The LADO will provide oversight of the investigative process through to its conclusion.

The LADO service will also chair allegation management meetings and establish an agreed format to an investigation, whilst facilitating the resolution of any inter-agency issues. The LADO will also provide liaison with other local authority LADOs where there are cross-boundary issues. The service collects strategic data and maintains a confidential database in relation to allegations. The LADO service disseminates learning from LADO enquiries throughout the children's workforce and wider groups, including safeguarding forums across the Borough via Briefing sessions, case discussions, and the provision of this annual report. The LADO will also attend children's social care and police strategy meetings held under child protection procedures where there are concerns regarding the children of those working within the children's workforce.

The definition of an allegation is:



- Behaved in a way that has harmed or may have harmed a child;
- Possibly committed a criminal offence against or related to a child;
- Behaved towards a child that indicated he/she would pose a risk of harm if they work regularly or closely with children.
- Behaved in a way that indicates they are unsuitable to work with children.

Allegations are considered in the context of four main categories of abuse, including sexual abuse, physical abuse, emotional abuse and neglect and there is also consideration of areas including professional conduct and safeguarding concerns arising in a person's private life. Transferable risk is a continuing consideration, this means that when the behaviour of staff or volunteers outside a setting is of concern, there is consideration of the impact of this upon their suitability to work with children and vulnerable young people.

### **3. Service Structure and Supervision**

The LADO service is located within the Safeguarding and Quality Assurance Service. In 2022 the funding for a second permanent LADO post was agreed and the post was successfully recruited to in November 2023. The LADO Team Manager as well as managing the LADO service manages the subject access request (SAR) and disclosure service comprising of two SAR officers.

The LADOs are experienced qualified social workers registered with Social Work England. The LADO attends the annual National Designated Officer conference and monthly regional LADO forum where practice themes are discussed. The National Designated Officer network is currently working with the DfE to produce a LADO handbook to be included in Working Together 2024. This was a recommendation of the national review – children with complex needs and disabilities (Doncaster review)

Since 1st April 2020 all Initial Consideration meetings and subsequent LADO meetings have been arranged via Microsoft Teams. This has allowed professionals who wouldn't normally be able to attend these meetings due to distance involved to attend virtually and contribute, hence improving the quality of information shared. This is evidenced through meetings not being required to be rearranged and an improvement in the timeliness of Initial Consideration Meetings and Allegation Review meetings.

The LADO service publicising its role, there has been an increase in public recognition of the role in allegations management and as a result, there has been a noticeable increase in the number of contacts received from members of the public, or parents wishing to raise complaints or concerns directly with the LADO. Such calls are managed sensitively, and parents are invited to raise their concerns directly with the employer, with the LADO checking this has been done. There is, however, a need to update Oldham Children's Safeguarding Partnership's website to greater reflect the need for this impartiality and to provide some advice to parents and carers as to appropriate steps when they are concerned.

In May 2024 Ofsted completed the inspection of Oldham Children’s Services and as part of the inspection reviewed several LADO cases and conducted an interview with the LADO manager. The feedback was as follows:

*The local authority designated officer (LADO) service provides a thorough response when there are allegations made against adults working with children. Allegations against professionals are swiftly and robustly managed.*

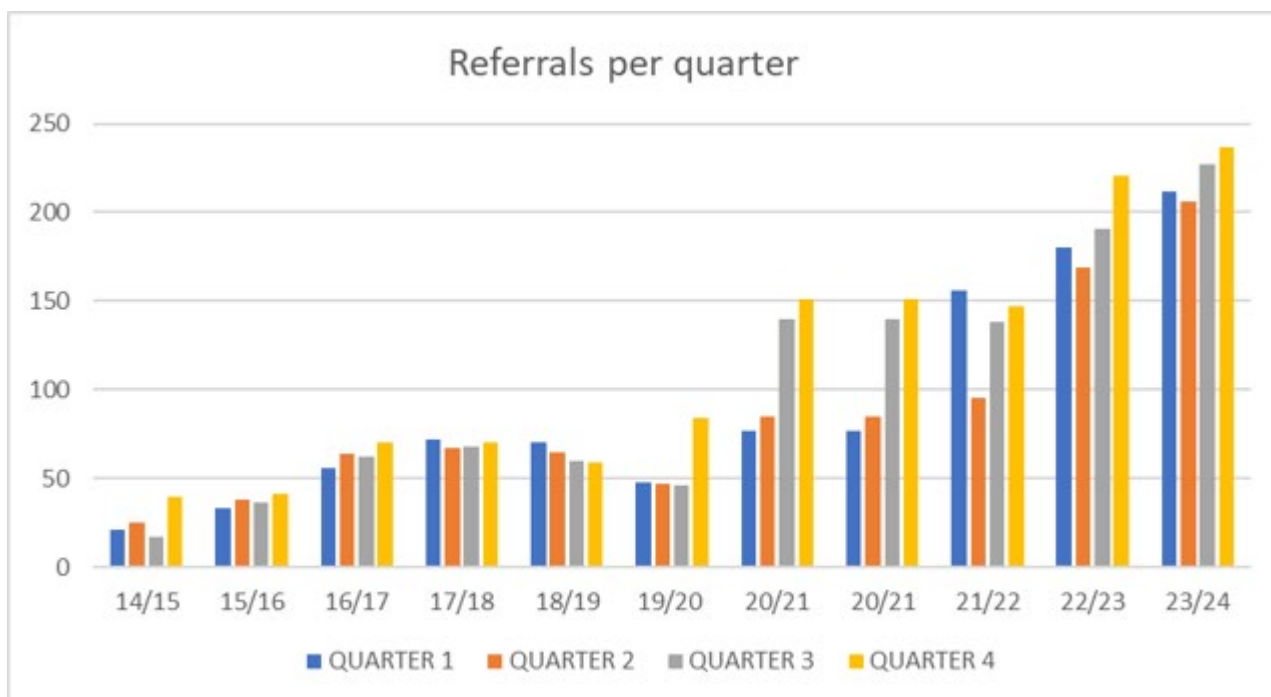
#### 4. Number of Allegations

##### Breakdown of allegations by year

<b>YEAR</b>	<b>Number of allegations</b>
2007	44
2008	77
2009	71
2010	73
2011	74
2012	69
2013	98
2014	101
2015	147
2016	223
2017	277
2018	265
2019	221
2020	356
2021	543
2022	679
2023	863

Over the years the understanding of the role of the LADO both locally and nationally has increased and this is reflected in the steady rise of referrals. The significant increase in referrals since 2020 is linked to several factors:

1. Several complex cases that have multiple lines of enquiry and have generated multiple referrals.
2. An increase in non-recent allegations of abuse.
3. In September 2020 the DfE included a fourth threshold for referral to LADO within Working Together guidance and KCSIE. This significantly increased the number of contacts to LADO regarding unsuitability.
4. Increase in the number of parents/members of the public reporting concerns directly to Ofsted and or LADO service



The referral data above includes all contacts with the LADO, regardless of whether they have met the threshold for a formal response. Of the 874 referrals, 133 (which is equivalent to 16%) progressed to an Initial Allegations management meeting. Of the 133 cases; 60 cases are viewed as complex as in they have had to have more than two allegation management meetings. Some cases have had more than 8 meetings due to the complexity of the case. The LADO team are also managing 25 complex cases that commenced in previous years.

Through the National LADO Network Haringey LADO has developed a Tier approach which illustrates the differentiation between consultations and referrals.

Tier 1	Incident that does not need LADO action but may be a conduct issue or require more general advice
Tier 2	Incident or concern which might require logging with LADO but will be 'No Further Action'
Tier 3	Incident or concerns which indicate significant concerns re standards of care provided to an individual child or group of children  Behaviour in Personal Life which raises concerns regarding the persons Suitability to work with children
Tier 4	Incident which requires consideration of referral to other agency such as police or Ofsted
Tier 5	Incident which requires immediate suspension/ police referral/ arrest/ immediate action to protect child.

Tiers 1 & 2 constitute consultations and Tiers 3-5 referrals.

There are a high number of requests for support and advice / consultations which the LADO will scrutinise even if they do not meet the formal thresholds for intervention. It is an integral part of the LADO role to provide advice and guidance. It has become apparent that not all institutions are equipped to assess thresholds and therefore welcome the support such consultations make. In these cases, the employer is responsible for acting upon advice, implementing local conduct or performance processes and making recommended changes to their local practice or policy. It is these borderline or complex situations that require careful attention.

Recording is robust for all cases, whether they meet the LADO threshold for involvement and files are kept for reference. The system now has the following stand-alone documents in a dataflow system within MOSAIC :

- LADO referral
- Initial consideration meeting
- Allegations management meeting
- Review allegations management meeting
- LADO Oversight (ability to record all e-mails and discussions in a chronological order)

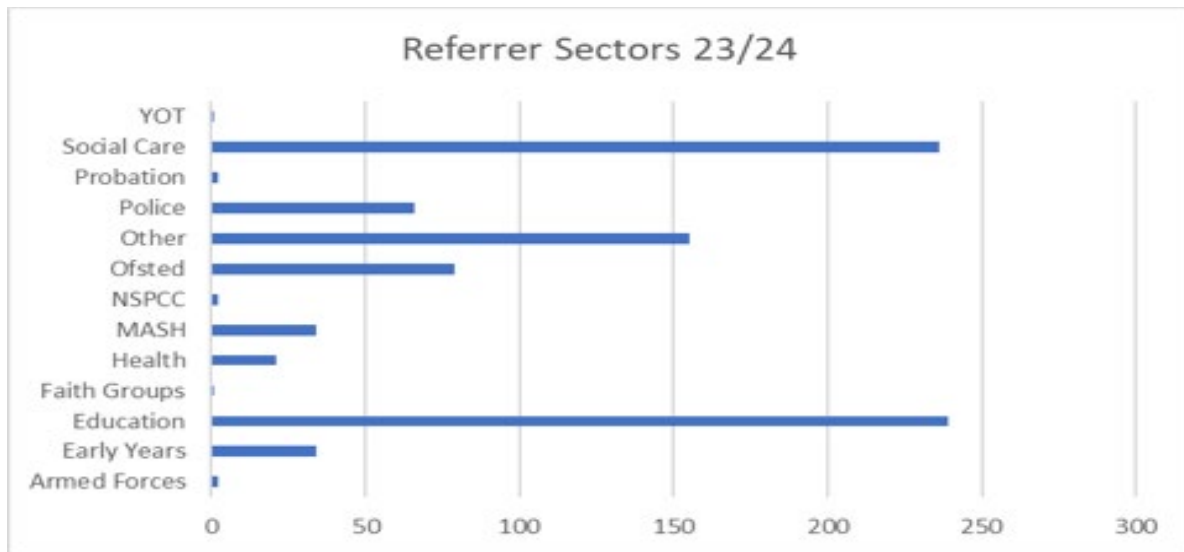
All the steps have been reviewed and updated so that more data can be extracted for data analysis and the completion of FOI requests.

It is important that cases where the LADO has provided advice and information are recorded as such, as whilst on their own may not require a LADO response, they may in the future demonstrate concerns with the practice of individuals or settings. Careful attention is paid to the requirements of the Data Protection Act and, if settings call for advice regarding a particular staff member, they are advised to share this with the staff member

The LADO may receive requests from those who are the subject of allegations for a copy of LADO records through a subject access request (SAR) and all parties are reminded of this during the allegation management meeting. Third party or organisation sensitive information may be redacted by the LADO as appropriate.

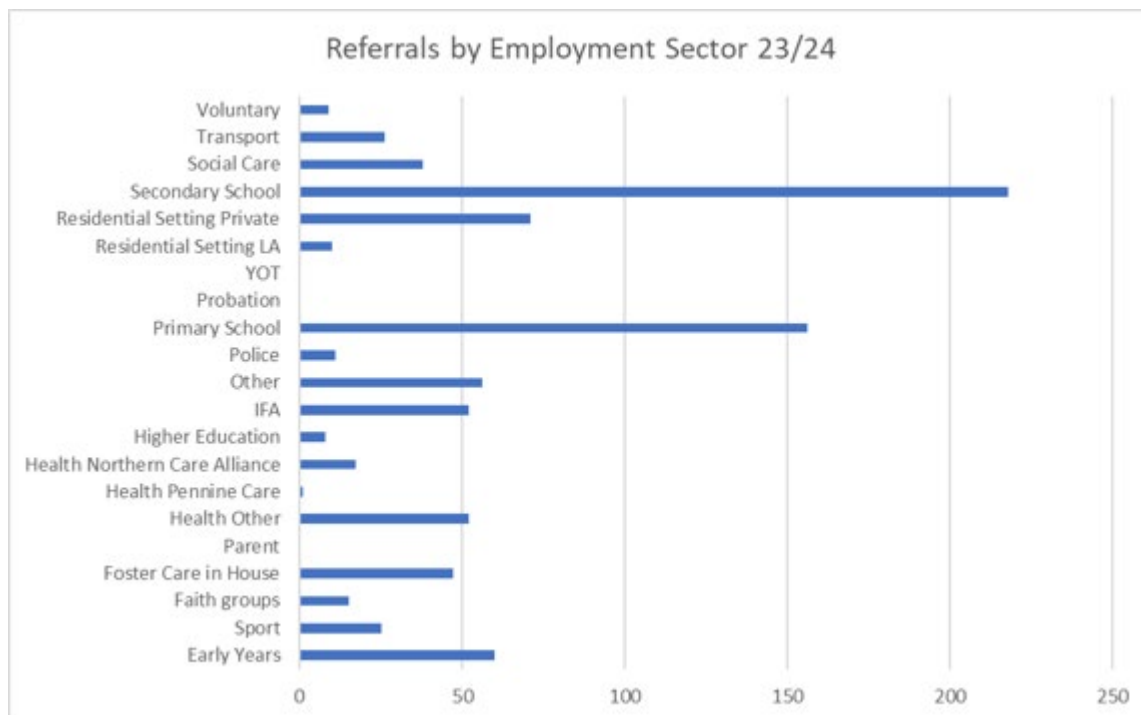
## 5. Referral sector

Referrals come from a variety of settings and sources. It is not always the setting that makes the referrals themselves, as demonstrated in the following graph.



As with LADO colleagues in neighbouring boroughs, the greatest proportion of contacts and referrals come from social care and the education sector. This is in line with national statistics and indicates a good level of understanding of Safeguarding and the LADO role. The LADO received a significant number of referrals from other local authority Social Care departments due to the increasing number of children from other local authorities placed in Oldham in either IFA's or Residential homes. Work has been undertaken with the planning department and commissioning teams to highlight the number of homes in a specific area and to have careful consideration for any future planning applications.

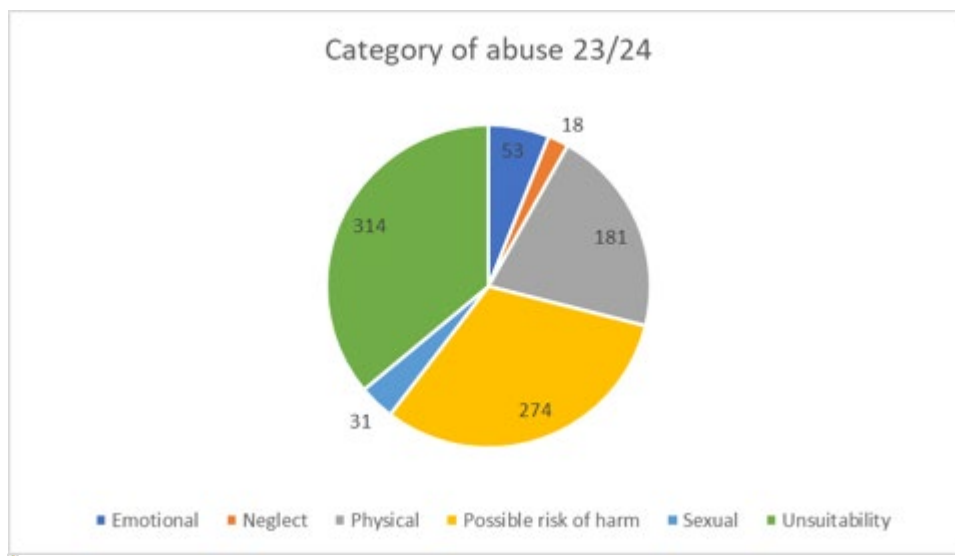
## 6. Employment sector



A significant number of referrals are within the education sector, but this is in line with regional and national data. The number of referrals made directly to Ofsted has significantly increased with the LADO team receiving 76 referrals regarding schools from Ofsted. These all need careful consideration and detailed feedback to Ofsted but from the 76 referrals no case has progressed to an investigation by police, social care or internal investigations.

As set out in KCSIE, schools are now required to identify and record incidents where staff do not follow expected codes of conduct in working with children. Incidents such as inappropriate contact, and poor behaviour management which do not meet the allegations threshold should be recorded, and patterns of behaviour considered. The intention was for schools to develop a safeguarding culture where inappropriate behaviours could be identified and addressed before they became harmful. However, initially schools struggled to differentiate between low level concerns and harmful.

## 7. Category of abuse



The most common type of referral this year relates to unsuitability, this is primarily related to professional boundaries and inappropriate professional behaviour.

Most of the allegations of sexual assault have been in relation to non-recent allegations of abuse. However, this year there have been several referrals regarding female perpetrators of sexually inappropriate behaviour towards young people.

There has been an increase over the years of allegations relating to emotional abuse and neglect and this demonstrates the increasing understanding of safeguarding across the sectors, and the identification of these harmful behaviours. The increase in possible risk of harm is connected to the increase in allegation around unsuitability whereby the person has not caused harm within their role, but consideration is needed regarding the transferable risk/unsuitability.

## 8. Timescales for completion of cases

Timescales depend on nature, seriousness, and complexity of allegations. In Oldham we strive to meet the following timescales:

- 80% of cases should be resolved within one month;
- 90% within three months;
- All but the most exceptional should be completed within twelve months (it is unlikely cases requiring a criminal prosecution or complex Police investigation can be completed in less than three months)

Cases concluded within 1 month	-	64.5%
Cases completed within 3 months	-	79.5%
Cases completed within 12 months	-	93.5%

Cases completed over 12 months - 6.5%
---------------------------------------

As can be seen we have not been able to reach the targets for the timeliness of completion of cases. Whilst it is no longer an indicator required to be reported on by the Department of Education, where an investigation is initiated, investigations can be stressful for all concerned and clearly the quicker they can be concluded appropriately, the better. Due to the introduction of the unsuitability threshold to LADO oversight the cases have become increasingly complex and therefore concluding within one month has not been achievable. There has also been an increase in referrals from the voluntary, faith and sports sector and they do not all have the infrastructure i.e. a HR advisor to complete an internal investigation in a timely manner as they rely on volunteers.

Where allegations are investigated by employers, oversight by the LADO can ensure that the matter is concluded in a timely manner. However, there remain some cases where investigations take longer, and these are primarily because of police investigations where the “beyond reasonable doubt” threshold requires lengthier processes.

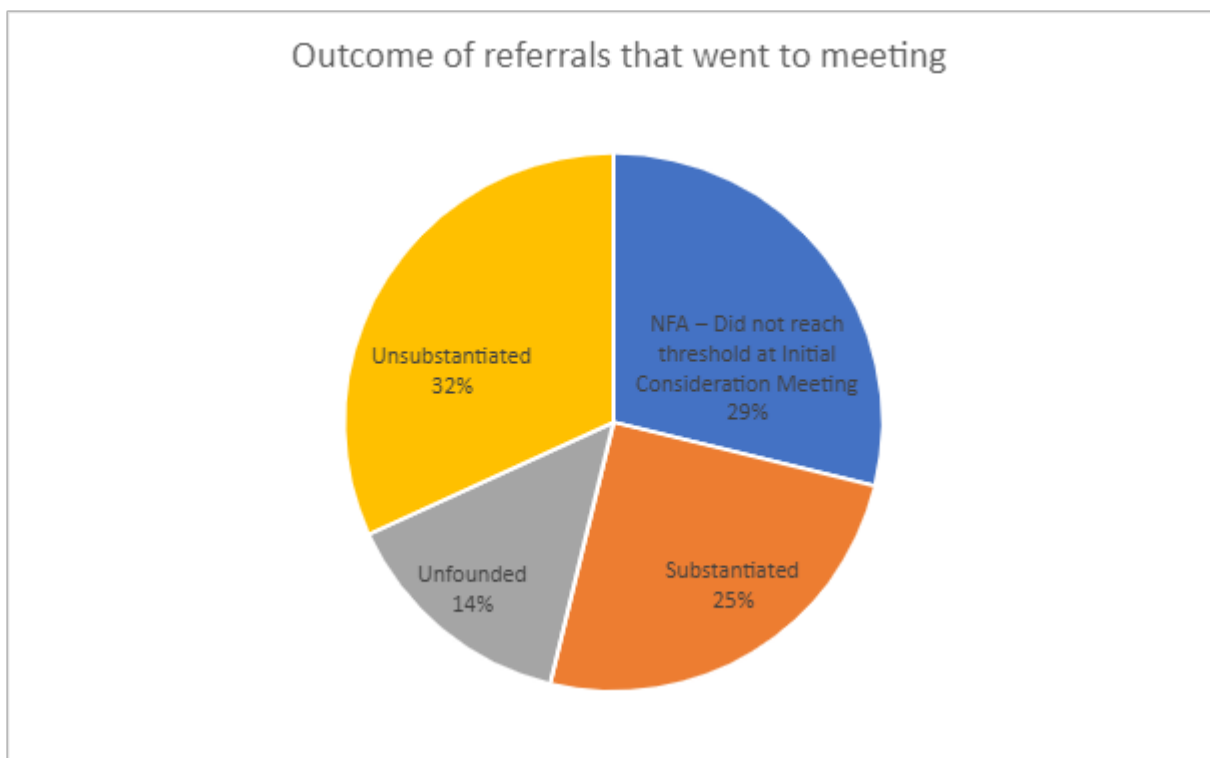
To address the delays in cases when they involve criminal investigations, the LADO has successfully sought agreement with the Police on a number of cases to enable employers to commence their investigations alongside the Police investigation, with pre-agreed questions and conditions being applied.

## **9. Outcome of referrals**

Many consultations to the LADO by employers can be managed immediately and employers can be supported in managing such concerns in a proportionate manner. As a result, concerns can often be addressed and resolved quickly with the LADO providing advice, perspective, and suggested actions to address the concerns without them becoming allegations. This space, provided by the LADO service allows employers a sounding board for managing staff behaviour as well as a sense check on concerns. Indeed, feedback from employers suggests that such consultations can prevent concerns from developing and can address complaints early.

Of the cases (133) that progressed to investigation from either police, social care and or internal processes the outcome are as follows:





We have seen an increase in allegations about professional boundaries/ inappropriate behaviour and unsuitability allowing issues to be considered at an initial consideration meeting but not progressing to a formal investigation.

There have been 14 referrals to the DBS for barring.

## 10. Safer recruitment issues

One of the key foundations of safe organisations is ensuring that staff are recruited to positions of trust with children using the concepts of safe recruitment. The LADO manager has completed the accredited Safer Recruitment consortium training as trainers, the LADO service has provided regular safer recruitment training throughout the 23/24 period training to Early Years managers, Headteachers and Governors as well as multi-agency via the OSCP training calendar. This is in addition to advising employers on issues around recruitment such as appropriate references, recruitment processes and previous criminal record information.

## 11. Multi-agency Practice Development

The LADO service provides managing allegations training. Training delivery was consistently delivered virtually and well received by those who attended. The virtual delivery of training worked very well, and 15 sessions of training has been delivered to partner agencies. This included Early Years, Education, Elected Members, social workers, MASH team, Adult Social Care and the Fostering Service.

**Residential Managers Providers panel** – The LADO service hosts a quarterly meeting with all providers of residential care within the Oldham area. This allows statutory agencies to discuss trends and concerns and assist the providers to meet their Ofsted requirements.

**Early Years safeguarding sector** – Twice a year the LADO service facilitates training and briefing for the early years sector focussing learning for Serious Case Reviews and LADO case studies

**Education settings** - The Designated Officer works closely with the School Safeguarding Advisor to discuss concerns in practice and learning arising from LADO referrals and complaints. Joint work is carried out where appropriate.

**Foster carers** - The LADO attends the 6 weekly ‘prep’ groups for prospective foster carers and provides a bespoke training session for carers about the role of the LADO, using case examples to illustrate the importance of communication, recording and the scrutiny of low-level concerns. In 2023/24 the LADO team has attended a fortnightly meeting with the HOS and Team Manager of the Fostering Team to discuss the fostering referrals that have been received and tracking them through the system. This has proved effective and has addressed some drift.

## **11. National LADO Network**

The NLN meets monthly, providing support to LADOs across the country. In addition, the NLN meets regularly with national organisations such as the Department of Education, Social Work England, and the Disclosure and Barring Service, acting as an advocate for LADOs and local authorities in relation to allegations management and safer recruitment practises. The network organised an annual virtual conference which was open to all LADOs and was positively received by over 120 participants. The conference focussed on the learning from the Doncaster review and Operation Alpha-Lemur. The Oldham LADO Team Manager Chairs the training group and facilitates the NLN conference.

## **12. Priorities for 2025**

1. Alongside the National & Regional priorities we will review and analyse appropriate data capture
2. Auditing – engaging in peer audit
3. LADO Team will continue to develop the safe out of school programme
4. Continue to deliver training to partner agencies

### **Report completed by:**

Colette Morris, LADO Manager  
Wendy Nicholls, LADO  
Catherine Leach, Allegation Management Co-ordinator



# Annual Report Complex Safeguarding Hub July 2023 – June 2024



## Contents

1. Foreword
2. Purpose
3. Context
4. Key Achievements
5. Prevention
6. Protection
7. Prosecution
8. Missing From Home
9. Building Professional and Public Confidence
10. Performance
11. Key Priorities for 2024-2025

## Foreword

### Vision for Children, Young People and Families

- 1.1 The Contextual Approach to Complex Safeguarding Strategy 2024 – 2027 outlines the vision held in Oldham:

*“Our vision is that all children, young people, and adults who are 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.*

*We want all our children, young people, and adults to live in a Borough where they feel safe and protected from the risk of exploitation in all of its forms. To achieve this, we will provide an integrated response to Complex Safeguarding concerns, sharing information efficiently and in a timely manner and within agreed protocols to protect and safeguard our children, young people, and vulnerable adults. The aim is that the three key partners will be joined by a variety of multi-agency partners to ensure a targeted response across need and risk for vulnerable people so they can be supported to live free from exploitation.”*

- 1.2 With our vision in mind, we have an agreed set of values and principles within Oldham:

- Treat Children, Young People and Adults at risk with compassion and understanding, be non-judgmental, and treat people with dignity and respect.
- Actively listen to the voice of the child or adult and their lived experiences.
- Foster a culture where professional challenge is acceptable and encouraged.
- Approach each case with an open mind and make objective and ethical decisions.
- Take a holistic approach to support the child or adult, including giving consideration to wider factors.
- Recognise the diversity across the borough and incorporate this into our approach.

- 1.3 The Complex Safeguarding Hub combines the three key partners, Greater Manchester Police, NHS and Children’s Social Care for safeguarding as an integrated service for response, consultation and intervention in relation to exploitation concerns of children and young people.

- 1.3 The Oldham Complex Safeguarding Hub work with any young person 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 team work alongside a number of partner agencies and third sector services to ensure appropriate information sharing and timely signposting to key services inclusive of Probation, Housing, TOG MIND, Early break, Catch 22 and KOGS (Keeping Our Girls Safe).

- 1.4 The Complex Safeguarding Hub do not underestimate the importance of the work they deliver with children, young people and their families across Oldham. We are privileged to work with children at some of the most challenging times in their lives, as a directorate we continually strive to improve our practice and adapt and develop our support to keep children and families at the heart of what we do, supporting connections and relationships.



Natassja Gollcher

Head of Complex Safeguarding, Duty and Advice and EDT.

## Purpose

- 2.1 The purpose of the Annual Report is to provide an overview of the Complex Safeguarding Hub and the impact of the work undertaken by the Complex Safeguarding Hub.
- 2.2 The report will outline the different strands of the work the Complex Safeguarding Hub undertakes, and the outcomes achieved over the period of July 2023 – June 2024.
- 2.3 The report will also set the priorities for the upcoming 12 months.

## Context

- 3.1 In Oldham we have taken on the agreed Greater Manchester definition of Complex 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.”*

Complex Safeguarding addresses the direct influences on children and young people outside of the family home, specifically where there is risk of sexual and/or criminal exploitation. Oldham aims to ensure we have a solid understanding and response to different forms of exploitation of children, young people and vulnerable adults.

- 3.2 The Complex Safeguarding Hub consists of a specialist police team of Detectives and Officers, a children’s social care team, consisting of social workers and a family worker and a specialist exploitation nurse and a psychotherapist. The Challenger Team also work closely with the Complex Safeguarding Hub and continue to respond to Organised Crime.
- 3.3 The current structure in the Complex Safeguarding Hub is:

- 1x Complex Safeguarding Team Manager
- 1x Complex Safeguarding Advanced Practitioner
- 5.5 x Complex Safeguarding Social Workers
- 1 x Operation Sherwood Social Worker
- 1 x APST Social Worker
- 1 x Complex Safeguarding Family Worker
- 1x Missing from Home Co-Ordinator
- 0.5 x Trusted Relationship Psychotherapist
- 1x Specialist Nurse
- 2 x Detective Sergeants
- 6 x Detective Constables/Police Constables
- 1 x Operational Support Officer

- 3.4 The Oldham Complex Safeguarding Hub work with any young person 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 team work alongside a number of partner agencies

and third sector services to ensure appropriate information sharing and timely signposting to key services inclusive of Probation, Housing, TOG MIND, Early break, Catch 22 and KOGS (Keeping Our Girls Safe).

- 3.5 In addition to Social Workers and Police, the team has the benefit of key professionals who are invaluable in helping to provide the scaffolding of support around young people and their families as well as in bringing the puzzle pieces together.
- 3.6 **Health** – The Specialist nurse is an invaluable asset to the Complex Safeguarding hub and brings a wealth of knowledge, experience, and skills to the team. Our specialist nurse continues to play a vital role in ensuring the health needs of the young people open to the team are met. Links are made with GPs and school nurses. Young people are supported to attend services such as the GP, sexual health, CAMHS and Early Break. Direct work is completed around relationships, sexual health, emotional well-being and drug and alcohol use. The Complex Safeguarding Nurse is also involved in the training offer provided by the team and is the point of contact for health professionals should they wish to seek advice and guidance in respect of exploitation. The Specialist Nurse also provides young people with advocacy and support with their emotional well-being and mental health; and works closely with the Social Workers to offer joint sessions as appropriate.
- 3.7 **Trusted Relationships Therapist** – The Complex Safeguarding hub have access to a Clinical Psychotherapist. The aim of this role is to build on the existing expertise in the Complex Safeguarding Team, adding to skills and confidence using trauma-informed case formulation and models of psychology recovery. The young person and the existing ‘trusted relationship’ is at the heart of the model and aims to enhance recovery by strengthening this relationship. The following is currently included in this work and actively engaged with by the team, it is also an invaluable part of the enable the team to work positively with young people:
- Consultation, in either group or 1:1 format to offer an opportunity to discuss and develop trauma informed case formulations, review and understand difficulties in young person’s relationships, understanding specific issues that a young person may be coping with and how to approach and support them.
  - 1:1 meeting to support emotional resilience.
  - Compassion focused well-being and self-support group.
  - Reflective group sessions.
  - Workshops/Training on subjects such as supporting people to regulate their emotions, supporting people when they are moving into a crisis phase (inclusive of risk to self), fostering young people’s motivation to attend to their mental health issues, understanding formulations, fostering resilience.

This support continues to be welcomed by the team and informs how the work with the young people is delivered, the support allows the team to have a deeper understanding of the young person’s psychological needs. The strengths brought by the psychotherapist have been invaluable to both the workers as well as the young people we work with. The support and training provided has not only strengthened workers skills, helped to increase engagements, and enhanced the support they offer to young people but has also strengthened their emotional resilience in working in an area where they are exposed to intense emotions and real-life trauma.

- 3.8 **Family Support worker** – The Complex Safeguarding Hub currently has one family worker who offers support to parents, alongside the Complex Safeguarding Hub





Social workers. The parenting support includes but is not limited to - advocacy, education (exploitation, grooming, online safety and adolescent development), mediation, crisis support / intervention, safety planning, emotional support, understanding parent's ambitions for their children, and help parents to understand processes and procedures.

- 3.9 **Wider Partnerships** – the partnership working of the Complex Safeguarding Hub extends beyond that of the core agencies within the team. These partnerships include community safety, youth service, trading standards, sexual health, partnership enforcement team, youth justice, Early Break, Education, CAMHS, KOGs and Catch 22. These partners are invited to the monthly MACE (Missing and Child Exploitation Meeting), the meeting is well attended and is an excellent forum for partners to share any arising issue or concerns, themes and trends and collaboration on specific issues.
- 3.10 **Transitional Safeguarding – Transitional Safeguarding** *is a term that has been used by Research in Practice to highlight the need to improve the safeguarding response to older teenagers and young adults in a way that recognises their developmental needs. (Firmin et al 2019).* Transitional safeguarding is recognising that vulnerability does not end when a young person reaches 18. The Complex Safeguarding hub offers support to young people up to the age of 25, this is consent led once an individual turns 18 however there are currently a number of post 18 young people open to the team. The hub recognises the need to continue to offer this support to those who are being exploited or have been the victim of exploitation over the age of 18. Transitional Safeguarding is an ongoing priority for Adult and Children Services with a project currently being implemented to embed this in practice.
- 3.11 **Daily Governance** – The Complex Safeguarding hub hold a daily governance each morning, attended by partner agencies. Daily Governance is a process where intelligence, referrals, missing from home episodes, arrests and crimes related to CSE/CCE/Modern Slavery are shared and discussed, and actions are agreed, recorded and reviewed, with collaborative working between Oldham CSE, CCE and Challenger colleagues as one Oldham Safeguarding Hub, regarding any new agreed referrals through to the Complex Safeguarding Hub or any significant incidents regarding individuals known to the service. The team share their knowledge of associations, offenders and areas / properties of concern to consider the required response. Actions include referrals to MASH for either early intervention or allocation to a Social Worker for assessment, request for strategy meetings, referral to complex safeguarding for CSE/CCE assessment, opening Police Investigations, or proactive response in the community such as undertaking a joint visit with Housing / Trading Standards (Partnership Enforcement Team) to a property / business of concern.
- 3.12 **The Missing and Child Exploitation meeting (MACE) meetings** - are a process whereby partner agencies are able to share information where there are concerns that a child or young person (CYP) is at risk of, is being exploited, or is frequently missing from home or care. Missing episodes are a clear indicator of exploitation risk and a potential indicator of significant harm. The purpose of the MACE meetings is to target multi-agency resource by sharing information on identified children by agreeing/reviewing case actions and sharing local intelligence. The aim is to improve the identification and tracking of actions regarding children which agencies are concerned about and to reduce missing episodes of children and young people.

## Key Achievements

- The Complex Safeguarding Hub continue to provide training and advice in respect of Child Exploitation to schools and colleges across the borough.
- The effectiveness of the complex safeguarding hub and response to missing children and young people has recently been highlighted in the Ofsted Inspection in May 2024:

*“Children who go missing or are at risk of exploitation are recognised and responded to well. For these children, the multidisciplinary child exploitation team is a valuable resource. Creative and persistent work is undertaken by committed staff to engage highly vulnerable children.”*

- There have been 39 arrests in relation to Sexual Exploitation and Criminal Investigations, with the investigations into these crimes ongoing.
- As part of disruption in relation to Exploitation the Complex Safeguarding Police team have issued 36 Child Abduction Warnings.

Below is also some of the feedback that the team have received:

*“Bro it’s been a blast having you guide me in the right direction over the past year gna miss you like family I wish u well in the future n just wna say thank u for your guidance you’ve made me realise there is more to life than fast cars n drugs show any kid u work with this msg because u saved my future and any kids u work with is lucky to have u to help em out a sh\*t life” – Young Person*

The Oldham Complex Safeguarding hub have been working on an investigation into a report of human trafficking. The joint approach has focused on building the trust and confidence of the children, resulting in them providing evidential ABE against their father. Following the arrest of the suspect and numerous enquiries carried out by the complex safeguarding hub we have today secured charges on the threshold test for modern slavery. The team have worked tirelessly on this case, using a child-centred approach and working in partnership. What a great result, it’s just what myself and the Chief both highly value!

Deputy Chief Constable GMP

Please could you pass on our thanks to your team for taking the time to come to school to deliver the session yesterday. The information shared with the children was pitched at a level that was easily accessible to them and the children engaged really well with your team throughout the session. The school staff who were present have all commented about how good they thought the session was for the children, and how well your team delivered such sensitive content.

Werneth Primary School

She is really understanding, and listens and honestly one of the best social workers I’ve ever had. She understands you, even when you don’t understand yourself, she does. She’s extremely good at her job in general, she also helped me at the farm by mucking out which was really helpful. She helped with absolutely everything, my mental health, my relationships with people, coping mechanisms, there’s so much more. – Young Person

I want to thank you for the support you have given me, I don’t think I would be where I am now without this. – Young Person

## Prevention

- 4.1 The Complex Safeguarding Team is resourced to a level where it can provide a prevention offer to children and young people within the borough. It is noted that prevention is key, with the team wanting to prevent exploitation wherever possible. We recognise that this is better than responding to and protecting children after the harm has taken place.
- 4.2 As part of the prevention offer there is a wider campaign of increasing awareness, education and training of young people, families, communities, and professionals in a variety of ways but also through our direct one to one case work. Alongside this the complex safeguarding team utilise the prevention support offered via KOGs (Keeping Our Girls Safe), Catch 22 and Youth Justice.
- 4.3 The work of the team and partners across the borough in relation to Child Exploitation is highlighted across different social media platforms, such as Facebook and Twitter. These posts have focused on weeks of action, explaining the role of the complex safeguarding hub and sharing great examples of proactive activity such as the execution of Police warrants. We have promoted the 'It's Not Okay??' national campaign raising awareness of Child Sexual Exploitation, and proudly showcased all convictions secured in relation to Child Exploitation.
- 4.4 The Complex Safeguarding Hub also continue to provide training and advice in respect of Child Exploitation to schools and colleges across the borough. In October 2023 and March 2024 there were two weeks of action, within these weeks the Complex Safeguarding Hub delivered focussed sessions to students in high schools and primary schools across Oldham, alongside delivering focussed sessions to residential providers. These sessions focused on sexual exploitation, online safety, carrying weapons, peer-on-peer abuse and youth violence. These sessions were well received by students, with them actively participating in the sessions.
- In Summary:
- Since July 2023 Training inputs have been delivered to some schools within Oldham with over 5000 students and teachers across high schools and primary settings.
  - Training inputs were delivered to some of the Care Homes within the Oldham Area.
- This training has been well received with the team often being invited back, this training has also enabled the team to develop positive relationships with education settings within the borough.
- 4.5 The Complex Safeguarding Team have also joined up with the Prevention Hub to enable us to co-deliver sessions within schools across the borough in the upcoming academic year. The sessions that will be co-delivered focusing on complex and contextual safeguarding. The Prevention Hub is a police team who are responsible for overseeing the district-based demand reduction and problem solving, the team is made up of school-based police officers, neighbourhood police officers and the missing from home officer. They are co-located within Duty and Advice to enable partnership working.
- 4.6 The Complex Safeguarding Hub have also been involved in the delivery of the wider exploitation training in partnership with the Oldham Safeguarding Children

partnership, this training is available for all partners. The training delivered focuses on the Understanding Exploitation training, developed by the Greater Manchester Combined Authority. The complex safeguarding hub are also supporting Adult Services in developing a wider exploitation training package, to enable the all age exploitation offer to be further developed.

- 4.7 The Complex Safeguarding Hub continue to attend the Quarterly Provider meeting, which has enabled the Hub to develop links and relationships with Care Providers within the Oldham area. It also enables the Complex Safeguarding hub to disseminate any local trends or areas of concern to the local providers. The attendance at these meetings has been received well by the care providers.

## Protection

- 3.13 Since July 2023 there have been 147 referrals into the Complex Safeguarding Hub with 60% of these referrals being accepted into the service to receive support. Those referrals that did not meet the criteria for the Complex Safeguarding Hub were referred on to KOGs, Catch 22, Prevention & Diversion or another identified service or advice and guidance offered to the allocated team.
- 3.14 23% of the referrals received between July 2023 and June 2024 were re-referrals into the service, this is in line with the trend seen across the Greater Manchester Safeguarding Teams. Further exploration in re-referrals is being completed by the Complex Safeguarding hub to enable the team to understand the reasons and trends leading to a young person being re-referred.
- 3.15 Catch 22 continue to offer support in relation to Child Criminal Exploitation and County Lines within the Oldham area, and since June 2023 have worked with 47 young people in the Oldham Area. Catch 22 and Complex Safeguarding work closely in relation to any areas of concern identified.
- 3.16 Keeping our Girls Safe have continued to offer support and interventions in relation to Child Sexual Exploitation across the Oldham Borough and continue to work closely with the complex safeguarding hub. Since June 2023, KOGs have offered support to 170 children and 26 adults.
- 3.17 The support for children and young people who have experienced or are experiencing child exploitation has relational and trauma informed and strength based practice at the core: providing education through direct work sessions, using practical approaches to safety planning through role play or scenarios, conversation based learning and reflection, active safeguarding and disruption, emotional support, achieving best evidence, working towards goals and ambitions, being advocates, and applying flexibility and creativity to try what works for each individual young person. Issues important to young people are of key focus – supporting them with what they need. A key component in the approach taken by the Complex Safeguarding team when working with our young people, is the trusted relationship approach. Which is the foundation of relational practice. This continues to be at the centre of the work of the team, across all partner agencies. Building a relationship with the young person through being consistent, building trust, being responsive and enabling them to feel safe in turn allows the young person to be able to share their lived experiences and disclose if they wish to but more importantly feel able to trust the complex safeguarding worker to work with them.

- 3.18 Prevention of exploitation involves working on both the factors that create and increase vulnerability as well as those that enhance and reinforce resilience and safeguarding, examples of which are included below. The service uses relational practice in the work implemented with our young people to provide education through direct work sessions, using practical approaches to safety planning through role play or scenarios, conversation-based learning and reflection, active safeguarding and disruption, emotional support, achieving best evidence, working towards goals and ambitions, being advocates, and applying flexibility and creativity to try what works for each individual young person. Designated professionals across all agencies within the team, work with young people to ensure that relationships underpin all areas of our practice.
- 3.19 A key focus of ours is working directly with young people deemed as vulnerable to exploitation and/or those young people who have been the victims of exploitation. The support offered to the young people open to the service is bespoke, as it is recognised that each young person is individual with their own individual needs. When planning the support offered to the young people, consideration is given to their age, culture, identity, learning needs, background and level and nature of concerns.
- 3.20 Currently 33% of the young people that the team are currently working with have been deemed to be vulnerable to exploitation, with 48% of the young people currently open to the complex safeguarding hub being suspected to have been the victim of exploitation with the remaining 19% being deemed to have suffered exploitation. Over the last 12 months, those young people being deemed to be vulnerable to exploitation or suspected to have been the victim of exploitation are the larger proportion of the young people worked with by the complex safeguarding team. The team are focussed on becoming involved with young people prior to the harm occurring, and this is more achievable due to the increase in staffing within the Complex Safeguarding hub.
- 3.21 When a young person is assessed as no longer requiring the support from the Complex Safeguarding Hub, it is essential that there is continued support from another identified service. The complex safeguarding hub will ensure young people have continued support from agencies such as KOGs, Catch 22, Early Break, Youth Justice Service or the Youth Service, ensuring that a handover is completed with the young person to ensure continuation of support.
- 3.22 A challenge that continues to present itself is in relation to Criminal Exploitation is the collating of intelligence and the tools available to disrupt criminal exploitation without criminalising young people are limited. It has also been found that young people who are at risk of criminal exploitation or being criminally exploited not wanting to be perceived as “grasses” or indeed being fearful for their own safety, this has meant that greater Manchester police and the team have, and continue, to adapt the way that information and intelligence is gathered.
- 3.23 Due to the risks posed to young people should they make disclosures in respect of Child Criminal Exploitation; the aim of the Police has been to find alternative means of disrupting offenders. Due to the nature of child criminal exploitation the team continues to advocate for young people who are committing crimes due to threat, coercion and control. This includes developing partnerships with Police forces outside of the

Oldham area especially in incidences where young people are exploited through county lines. The team have found that there is a clear need for advocacy and support for young people found and arrested for drug dealing outside of the Oldham area.

- 3.24 This includes the mapping of local organised crime groups, alongside the mapping of young people, utilising PCSOs and the neighbourhood team's knowledge of the local area, ensuring that they are made aware of any concerns in relation to young people. The team also gathers information from other professionals such as youth justice or schools as well as family, friends or connected persons. By ensuring this information is effectively gathered and shared appropriately, this enables the focus of the team to be on safeguarding the young person alongside disrupting the offenders and securing charges and/or convictions where possible. What must be highlighted is that the above actions also occur in cases of Child Sexual Exploitation, which enables the team to monitor offenders, be aware of any emerging concerns in relation to adults and sexual exploitation and also enables the team to take preventative action should concerns be emerging.
- 3.25 The Complex Safeguarding Hub continue to support the Serious and Organised Crime Challenger meeting which is held monthly by Greater Manchester Police. Within this meeting Organised Crime Groups are discussed with a wide variety of agencies present to identify opportunities for disruption and prevention. This meeting has also enabled earlier identification of young people at risk of exploitation.
- 3.26 The Challenger Team remains closely linked with the Complex Safeguarding Hub, which is particularly important in relation to both recognising and responding to Criminal Exploitation and Organised Crime Groups. This positive relationship has enabled the prompt sharing of intelligence and information, the sharing of expertise and knowledge whilst enhancing the safeguarding of victims and disrupting and prosecuting offenders.
- 3.27 Due to the makeup of the multi-agency team the support at the start of involvement with a young person is multi-faceted. The processes and procedures of the team limits the number of times the child has to share their experience with joint visits being undertaken by Police and Complex Safeguarding Social Workers. Information sharing forms a key part of the team's model ensuring that all factors are considered to ensure the young person receives a service specific to them and their circumstances. Relational practice continues to be at the centre of the work of the team, across all agencies.

## Prosecution

- 4.1 The success of the Complex Safeguarding police team continues to be seen in the quality of their investigations, evidence collated through analysis of technology and sharing of intelligence within the team. Due to the determination of the police team, and positive multi agency working there are several cases awaiting trial.
- 4.2 The Complex Safeguarding Team currently have over 106 open crimes, investigating both sexual and criminal exploitation of children and young people within the Oldham Area. There have been 39 arrests in relation to Sexual Exploitation and Criminal Investigations, with the investigations into these crimes ongoing. As part of disruption in relation to Exploitation the Complex Safeguarding Police team have issued 36 Child Abduction Warning Notices to adults, 20 in relation to Child Sexual Exploitation

concerns and 16 in relation to Child Criminal Exploitation.

- 4.3 The Complex Safeguarding Police team also have eight ongoing police operations, 5 in relation to Child Sexual Exploitation, 4 of these 5 operations are in relation to non-recent child sexual exploitation. One of these operations has recently been presented to the Crown Prosecution Service for progression to court proceedings. One of these operations is predominantly focused upon online child sexual exploitation. It is hoped that upon conclusion, there will be several successful prosecutions.
- 4.4 The partnership working in the team is vital in assisting Police to identify offenders, obtain evidence (including statements from young people and their parents) in order to progress with charges and eventual prosecution. Each member of the team has a role to play. The Complex Safeguarding Police team also work closely with the complex safeguarding social work team, health, licensing, and community safety to complete disruption in areas of concern.
- 4.5 Alongside the Challenger Team, the Complex Safeguarding Hub Police Team continue to focus on a proactive response to the criminal exploitation of children. Active safeguarding of these children and young people involved continues to take place, whilst any investigation against these Organised Crime Gangs are progressed constantly to review the level of threat, risk and harm.
- 4.6 There is also Operation Sherwood which commenced as a result of the report into historic child sexual exploitation within the Oldham area. There are two strands to this Operation, victim, and perpetrator. The Victim Cohort of Operation Sherwood is led by a dedicated team of police officers at Nexus House and is supported currently by a dedicated social worker within the Complex Safeguarding Hub. This strand of the investigation involves the police team working with the survivors to further understand their experiences and to identify the perpetrators of these heinous crimes. The dedicated social worker supports the investigation through completing specialised research alongside joint visits with the police to survivors. Within the last 12 months there has successfully been one arrest of a perpetrator of historic Child Sexual Exploitation.
- 4.7 The Perpetrator strand of the investigation is held within the Oldham Complex Safeguarding hub and is supported by both Complex Safeguarding Police and the Complex Social Work team. Each potential perpetrator is then graded within the cohort meetings, with each grade setting the timescale for the review of information to be completed. Following these cohort meetings, referrals may need to be made to Children's Social Care, further information may have been requested from Children's and Adult Social Care and markers are added to each individual file.
- 4.8 The below examples demonstrate the team's ability to work together to respond immediately to safeguard children, disrupt exploitation, and ensure active support to meet a child / young person's overall needs. Whilst each agency fulfils their specific functions; the team uses a flexible working approach, using the skills and knowledge of each individual worker to provide a co-ordinated timely response in the best interests of each young person.

## Case Examples

A 7-year-old female child had been in communication with a young adult where indecent images were sent, the child was supported by the police team and social work team from Complex Safeguarding. Digital forensic evidence was completed and evidence recovered from the victim's phone and complex enquiries identified the male adult. He was arrested, charged and convicted of possessing indecent child images, sexual communication and causing a child u13 to engage in sexual activity (Penetrative and non-Penetrative). He pleaded guilty at Woolwich Crown Court and sentenced to 9 years, added to the sex offenders register for life and handed a 10-year Sexual Harm prevention Order.

A 16-year-old female looked after child, was taken by force to the Avon and Somerset area by an unidentified Albanian male and raped on several occasions. The team was able to obtain an ABE and secure forensic evidence, with support from the social work team. Digital telecoms evidence and analysis of data assisted in identifying a suspect. Working in partnership with Avon and Somerset Police, the male was located, arrested and later charged with 5 rapes, abduction, trafficking, fraud, being concerned in the supply of Class A and Possession of Class A. He was subsequently sentenced to 4.5 years for the drug related matters and an application has been made for a Sexual Harm Prevention Order.

**Operation Affix** – a complex Child Criminal Exploitation investigation where several young males from Oldham have been transported to Stoke-on-Trent to 'run' a drugs line. Working closely with Staffordshire Police, multiple arrests have been made to disrupt their activity, and in partnership with Oldham's Children's Social Care have worked hard to protect these vulnerable young males from further exploitation.

**Operation Armageddon** is an operation into a drugs line that has been operating in Oldham, the line has been identified and has been using vulnerable children to run drugs. On 25.07.24 warrants were conducted at 8 different addresses and 8 suspects were arrested. 2 of the suspects were identified as being children and were released on bail as possible victims. Drugs were recovered as well as the main phone for the drugs line. 6 adults were charged with varying offences in relation to this offence, altogether there were 14 charges including concerned in supply of class A drugs and human trafficking offences. The investigation continues.

Two sisters, who are also looked after children who were reported Missing From Home (1x 17-year-old, 1x 13-year-old). Detailed and painstaking telecoms analysis identified they had been in contact with an older adult male. The complex safeguarding police team attended an Oldham address and found both children. An adult male was arrested for child abduction after he had previously received a Child Abduction Warning Notice. The 13-year-old disclosed being raped by numerous men whilst Missing from Home. Detectives worked tirelessly with officers in Lancashire and Nottinghamshire to gather ABE's, forensic evidence and telecoms evidence. The male denied the offences but admitted to having intercourse with the 13-year-old on a separate occasion when she was then 12. Threshold charges were sought and authorised by CPS for rape of a female under 13 and Child abduction. The male plead guilty to the offences he was sentenced to 5 years, received a 10yrs Sexual Harm Prevention Order and placed on the sex offenders register for life.



## Missing From Home

- 5.1 The effectiveness of our response to missing children and young people has recently been highlighted within the Ofsted Inspection in May 2024:

*“Children who go missing or are at risk of exploitation are recognised and responded to well. For these children, the multidisciplinary child exploitation team is a valuable resource. Creative and persistent work is undertaken by committed staff to engage highly vulnerable children. The missing coordinator completes trigger plans which have been successfully used to locate children missing from home or care.”*

- 5.2 The Missing From Home Co-Ordinator became embedded within the Complex Safeguarding Hub and Duty and Advice in August 2023. The Missing From Home Co-Ordinator works closely with the Greater Manchester Police Missing From Police Officer, who is co-located within the MASH area.
- 5.3 It is recognised that children and young people who are missing from home or care are at increased risk of harm, including child exploitation. In recognition of this, Greater Manchester Police implemented the Prevention Hub within the Oldham district. This resource has been invaluable in targeting repeat missing episodes. Within this team also sits the missing from home police officers who are focused on responding to children who are missing, and problem solving to reduce them going missing. Since August 2023 the Missing from Home Co-Ordinator has been in post, working alongside the prevention hub in relation to children and young people who are missing from home or care. This post has enabled a greater oversight of the missing children and young people within the Oldham Area.
- 5.4 Below is a breakdown per quarter of missing episodes and return home interviews:

### **Quarter 1 01/07/2023 – 01/10/2023**

- There was 405 missing episodes reported between July 2023 and October 2023
- 263 RHI's were accepted by the young person.
- 130 RHI's were declined by the young person.
- 12 RHI's were deemed not appropriate/not offered by positive steps.

### **Quarter 2 01/10/2023 – 01/01/2024**

- There was 392 missing episodes reported between October 2023 and January 2024.
- 236 RHI's were accepted by the young person.
- 116 young people declined the return home interview.
- 40 RHI's were deemed not appropriate/not offered by positive steps.

### **Quarter 3 01/01/2024 – 01/04/2024**

- There were 333 missing episodes reported between January 2024 and April 2024.
- 193 RHI's were accepted by the young person.
- 77 young people declined the return home interview.
- 63 RHI's were deemed not appropriate/not offered by positive steps.

#### Quarter 4 01/04/2024 – 01/07/2024

- There were 417 missing episodes reported between April 2024 and July 2024.
- 290 RHI's were accepted by the young person.
- 81 young people declined the return home interview.
- 46 RHI's were deemed not appropriate/not offered by positive steps.

5.5 Overall, the data for return home interviews between 01/04/2023 and 01/04/2024 shows the following –

- **An increase in YP accepting interviews** - Positive steps try and provide a consistent worker to complete RHI's where they can. However, when looking on MOSAIC some RHI's have been recorded as accepted but the YP has refused to engage with the worker/not been willing to talk about the missing episode.
- **An increase in return home interviews being deemed inappropriate/positive steps not offering a return home interview to the young person.** Positive steps work with the MFH coordinator to ensure RHI's are appropriate, if both parties feel a RHI is not appropriate it is not offered. An example being that a young person has made a disclosure to police, CSC/GMP have already interviewed the YP thus, it wouldn't be in the best interest of the child that they would have to recall events with another professional.
- **An increase in young people declining return home interviews in quarter 2,3 and 4.** Examples of why YP in the top 10 declined return interviews are:
  - "It was too early".
  - They didn't want to speak to another professional, they have already had a safe and well with police and spoken with social worker.
  - The YP didn't believe they was missing they was "just out with friends and have a curfew that's too early".

5.6 Whilst the response to missing children and young people was highlighted as a positive within the recent Ofsted Inspection. Return Interviews we highlighted as needing to be more detailed:

*"Return home interviews are offered to all children who have been reported missing, but they do not consistently capture the push-and-pull factors to reduce future risk."*

*"When children go missing, return home interviews are completed promptly by a commissioned service. The quality of these interviews, and their impact on reducing episodes of children going missing is, however, inconsistent."*

There continues to be improvement work undertaken in respect of return home interviews, with this being completed jointly by Complex Safeguarding and Positive Steps. It is to be noted that since the above inspection there has been slight improvements in Return Home Interviews, however further improvement is required.

5.7 The top ten children (between July 2023 – July 2024) with multiple missing from home episodes are Children who are looked after. Looked-after-children in local authority care are going missing at a very high rate. Significantly, a much higher rate

than that of the general population of children: 1 in 10 looked-after-children go missing from care, versus the 1 in 200 who are not in care (Missingpeople.org, 2020).

- 5.8 All ten children identified in the top 10 were open to complex safeguarding. Every “child missing episode” should trigger proper attention from professionals involved with the child and information gathered during return home interviews should be analysed to inform planning for the child. It should be noted that there are strong links between child missing episodes and child exploitation (criminal and sexual) as seen with the top 10 missing’s during the time period in this report (01/07/2023 – 01/07/2024).
- 5.9 For any child who goes missing there is a range of safeguarding risks depending upon their age and stage of development. Such children must be considered as vulnerable, and there is a duty to ensure that appropriate risk assessments are undertaken. Young People who have missing episodes are at a higher risk of CCE/CSE. When a Young Person has a missing episode, they are outside the periphery of parental supervision, support and guidance.
- 5.10 Right Care, Right Person is a national approach to deal with calls to police from people with issues where policing is not always the best agency to respond. Right Care, Right Person (RCRP) aims for police forces to work with partners including local authorities, NHS trusts and mental health agencies to improve care pathways to ensure that people receive the right support by the right organisation, at the earliest opportunity (GMP, 2023).
- 5.11 RCRP came into force in Oldham on September 30 2024, however prior to this go live date there has been a noted push back from semi-independent care providers in respect of their role and expectations when children do not return home at their curfew time. Currently, a large proportion of care providers are reporting children missing when not returning home within 30 minutes of their curfew.
- 5.12 GMP will not accept MFH’s when care providers have not completed appropriate checks for example family and friends, this is also in line with the Greater Manchester Missing from Home/Care Protocol. Care providers are expected to check known family and friends address’/phone call– if they then do not locate the young person GMP will then accept the missing as the young person’s whereabouts are unknown.
- 5.13 GMP will not accept MFH’s if a child has provided an address for example if a child provides an address care providers are expected to check the child is there either by visiting the location or speaking to a parent. If the care provider has been to the address and the young person is not there GMP will then accept the missing as the child’s whereabouts are unknown.
- 5.14 It is evident all care providers need clarification on their role/expectations, with them in turn also raising concerns around care providers going to address’ provided by the young person and the ‘unknown’ of turning up to these address’. The Prevention Hub and the local authority are aiming to provide placements who have regular missing young people with a trigger plan that has a list of address’ approved by GMP/local authority for the care providers to attend, however, this does not eliminate ‘risks’ as there will still be unknowns.

## Building Professional and Public Confidence

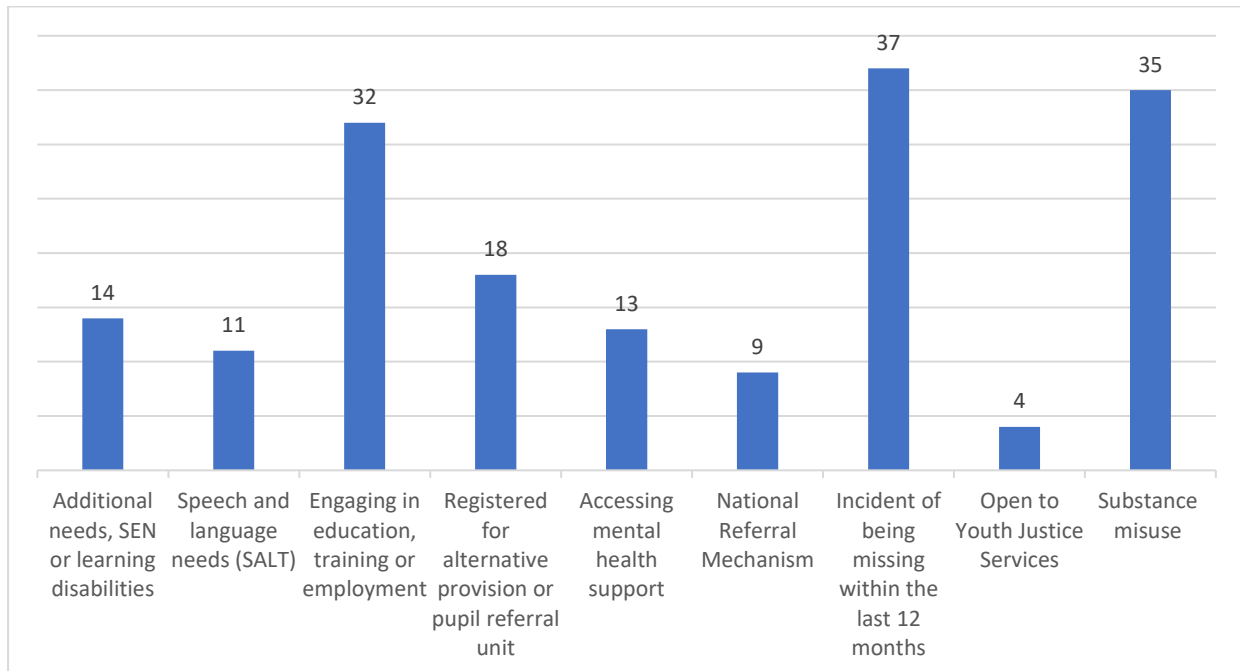
- 6.1 Since the publication of the Review of Historic Child Sexual Exploitation in June 2022, the partners within the hub have been working towards improving the public's confidence in relation to the response to Child Sexual Exploitation.
- 6.2 There continues to be wider publication of the successful work into tackling CSE within the Oldham Borough. As mentioned earlier in the report, the Complex Safeguarding Hub are involved in the ongoing police operation into the historic CSE, the social care team are involved in both the victim's operation and the perpetrator strand of the investigation. The team have also offered support, and continue to offer support, to the identified historic CSE survivors.
- 6.3 As evidenced throughout this report there is a strong partnership both within the Complex Safeguarding Team and across services from strategic partners to grass root level practitioners. The team actively contributes to the Greater Manchester Complex Safeguarding delivery plan on a strategic and operational level – being a regular attendee at steering groups, practitioner forums, and contributing to surveys and areas of research.

## Performance

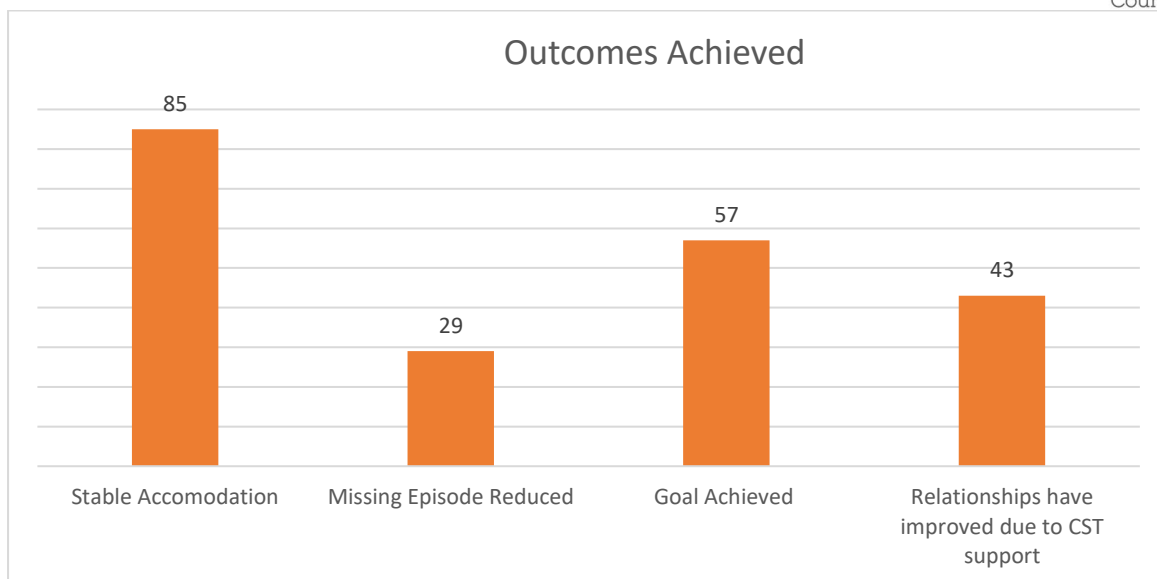
- 7.1 Performance data is provided on a quarterly basis into the GM Complex Safeguarding Hub. This provides analysis of both the local and Greater Manchester trends, this also includes wider demographics, such as victims, offenders, trends, and themes. This data contributes to decision making, by the GM Complex Safeguarding Hub, in relation to the wider strategy and service deliver.
- 7.2 Over the period of June 2023 – July 2024 within Oldham, there have been 147 referrals to the Complex Safeguarding Hub, 87 of these referrals have been accepted within the Complex Safeguarding Hub, and the remaining referrals have been offered advice and guidance and/or signposted to other services available.
- 7.3 Of the 147 referrals into the Complex Safeguarding Hub, 54% of these were in relation to Child Criminal Exploitation, 29% were in relation to Child Sexual Exploitation and the remaining referrals were in relation to dual exploitation, 17%.
- 7.4 Since April 2022 the caseload held within Complex Safeguarding have remained at a level that is in line with the GM's recommended 12 young people per worker, at this time there are 44 young people open to the team. These figures do not consider the 92 young people closed to the team, between June 2023 and July 2024.
- 7.5 The data that is gathered within the Complex Safeguarding Hub, and subsequently provided to Greater Manchester, enables a greater understanding of issues affecting young people we work with, alongside providing a greater understanding of indicators of risk. The graph below provides a summary of the main issues currently affecting the young people open to the Complex Safeguarding Hub.
- 7.6 As can be seen from the graph, 64% of the young people currently open to the team are affected by substance misuse issues alongside missing from home/care clearly being a significant risk factor, with over 67% of the young people open to the team



having had at least one reported incident of being missing from home/care within the last 12 months. What is to be noted is that in comparison to the previous twelve months there has been a significant improvement in education, employment and training, with 58% of the young people open to the team currently engaging in education, employment or training.



- 7.7 There has also been a focus on the outcomes achieved for young people at the end of our involvement, examples of which are indicated below. 92 young people were closed to the team between July 2023 – June 2024.
- 7.8 Upon closure 62 % of the young people had achieved a positive goal/aspiration that they themselves had set upon opening to the team, this could be securing employment, returning to education or engaging in a positive activity. 93% of young people, upon closure to Complex Safeguarding, were within stable accommodation, this is a key safety factor in reducing the risks around exploitation.
- 7.9 The graph below demonstrates the outcomes achieved which relate to the issues above thereby providing an overview of the impact of the team in supporting young people with these key areas.



## Key Priorities for 2024 - 2025

- 7.1 As a multi-agency team, we recognise that complex and contextual safeguarding is an ever changing, rapidly increasing area of extra familial harm for children and young people. As a team we need to be able to respond and adapt to the harm that young people face outside of their families from those that want to exploit them for their own means. It is envisioned that through the delivery of our key priorities for the coming year, this will enable us to prioritise the safeguarding of our young people by focusing on the context of harm and improving disruption thereof; whilst continuing to bring criminals to justice.
- 7.2 The Key Priorities for 2024 – 2025 are outlined on the below plan on a page, this is supported by the service improvement plan.

# Complex Safeguarding Hub Key Priorities 2024-2025

Our Vision:

**Children and young people are at the centre of everything we do to develop their strengths and resilience, ensuring all children have a stable life and reach their full potential.**

## Our Practice Approach

A key component in the approach taken by the Complex Safeguarding hub when working with our young people, is the trusted relationship approach. Which is the foundation of relational practice. The service uses relational practice in the work implemented with our young people.

**Child-centred** - child's lived experience, wishes and feelings and their journey through our service

**Outcome-focussed** - the difference we have made to the lives of children and young people with a focus on impact and safety

**Reflective** - Promoting reflective practice and shared learning

## Evidence of Success

### Children, young people and their families:

- Children and young people will receive a targeted, wrap-around intervention that provides a rapid response to prevent escalation of risk.
- The assessments completed will be holistic, analytical and clearly identify risk and mitigating factors. The quality of assessments will be 'good' or 'outstanding'.

### Our workforce:

- We will have a suitably skilled, permanent workforce.
- Staff will receive regular, and improved supervision and management oversight to ensure they feel valued and supported.

### Measurables:

- Case reviews will identify majority of cases to be 'good' or 'outstanding'.
- Improved safety and stability for children and young people supported by Complex Safeguarding.
- The prevention and protection will be visible via not only Children's Social Care interventions but GMP actions.

## 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.

To support the implementation of the adolescent safeguarding framework.

• 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 serious youth violence across the partnership.

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.

Quality of return home interviews to be improved, with the implementation of a quality assurance framework around these.

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## CHILDREN AND YOUNG PEOPLE'S SCRUTINY BOARD

### WORK PROGRAMME 2024/25

Agenda item	Purpose	Portfolio lead & officer lead	Method of scrutiny	Additional information
<b>Tuesday 18th June 2024</b>				
Family Hubs Programme	To receive an annual update report on the Family Hubs Programme	Portfolio – Children and Young People. Attendees: <ul style="list-style-type: none"> <li>- Gerard Jones, Managing Director Children and Young People</li> <li>- Matt Bulmer, Director of Education, Skills and Early Years</li> </ul>	Report	
<b>Tuesday 30<sup>th</sup> July 2024</b>				
Youth Justice Plan 2024/25	To scrutinise the Youth Justice Plan for 2024/25	Portfolio - Children and Young People.  Attendees: <ul style="list-style-type: none"> <li>- Managing Director Children and Young People.</li> <li>- Paul Axon, Chief Executive Positive Steps.</li> <li>- Louise Paterson, Head of Youth Justice, Positive Steps</li> </ul>	Plan	
<b>Wednesday, 2nd October 2024</b>				

Additional School Places and Admissions	Annual update report	Portfolio – Education and Skills  Attendees: - Matt Bulmer, Director of Education, Skills and Early Years - Andy Collinge, Head of School Support Services	Report	
Children’s Services - update on financial performance, Improvement Plan and Childrens Transformation and Sustainability Programme	To receive a periodic 6 month update report and to scrutinise the performance in respect of financial performance in Children’s Services and delivery of the Achieving Excellence Improvement Plan and Transformation and Sustainability programme.	Portfolio – Children and Young People.  Attendees: - Julie Daniels, Strategic Director of Children’s Services - Sheila Garara, Assistant Director, Children’s Services Integration - Andy Cooper, Senior Finance Manager	Report	
Young People Not in Education, Employment or Training (NEET)	To receive an update report on participation and NEET rates and on activities looking to ensure appropriate opportunities for 16-18 year olds. Part of the Employment, Work and Training – ‘themed’/significant issue consideration.	Portfolio – Education and Skills.  Attendees: - Matt Bulmer, Director of Education, Skills and Early Years	Report	

		- Amanda Youlden, Post-16 Lead.		
Children and Young People Corporate Performance Report	To receive and consider the quarter 1 performance report	Portfolio – Children and Young People and Education and Skills  Attendees: - Julie Daniels, Strategic Director of Children’s Services - Matt Bulmer Director of Education and Skills - Sheila Garara, Assistant Director, Children’s Services Integration	Report	
<b>Wednesday 20th November 2024</b>				
LADO annual report	To receive and consider the annual report	Portfolio – Children and Young People.  Attendees: - Julie Daniels, Strategic Director of Children’s Services - Colette Morris, LADO	Report	
Operation Sherwood	Update report on behalf of the Mayor of Greater Manchester.	Portfolio – Children and Young People.  Attendees:	Report	Moved to January

		- GMP/GMCA representatives		
CSE steering group annual report	To receive and consider the annual report	Portfolio – Children and Young People.  Attendees: - Julie Daniels, Strategic Director of Children’s Services - Leanne Cooper Assistant Director Social Work Services	Report	
Children and Young People Corporate Performance Report	To receive and consider the quarter 2 performance report	Portfolio – Children and Young People and Education and Skills  Attendees: - Julie Daniels, Strategic Director of Children’s Services - Matt Bulmer Director of Education and Skills - Sheila Garara, Assistant Director, Children’s Services Integration	Report	
<b>Thursday 23rd January 2025</b>				
Oldham Safeguarding Children Partnership Annual Report	To receive and consider the Board’s Annual Report	Portfolio – Children and Young People.	Report	

		<p>Attendees:</p> <ul style="list-style-type: none"> <li>- Julie Daniels, Strategic Director of Children's Services</li> <li>- Dr Henri Giller, Chair of the Board.</li> <li>- Jayne Haigh, OSCP Business Manager</li> </ul>		
SEND update	To receive and consider the SEND priority action plan and improvement programme update report	<p>Portfolio – Education and Skills.</p> <p>Attendees:</p> <ul style="list-style-type: none"> <li>- Matt Bulmer, Director of Education, Skills and Early Years</li> <li>- Amber Burton, Assistant Director SEND and Inclusion</li> </ul>		
Primary and Secondary School Outcomes	To receive and consider the annual update report	<p>Portfolio – Education and Skills</p> <p>Attendees:</p> <ul style="list-style-type: none"> <li>- Matt Bulmer, Director of Education, Skills and Early Years</li> <li>- Tony Shepherd, Assistant Director Education and Early Years</li> </ul>	Report	
<b>Thursday, 20th March 2025</b>				

Children's Services - update on financial performance and Improvement Plan, Childrens Transformation and Sustainability Programme	To receive a periodic 6 month update report and to scrutinise the performance in respect of financial performance in Children's Services and delivery of the Achieving Excellence Improvement Plan and Transformation and Sustainability programme.	Portfolio – Children and Young People. Attendees: - Julie Daniels, Strategic Director of Children's Services - Sheila Garara, Assistant Director, Children's Services Integration - Andy Cooper, Senior Finance Manager	Report	
Repeat Referrals in Children's Social Care	Periodic annual performance update report to ensure close management of this key performance indicator.	Portfolio – Children and Young People. Attendees: - Julie Daniels, Strategic Director of Children's Services - Leanne Cooper, Assistant Director Social Work Services.	Report	
Youth Council annual report	Annual Report on events and activities commissioned by the Youth Council	Portfolio – Children and Young People. Attendees: - Neil Consterdine, Assistant Director Youth, Leisure and Communities	Report	

		- Jodie Barber Head of Youth Service		
Children and Young People Corporate Performance Report	To receive and consider the quarter 3 performance report	Portfolio – Children and Young People and Education and Skills  Attendees: - Julie Daniels, Strategic Director of Children’s Services - Matt Bulmer Director of Education and Skills - Sheila Garara, Assistant Director, Children’s Services Integration	Report	

Task and finish group deep dives:

Deep dive area:	Expanded proposal:
Issues impacting children and young people	
Corporate parenting responsibilities	

**BUSINESS TO BE PROGRAMMED**

1. Update on Operation Sherwood (is this an annual submission?)
2. Oral health services for children
3. Report from the Children in Care Council – presented at corporate parenting panel, may schedule an informal session
4. Strategic Framework for Oldham’s Children and Young People (potential study group topic)

Items that are scrutinised at corporate parenting panel are not required to come to Children and Young People Scrutiny Board



**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2024**

<b>Key Decision Reference</b>	<b>Subject Area For Decision</b>	<b>Led By</b>	<b>Decision Date</b>	<b>Decision Taker</b>
FCR/20/24	Treasury Management Strategy Mid -Year Review 2024/25	Director of Finance	2 <sup>nd</sup> December 2024	Cabinet
<p>Description: Review of the performance for the first half of the financial year in relation to the Treasury Management Strategy for 2023/24. Document(s) to be considered in public or private: Proposed Report Title: Treasury Management Strategy Mid -Year Review 2024/25</p> <p>Background Documents: Appendices</p> <p>Report to be considered in Public</p>				
HSC/04/24	Financial Update and working capital requirements for 2024/25 – Oldham Total Care	Director of Adult Care Services/DASS	16 <sup>th</sup> December 2024	Cabinet
<p>Description: CONSIDERATION OF PROPOSALS REGARDING Oldham Total Care. Proposed Report Title: Financial Update and working capital requirements for 2024/25 – Oldham Total Care</p> <p>Background Documents: Appendices</p> <p>Report to be considered in Public</p>				
NEI/11/24	Parking Service Review and Contract	Director of Environment	16 <sup>th</sup> December 2024	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2024**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: Review of parking services and associated contracts.</p> <p>Proposed Report Title: Parking Service review and Contract</p> <p>Background Documents: Appendices</p> <p>Report to be considered in Public</p>				
EE/03/24	Oldham MBC Charging Policy	Deputy Chief Executive (Place)	16 <sup>th</sup> December 2024	Cabinet
<p>Description: To ask Cabinet to formulate and agree a Charging Policy for the Borough</p> <p>Proposed Report Title: Oldham MBC Charging Policy</p> <p>Background Documents: Appendices</p> <p>Report to be considered in Public</p>				
NEI/04/24	Street Lighting Attachments Policy	Director of Environment	16 <sup>th</sup> December 2024	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2024**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To ask Cabinet to formulate and agree a Streetlighting attachments policy.</p> <p>Proposed Report Title: Street Lighting Attachments Policy</p> <p>Background Documents: Appendices</p> <p>Report to be considered in Public</p>				
FCR/18/24	Budget 2025/26 – Determination of the Tax Bases for Council Tax Setting and for Business Rates Income Purposes	Director of Finance	16 <sup>th</sup> December 2024	Cabinet
<p>Description: The Determination of the Tax Bases for Council Tax Setting and for Business Rates Income for use in 2025/26 budget deliberations. Document(s) to be considered in public or private: Proposed Report Title: Budget 2025/26 – Determination of the Tax Bases for Council Tax Setting and for Business Rates Income Purposes</p> <p>Background Documents: Appendices - Various</p> <p>Report to be considered in Public</p>				
ESR/16/24	Brownfield Register 2024	Director of Economy	16 <sup>th</sup> December 2024	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2024**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: Approval of Oldham's Brownfield Register 2024 Description:  Proposed Report Title: Brownfield Register 2024  Background Documents: Appendices  Report to be considered in Public</p>				
ESR/15/24	Oldham's Monitoring Report and Infrastructure Funding Statement 2023-2024	Director of Economy	16 <sup>th</sup> December 2024	Cabinet
<p>Description: Approval of Oldham's Monitoring Report and Infrastructure Funding Statement 2023-2024  Proposed Report Title: Oldham's Monitoring Report and Infrastructure Funding Statement 2023/24  Background Documents: Appendices  Report to be considered in Public</p>				
ESR/13/24	Strategic Housing Land Availability Assessment 2024	Director of Economy	16 <sup>th</sup> December 2024	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2024**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To assess the Borough of Oldham’s Strategic Housing Land Availability.</p> <p>Proposed Report Title: Strategic Housing Land Availability Assessment 2024.</p> <p>Background Documents: Appendices</p> <p>Report to be considered in Public</p>				
FCR/23/24	Revenue Budget 2025/26 and Medium-Term Financial Strategy 2025/26 to 2029/30	Director of Finance	10 <sup>th</sup> February 2025	Cabinet
<p>Description: To consider the Administration’s detailed revenue budget for 2025/26 and budget reduction proposals, together with the Medium-Term Financial Strategy for 2025/26 to 2029/30, incorporating the current policy landscape and Local Government Finance Settlement.</p> <p>Document(s) to be considered in public or private: Proposed Report Title: Revenue Budget 2025/26 and Medium-Term Financial Strategy 2025/26 to 2029/30</p> <p>Background Documents: Various appendices</p> <p>Report to be considered in Public</p>				
FCR/21/24	Revenue Monitor and Capital Investment Programme 2024/25 Quarter 3	Director of Finance	10 <sup>th</sup> February 2025	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2024**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description:                      The report provides an update on the Council’s 2024/25 forecast revenue budget position and the financial position of the capital programme as at the period ending 31 December 2024 (Quarter 3)                      Document(s) to be considered in public or private: Proposed Report Title:                      Revenue Monitor and Capital Investment Programme 2024/25 Quarter 3                      Background Documents: Appendices – Various                      Report to be considered in Public</p>				
FCR/24/24	Treasury Management Strategy Statement 2025/26	Director of Finance	10 <sup>th</sup> February 2025	Cabinet
<p>Description:                      To consider the Council’s Treasury Management Strategy for 2025/26 - including Minimum Revenue Provision Policy Statement, Annual Investment Strategy and Prudential Indicators                      Document(s) to be considered in public or private: Proposed Report Title:                      Treasury Management Strategy Statement 2025/26                      Background Documents: Appendices                      –Report to be considered in Public</p>				
FCR/19/24	Capital Programme & Capital Strategy for 2025/26 to 2029/30	Director of Finance	10 <sup>th</sup> February 2025	Cabinet

**KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2024**

Key Decision Reference	Subject Area For Decision	Led By	Decision Date	Decision Taker
<p>Description: To consider the Council’s Capital programme and capital strategy Document(s) to be considered in public or private: Proposed Report Title: Capital Programme &amp; Capital Strategy for 2025/26 to 2029/30</p> <p>Background Documents: Appendices</p> <p>–Report to be considered in Public</p>				
FCR/22/24	Revenue Monitor and Capital Investment Programme 2024/25 Month 10	Director of Finance	10 <sup>th</sup> March 2025	Cabinet
<p>Description: The report provides an update on the Council’s 2024/25 forecast revenue budget position and the financial position of the capital programme as at the period ending 31 January 2025 (Month 10) Document(s) to be considered in public or private: Proposed Report Title: Revenue Monitor and Capital Investment Programme 2024/25 Month 10</p> <p>Background Documents: Appendices – Various</p> <p>Report to be considered in Public</p>				

## KEY DECISION DOCUMENT – COVERING DECISIONS TO BE TAKEN FROM 1 DECEMBER 2024

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

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

### Notes:

1. The procedure for requesting details of documents listed to be submitted to decision takers for consideration is to contact the Contact Officer contained within the Key Decision Sheet for that item. The contact address for documents is Oldham Council, Civic Centre, West Street, Oldham, OL1 1UH. Other documents relevant to those matters may be submitted to the decision maker.
2. Where on a Key Decision Sheet the Decision Taker is Cabinet, the list of its Members are as follows: Councillors Arooj Shah (Council Leader and Chair of Cabinet), Elaine Taylor, Abdul Jabbar MBE, Shaid Mushtaq, Mohon Ali, Barbara Brownridge, Fida Hussain, Peter Dean and Chris Goodwin.
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>