

## Introduction

Welcome to the year two business plan of our three year strategic plan for 2018-2021. This Business Plan outlines the agreed priorities for Oldham Local Safeguarding Children Board (LSCB) during 2019-20.

The Business Plan 2018-19 saw the achievement of a number of completed actions, all of which will be outlined in the annual report for the 2018-19 period. During the LSCB development day In January 2019 safeguarding partners agreed the carry-over of five actions from the previous action plan and the introduction of sixteen new actions, all of which are designed to support the realisation of the strategic aims by the end of our three-year plan. Acting on findings from recent serious case reviews and audit the LSCB have agreed to introduce Neglect as an additional priority for the remainder of the three-year strategic plan.

Operating amidst a changing strategic context the LSCB will retain its existing statutory function until the implementation of the new safeguarding arrangements in September 2019. As such this year two business plan seeks to support the transition into the new safeguarding partnership whilst maintaining a focus on the key strategic priorities agreed within the 2018-2021 strategic plan.

The LSCB and the new safeguarding partnership will continue to work closely with the Community Safety Partnership, Emotional Wellbeing and Mental Health Partnership and the Health and Wellbeing Board to support the safety and wellbeing of children in Oldham.


Under the new safeguarding partnership model the Safeguarding Partners intend to promote a greater alignment with the work of the Adult Safeguarding Board in order to progress those areas in which we have identified cross cutting issues. The existing LSCB partners agreed to the introduction of three new joint subgroups across both children and adult safeguarding agendas. This is in addition to the four that are already in operation. The joint subgroups will lead on the following areas of work and report into both Safeguarding Partnerships/Boards:

1. Transitions (existing)
2. Communications (existing)
3. Domestic Abuse Partnership (existing)
4. Early Help/MASH (existing)
5. Complex and Contextual Safeguarding (new)
6. Workforce Development and Training (new)
7. Mental Capacity Act & Liberty Protection (new)

The LSCB and, in the future, the new Safeguarding Partnership will also retain five children's specific subgroups to lead on the following areas of business. These will include:

1. Case reviews
2. Learning and Improvement (audit and performance activity)
3. Policy and Procedures
4. Safeguarding and Wellbeing in education

## 5. Young People's Advisory Group

<b>1. Priority: Development of the new safeguarding arrangements for Oldham</b>					
<b>Aim:</b> To have a new model of accountability for safeguarding children supported by relevant agencies identified with a role in safeguarding and promoting the welfare of children.					
<b>Link to strategic aim:</b> The public feel confident that children are protected					
Objective	Date for completion	Who Responsible	Outcome Measure	What difference will it make for children and young people?	Progress and Evidence RAG
1.1 Submission of proposed arrangements to secretary of state	June 2019	Business Manager	Proposal submitted at time of publication	National scrutiny will ensure that the safeguarding arrangements are sufficient to result in the best outcomes for children and young people.	Completed. New arrangements document was submitted on 29 June 2019  New Safeguarding Arrangements FINAL
1.2 Publication of proposed arrangements	June 2019	Business Manager	Arrangements publicised	This will provide reassurance to children and young people that partners will work together	Completed. New arrangements were published on LSCB website on 29 June 2019

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				to ensure the best outcomes are achieved and will be subject to independent scrutiny in order to ensure high quality provision.	<a href="https://www.oldham.gov.uk/lscb/">https://www.oldham.gov.uk/lscb/</a>
1.3 Implementation of proposed arrangements	September 2019	DCS – Local Authority  Executive Nurse – CCG  Superintendent – GMP	New arrangements implemented		New arrangements have been implemented and first Partnership meeting held on 26 September 2019


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<b>2. Priority: Enhancing the partnership’s role in challenge and scrutiny</b> <b>Aim:</b> To develop and promote transparent and open culture of respectful challenge across the partnership <b>Link to strategic aim:</b> Partners hold one another to account effectively					
Objective	Date for completion	Who Responsible	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
2.1 Develop a multi-agency learning and improvement activity plan for 2018-19 that explores different methods of evaluating practice across the partnership	April 2019	Learning and Improvement Group	Activity plan has been developed and evidences different approaches to partnership scrutiny of multi-agency practice	This will enhance the level of scrutiny and challenge from the partnership ensuring that we continue to deliver the highest quality practice to children and young people	Completed  learning and improvement activity
2.2 Introduce “seriously good case	March 2020	Workforce Development	Two briefing sessions focusing on good	Identification and sharing of good and best practice will	Proposal for the first session to focus on

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<p>reviews” into the LSCB calendar building on the “what good looks like” work undertaken in year 1.</p>		<p>and Training subgroup</p>	<p>practice will be delivered within the 2019-20 training calendar</p>	<p>support improvements in multi-agency practice thus improving the offer for children and young people in Oldham</p>	<p>examples of good multi agency assessment. A proposal is being developed as to how the sessions might be run and date of first session to be booked in New Year.</p>
<p>2.3 Evaluate the impact of professional challenge training via the multi-agency case evaluation process</p>	<p>March 2020</p>	<p>Learning and Improvement Subgroup</p>	<p>Multi Agency Case Evaluations will identify evidence of appropriate professional challenge across the cases.</p> <p>Practitioners will report a positive and respectful culture of challenge across the partnership</p>	<p>Effective and confident challenge across the partnership will ensure that practitioners are able to reflect on decisions and seek to continuously improve practice resulting in the best outcomes for children and young people.</p>	<p>Evaluations from training to be presented to Learning and Improvement in November and built into the observations by Safeguarding Partnership leads</p>

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<p>2.4 Work with Children’s Social Care to embed the multi-agency supervision model into the new operating model</p>	<p>March 2020</p>	<p>Children’s Executive Group</p>	<p>Multi Agency Supervision sessions will be an integral part of the new operating model</p>	<p>Multi Agency Supervision sessions will support practitioners from all disciplines to work together effectively to achieve the best outcomes for children and families in Oldham</p>	<p>Multi agency supervision has been embedded into the model for Oldham Family Connect and will be facilitated by the cluster model of partner agencies.</p> <p>The Practice Improvement Consultant for the Partnership is developing a proposal for the re-instigation of the pilot in the interim.</p>
<p>2.5 Identify opportunities to embed quality assurance at all stages of the child’s journey, including direct observations of strategy meetings, Child in Need meetings, core group meetings, Education, Health and Care</p>	<p>March 2020</p>	<p>Learning and Improvement Group</p>	<p>There will be clear multi agency quality assurance processes embedded throughout the child’s journey</p>	<p>Children can be assured that multi agency involvement is of the highest quality with a clear focus on improved outcomes</p>	<p>This has been included in the learning and improvement activity plan. Partnership representatives will be undertaking direct observations of key multi agency meetings and will be considering the quality of the multi agency practice at all stages of the journey.</p>

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planning meetings, Child protection conferences					
2.6 Trial “challenge champion” roles across the Partnership	July 2019	Children’s Executive Group	Identified senior professionals from key partner organisations will lead on supporting practitioners to provide and receive positive challenge in order to improve the quality of practice	Children and young people will receive the highest quality of service from all agencies	Business manager to work with practice improvement consultant and Head of Independent review to develop draft role description to be presented to Learning and Improvement in November.

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### 3. Priority: Complex and Contextual Safeguarding

**Aim:** To have a clear understanding of the scale of complex and contextual safeguarding within Oldham, with a clear multi- agency response to raising awareness with children and young people, assessing their needs and providing appropriate support. Complex and Contextual Safeguarding includes areas such as gang related activity, modern slavery, exploitation and youth violence.

**Link to strategic aim:** Early identification of safeguarding issues

Objective	Date for completion	Who Responsible / linked plan	Outcome measure	What difference will it make for children and young people?	Progress & Evidence RAG
3.1 Introduce a complex and contextual safeguarding subgroup of the LSCB and LSAB	April 2019	Children's Executive Group	A clearly defined subgroup will be operational and providing regular reports to both children and adult safeguarding boards	By having a clear understanding and plan in relation to complex and contextual safeguarding in Oldham it will support practitioners and commissioners in ensuring the best and most appropriate support is available for young people at risk from these safeguarding concerns.	Small group was established by Head of Safeguarding to identify immediate needs and actions. It has now been agreed that the DCS will chair this wider subgroup meeting and dates/ representatives are being confirmed. Aiming for first meeting in November

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<p>3.2 Using the profile analyses produced in year 1 identify the priority areas of complex and contextual safeguarding that the LSCB will focus on in year 2-3.</p>	<p>June 2019</p>	<p>Complex and Contextual safeguarding subgroup</p>	<p>The priority areas for Oldham are identified and clear multi agency action plans are developed in relation to the top three priority areas.</p>	<p>A clear understanding of the priority concerns relating to complex and contextual safeguarding will support the partnerships in targeting appropriate support and interventions for children and young people</p>	<p>Complete: Priority areas were agreed by small children’s group as exploitation, missing from home and education, modern slavery and human trafficking.</p> <p>Data is currently being mapped to these areas</p>
<p>3.3 Develop an all age complex and contextual safeguarding strategy for Oldham</p>	<p>September 2019</p>	<p>Complex and Contextual Safeguarding subgroup</p>	<p>Partner agencies understand and own a multi-agency approach to addressing complex and contextual safeguarding</p>	<p>A clear strategy supports the development of a multi-agency response to new and emerging safeguarding concerns</p>	<p>This will be developed in line with first meeting in November.</p>
<p>3.4 Evaluate the impact of the peer on peer pathway on multi agency decision making in relation to youth violence</p>	<p>December 2019</p>	<p>Policy and Procedure subgroup  Partnership practice improvement</p>	<p>The evaluation evidences that the pathway is embedded within the MASH and contributes positively to decision</p>	<p>The use of the pathway by the partnership supports professionals in identifying the most appropriate support and/or intervention for children and young people</p>	<p>This has been added to the workplan for the Partnership practice improvement consultant for completion by December 2019.</p>

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		consultant	making when youth violence is being considered		
3.5 Identify training and referral pathways for schools to support them with the early identification of exploitation in all forms	March 2020	Safeguarding and wellbeing in education partnership	Schools report that they feel confident in identifying exploitation and know where and how to refer to for support	By supporting to schools to identify exploitation earlier children and young people at risk will be able to access appropriate support at the earliest opportunity.	Existing input into schools has been mapped and will be considered by safeguarding in education subgroup. Two schools have accessed the two training places offered by Dean Cody regarding Criminal exploitation. Further training will be offered via Designated Safeguarding Lead network meetings.

#### 4. Priority: Domestic Abuse

**Aim:** To have a competent and confident workforce who are able to recognise and appropriately respond to the needs of children affected by domestic abuse. This will be led by a clear domestic violence and abuse strategy that is fully reflective of children’s safeguarding priorities.


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Link to strategic aim: Excellent practice is the norm across all practitioners in Oldham					
Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
4.1 Undertake a desktop audit of partner agencies' use of the DASH risk assessment for domestic abuse; and the outcomes following the assessment	July 2019	Learning and Improvement Subgroup	A clear evaluation of Agency's use of the DASH risk assessment and the outcomes for the families will be presented to the domestic abuse partnership	Assurance that all agencies are appropriately assessing the risk associated with domestic abuse and referring families appropriately for support	Completed for CSC and presented to CSC performance meeting on 8 July 2019
					 Themed Audit overview report DASH~r
4.2 Review participation in multi-agency domestic abuse training and	December 2019	Workforce Development and Training subgroup	A clear evaluation of multi-agency knowledge of domestic abuse and	Increased confidence that practitioners understand the dynamics of domestic abuse and are assessing appropriately to	Participation in MARAC and domestic abuse and the impact on children training has been collated and will be reviewed by

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undertake an evaluation of the impact of the training on practice			its impact on children.  Clear evidence of domestic abuse being considered in assessments	ensure the safety of children and young people	the Training subgroup. Agency leads will be provided with details and asked to review the impact of the training on their staff's practice.
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### 5. Priority: Children missing from education including elective home education

**Aim:** All children in Oldham are accessing suitable education and where children are electively home educated that this provision is of a suitable standard.

**Link to strategic aim:** Information is shared effectively

Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
5.1 Explore options to establish a threshold and response for "educational neglect" when a child is regularly missing from	March 2020	Safeguarding and Wellbeing in education partnership	Partners recognise the links between safeguarding and children missing from education and an appropriate multi	This supports a more holistic assessment of any potential safeguarding concerns for children who are missing from or not accessing education.	Draft educational neglect policy has been produced based on Knowsley's model. Needs to be signed off by DMT and education

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education and/or there are concerns about safeguarding			agency response is made available		subgroup by 19 November
<p>5.2 Undertake a multi-agency audit into Elective Home Education with a focus on:</p> <ul style="list-style-type: none"> <li>- understanding the volume and characteristics of children and young people who are known to be home schooled,</li> <li>- the different reasons behind a family's decision to home school,</li> <li>- to understand how the partnership is supporting these families,</li> <li>- how resources are being deployed in this area</li> </ul>	March 2020	Learning and Improvement subgroup	An improved understanding across the partnership of the reasons that children are electively home educated and the support offer available to families from the partnership	Support will be available from the partnership to ensure home education is of an appropriate standard to promote achievement and wellbeing in children and young people	This has been planned in the Learning and Improvement activity plan for January 2020.

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6. Priority: Transitions					
<p><b>Aim:</b> To have a clear safeguarding transitions process from children's services to adult services that ensures that that agencies work together to develop a transition plan that begins at an early stage, involves the young person and their family/carers and ensures that appropriate safeguarding information is shared.</p> <p><b>Link to strategic aim:</b> Information is shared effectively</p>					
Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
6.1 Review current policies and pathways for identified safeguarding areas relating to transitions	Sept 2019	Transitions subgroup	Each area identified in the strategic plan is reviewed and action plans established where necessary	The review will ensure existing pathways are effective and result in the best outcome for children and young people	Initial scoping work has been undertaken across the five priority areas of transitions. A presentation is currently being developed which will go to the first meeting of the Transitions subgroup in November 2019.
6.2 Involve children and young people, family and carers in	Sept 2019	Transitions subgroup	Policies and pathways are appropriate to meet the needs of the	This will ensure that the response to transitions is reflective of the needs and	This work will begin following the first Transitions meeting and the establishment of the task

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the review of existing policies and pathways			people that they serve	children and young people	and finish groups for each priority area.
6.3 Establish clear policies regarding information sharing about safeguarding concerns when children are moving to adult services	March 2020	Transitions subgroup  Policy and Procedures subgroup	Clear policies are established and partners, families and communities are aware of what they are	Clear policies relating to sharing of information will ensure that safeguarding concerns are managed and considered effectively at the point of transition	This will be led primarily by the Transitions group and then ratified by the policy and procedures subgroup

**7. Priority: Understanding the impact of trauma on children and young people**

**Aim:** To have professionals appropriately trained to utilise a continuum of tools including the Adverse Childhood Experiences (ACES) toolkit and the Trauma Symptoms Checklist for Children (TSCC) in order to fully assess the impact of trauma on children and young people and to commission appropriate support to meet the needs identified.

**Link to strategic aim:** Excellent practice is the norm across all practitioners in Oldham

Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence  RAG
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7.1 Introduce a task and finish group of the Emotional wellbeing and Mental Health Partnership to map the current offer of support to trauma and ACES in Oldham	April 2019	Emotional wellbeing and mental health partnership	A clear understanding by partners of the range of support available for children and young people experiencing trauma in Oldham	An improved understanding of the current support offer for trauma will enable professionals to refer more appropriately but also to support commissioners in addressing gaps in provision resulting in a more holistic offer for children and young people	Complete. The task and finish group has been established and has undertaken mapping of existing trauma support offer.
7.2 Ensure there is a clear care pathway for all children in care, those in need of protection and ultimately those in need to have their trauma needs assessed, identified, and a care/action plan in place to support improvement in their emotional resilience.	October 2019	Emotional wellbeing and mental health partnership	A clear and sustainable care pathway is in place	Children and young people have their trauma needs assessed, identified, and a care/action plan in place to support improvement in their emotional resilience.	Learning from the concise practice review into Eve and the MACE on children's mental health will inform the Partnership of the effectiveness of existing pathways.  A new governance structure relating to Children's Mental Health has been proposed to JLT.
7.3 Identify additional	September	Emotional	Increased resource	More children will benefit from a	Additional funding has

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<p>funding and resource to support the commissioning of trauma related support services for children and young people in Oldham</p>	<p>2019</p>	<p>wellbeing and mental health partnership</p>	<p>trained to use the TSCC as a tool with children experiencing trauma</p>	<p>trauma assessment leading to more appropriate referrals and support being offered.</p>	<p>been identified by the Virtual Headteacher who has committed to funding a cohort of children looked after staff to be trained in TSCC. Further funding opportunities are being explored in line with the outcomes of 7.3.</p> <p>A spotlight focus on children’s mental health took place at the Safeguarding Partnership on 26 September.</p> <p>Recommendation from the Partnership was for governance to be reviewed and clear strategy to be developed.</p>
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					MACE that began on 14 October will focus on the current JTAI theme of Children’s mental health.
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### 8. Priority: Child’s Lived Experience

**Aim:** To be confident that all professionals recognise and fully reflect the child’s lived experience, including those who are non- verbal and that all children and young people have the opportunity to be involved in the work of the board and its partners.

**Link to strategic aim:** Learning is promoted and embedded

Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	What difference will it make for children and young people?	Progress & Evidence RAG
8.1 Support the development of a new assessment model for use across the partnership	March 2020	Policy and Procedures subgroup	A holistic model of assessment that is owned and utilise by all partner agencies	A consistent model will ensure holistic assessments are undertaken by all agencies resulting in better outcomes for children.	The roll out of Signs of Safety is the initial element of this action which will be built upon with Oldham Family Connect and reflected in the Continuum of need document.

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8.2 Introduce a young people’s advisory panel of the Board	September 2019	Children’s Executive Group	Wide range of young people are involved in and are able to influence the work of the Board and its partners.	A wider engagement with children and young people will ensure that we have a better understanding of the needs and wants of children and young people, leading to improved practice across the agencies	Two young people participated in the Safeguarding Partnership workshop on 18 July. Currently working with schools, youth council and children in care council to establish a young person’s safeguarding group. Proposal to be presented to the Executive Group on 14 November
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**9. Priority: Neglect**

**Aim:** Children living with neglect receive the right help and protection because of application of appropriate thresholds, effective information sharing and timely intervention

**Link to strategic aim:** Excellent practice is the norm across all practitioners in Oldham

Objective	Date for	Who Responsible /	Outcome Measure	What difference will it make for children and	Progress & Evidence
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	completion	linked plan		young people?	RAG
9.1 Review and revise the local multi-agency neglect strategy	September 2019	Neglect subgroup	A clear vision and multi agency approach to responding to neglect in Oldham	Children and young people are reassured that professionals understand the experiences of children living with neglect and have a co-ordinated response to reduce risks and meet their needs.	Initial scoping meeting has taken place and data collection is underway. First meeting is planned for November 2019.
9.2 Evaluate the effectiveness of the neglect practice toolkit in supporting practitioner's assessment and planning	March 2020	Learning and Improvement subgroup	A clear understanding of the effectiveness of the neglect practice toolkit on assessment and planning	An evidence-based assessment tool is in place to ensure that the needs of children and young people are effectively assessed, and their needs are planned for.	Completed. Desktop audit completed for 50 social care cases and findings presented to CC performance meeting.   Themed Audit overview report DASH~n
					Survey has been sent to other agencies and findings are due to be fed back to Learning and Improvement

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					group in November.
9.3 Review the quality of parenting assessments for children experiencing neglect	March 2020	Oldham Practice hub	Professionals have a clear understanding of how the behaviour of parents and carers affects children and can effectively assess strengths and risks in relation to parenting.	Children and young people have positive parenting experiences and are protected from neglect	Socia Care practice improvement consultants will add this to their workplan.
9.4 Map the support provision for children and young people who are experiencing neglect	March 2020	Neglect subgroup	A pathway of support is evident, and practitioners have a clear understanding of how to access it	Children and young people can access a sufficient range of local services, including therapeutic help that improves children’s emotional well-being and safety	This will be undertaken by the neglect subgroup. The first meeting is due to be held on 26 November

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