

**OLDHAM
SAFEGUARDING
ADULTS
BOARD**



**SINGLE-AGENCY
STATEMENTS**

2022-23



Introduction

In addition to the Oldham Safeguarding Adults Board's Annual Report setting out information on safeguarding trends locally, the actions of the Board over the last year, and priorities for the coming year, agencies are invited to provide highlights of their own safeguarding work for publication as **Single-Agency Statements**. The following pages contain the statements from Oldham Safeguarding Adults Board partner agencies.

Adult Social Care, Oldham Council



Oldham Council is a Local Authority who commit to work cooperatively to serve the population of Oldham. We have statutory responsibilities to signpost, support and provide services to the people of Oldham. Oldham Council and our partners are committed and protect people to live safely, free from abuse and neglect. This is multi-agency partnership working with our communities and partners. We endorse a strong prevention strategy. We endorse our commitment to work in line with the Safeguarding Adults Multi-Agency Policies and Procedures. This is our priority.

We are passionate about safeguarding adults. We promote and protect the human rights, wellbeing, and safety of the people of Oldham to live fulfilled lives.

We have very specific statutory legal duties for preventing, delaying, assessing, and meeting care and support needs of adults under the Care Act 2014. We also have statutory duties to undertake safeguarding enquiries for adults over eighteen years old and to organise Oldham's Safeguarding Adults Board. Within the Mental Capacity Act (MCA) 2005, we are responsible for organising assessments and authorising deprivations of liberty for adults. These are facilitated for individuals in hospitals and care home accommodation when a person is receiving care and treatment deemed to be in an individual's best interests. We also ensure that individuals and their representatives have the information needed to challenge their deprivation if they wish to do so through a 'Section 21A Challenge' process.

Oldham Council undertake these statutory responsibilities as part of Oldham Cares Integrated Care

Organisation and deliver them through our Adult Community Health and Social Care services.

Safeguarding and Oldham Council

Safeguarding is our top priority in Adult Community Health and Social Care at Oldham Council. We work with adults aged over eighteen years old who have care and support needs. We support and promote independence and strength-based support to enable individuals to stay well and live safely in their communities, free from abuse and neglect.

Our approach is to work in partnership with adults to make safeguarding personal to everyone by understanding what is important to a person and what they want to happen to stay safe and well. We take a multi-agency approach to safeguarding, working in partnership with other agencies and organisations to support the safety and wellbeing of adults.

We promote the safety and wellbeing of adults. This begins with prevention through strength-based assessments, signposting and building community capacity. This can be facilitated through the assessment and management of risk, ensuring least restrictive approaches whilst promoting wellbeing. The aim of this approach is to prevent abuse by empowering people and communities to be resilient and build support networks to be able to safeguard themselves. We also promptly respond to concerns of abuse and neglect for adults with care and support needs. This involves a coordinating response to concerns, arranging meetings, completing safeguarding enquiries and direct work with individuals and their advocates. We complete protection planning and review plans where an adult is experiencing or at risk of abuse or neglect. At all times we aim to ensure individual's outcomes are at the centre of this process to empower and protect those who are unable to protect themselves from the experience of abuse and neglect.

Our approach is to respond proportionately and in the least intrusive way to the individual at risk. We work with individuals to ensure that they are not illegally deprived of their liberty, and that the care and support they receive is necessary and proportionate to manage the risks to their wellbeing. Alongside our work with individuals, we also work with our care providers, reviewing the quality of services to support the delivery of safe care through support, prevention, and intervention.

The final part of our approach is to work at a systems level to strategically develop and maintain the effectiveness of the safeguarding system in Oldham.

Safeguarding in 2022-23

Throughout 2022-23 key safeguarding themes and trends for Adult Social Care have been:

- **Complex Safeguarding** - Concerns for individuals at risk of criminal and sexual exploitation have continued to be a trend in safeguarding referrals received by Adult Social Care throughout 2022-23. Thematically, they are complex, requiring person centred, trauma informed responses, mental health assessments, mental capacity assessments (often executive functioning), an outreach approach, the use of legal frameworks, and intensive multi-agency partnership working to assess, manage and reduce risks to an individual's safety and wellbeing.
- **Transitional Safeguarding** - Safeguarding concerns for young people moving into adulthood have also continued to be a trend in safeguarding referrals received by Adult Social Care. This trend is closely connected to complex safeguarding and thematically also requires the practice responses described above to effectively assess, manage and reduced risks to an individual's safety and wellbeing.
- **Who are we working with?** - A data informed approach has continued to be used to understand more about the residents we are working with in relation to concerns of abuse, and how we may work most effectively to both prevent and respond where there is a risk of abuse. Safeguarding concerns relating to people living in their own homes and care homes were most frequently reported to Adult Social Care. Neglect and acts of omission remains the highest category of abuse investigated in safeguarding enquiries. Safeguarding enquiry activity predominantly related to adults with physical support needs and learning disabilities.
- **Preventative safeguarding** - Preventative safeguarding responses and risk management work undertaken at safeguarding concern stage has also been a trend this year. Adult Social Care have seen a 15% increase in safeguarding concerns reported in 2022-23 in comparison to the previous year.

Our top safeguarding achievements in 2022-23 included:

- **Complex Safeguarding** - Ongoing strategic and operational progress has been made to support our understanding of and response to complex safeguarding. Since June 2022, Adult Social Care has received 93 safeguarding concerns relating to sexual exploitation or abuse. Care Act safeguarding enquiries were required in 43% of cases.

Overall risk was reduced for 47% of people, risk was removed for 47% of people, and remained for 6% of people following Care Act safeguarding enquiries and protection planning.

- **Transitional Safeguarding** - Strategic progress has been made by Children's and Adults Social Care in this area in 2022-23 through the creation of a Transitions Hub. The Hub's work supports strong operational prevention and statutory responses to young people moving into adulthood, including those who are at risk of abuse.
- **A One Team Approach** - Workforce capacity challenges and safeguarding demand across Adult Social Care have required us to work creatively and flexibly to deliver a safe safeguarding service in 2022-23. The temporary use of a centralised safeguarding team to respond to safeguarding concerns and completing safeguarding enquiries in our locality teams has supported the delivery of a safe service. Embedding triage risk rating systems and a cross service approach to demand has allowed teams to work flexibly in times of peak demand to ensure safeguarding concerns were responded to effectively. Completion of safeguarding enquiries in proportionate timescales and consistent outcomes of risk reduction or removal following safeguarding enquiries and protection planning have been able to be maintained due to this approach.
- **Allegation Management** - Working in accordance with Oldham Safeguarding Adults Board procedures, awareness raising regarding allegation management concerns has been undertaken in Adult Social Care in 2022-23. Allegation management concerns are now being consistently reported. The Allegation Management Lead role has now been embedded and further work has also been undertaken to enhance the infrastructure needed to respond to these concerns effectively.
- **Partnership Working** - Adult Social Care have consistently supported the work of Oldham Safeguarding Adults Board, contributing effectively to strategy, board priorities and subgroup activity including the development of policy and procedure, creating and delivering multi-agency training, quality assurance audits, SAR screenings, SAR review panels and delivering against SAR action plans.

Safeguarding Adult Review Learning

Oldham Council representatives worked with partners to develop the OSAB Tiered Risk Assessment and Management (TRAM)

Protocol as a direct result of Safeguarding Adult Review learning and feedback from individuals with lived experience. The TRAM protocol endorses mental capacity and individual personal outcomes to lead the multi-agency response. This ensures individual's outcomes are at the centre of all multi-agency working. The TRAM protocol has been adopted by all partners within Oldham's Safeguarding Adults Board.

Making Safeguarding Personal

Adult Social Care have worked in partnership with Oldham Safeguarding Adults Board members to contribute to the creation and delivery of OSAB's multi-agency Tiered Risk Assessment and Management (TRAM) Protocol including the Adult Complex and High Risk Panel (CaHRP). The need for this protocol and panel was recognised from SAR learning. Adult Social Care have actively contributed throughout 2022-23 to the creation, review and revision of the protocol, the delivery of Adults CaHRP and the delivering of the associated training.

In addition, the Strategic Safeguarding Service is supporting the wider service to understand how to deliver the Team Around the Adult approach. Adult Social Care are embedding use of this approach in our practice and actively referring cases to Adults CaHRP to ensure they have appropriate multi-agency risk management plans in place.

Successful Multi-Agency Safeguarding Work

A dedicated operational response to disclosures of non-recent sexual exploitation was implemented by Adult Social Care in 2022. The focus of this work is on wellbeing, safeguarding, and public protection via a person-centred approach. A dedicated and co-ordinated multi-agency partnership approach is in place operationally and strategically to support survivors in adulthood and to assess and manage any ongoing risk to the individual or public.

Safeguarding Priorities in 2023-24

Adult Social Care's key safeguarding priorities going into 2023-24 will be:

- Delivering and evidencing high quality safeguarding services - Adult Social Care will be continuing to prepare for the implementation of Care Quality Commission (CQC) regulation and evidencing the delivery of safe and high-quality safeguarding services.

- Making Safeguarding Personal (MSP) - Adult Social Care aims to deliver high quality safeguarding practice through personalised, strengths based and outcome focused conversations. The Strategic Safeguarding Service will be working to support consistency across the service in the holding and recording of MSP conversations throughout 2023-24.
- Co-production - Adult Social care will be exploring ways in which we can understand the experience of people using our safeguarding services, what helps them, what does not, and how we can co-produce effective safeguarding responses.
- Adult MASH review update and strategy - An updated review and strategy for the Adult Social Care safeguarding front door will be progressed in 2023-24.
- Care home safeguarding - Adult Social Care will continue to monitor care home safeguarding trends by provider, category of abuse and outcome. We also aim to enhance our data reporting and analysis through conversations with residents, referrers, providers, commissioners, and multi-agency partners in support of high-quality safe care.
- Complex and transitional safeguarding - Adult Social care will continue to progress and implement strategic plans for complex and transitional safeguarding in partnership with Children's Social Care and the wider safeguarding partnership.

Key Challenges

The main challenges going forward will be workforce capacity and increased safeguarding demand. A dedicated workforce strategy, Adult Social Care's Target Operating Model, and preventative and strengths-based approaches will be in place to support us to address these challenges and continue the delivery of preventative and responsive safeguarding services.

A strategic partnership approach will also be taken through conversations with top referring partners to ensure that people at risk of abuse are supported to access the most appropriate safeguarding support and pathways from the point of disclosure or concern.



Greater Manchester Police



Greater Manchester Police is responsible for providing a first line response to the needs of the community. This includes fighting crime, keeping people safe and safeguarding vulnerable people.

Safeguarding and Greater Manchester Police

Vulnerability remains the number one priority within Greater Manchester Police and it is essential that we all work together to protect vulnerable adults living in and visiting our communities. As a force, it is essential that we are in a position to identify and protect the most vulnerable and ensure that our officers and staff are equipped to safeguard and protect vulnerable victims of crime, through early identification of risk and a robust response to identified criminality.

All Greater Manchester Police staff work internally and externally with partnership agencies in order to safeguard vulnerable people. This includes victims of all forms of abuse including domestic, financial, psychological, neglect and sexual abuse, as well as adults at risk of abuse or exploitation. We work to ensure that we achieve the best possible outcomes for all individuals whilst also considering the wider threat posed by perpetrators.

Safeguarding in 2022-23

The key adult safeguarding themes to emerge within the last year include an increase in reporting of domestic abuse with a real focus on encouraging reporting, and accurate crime recording. Domestic abuse is the priority for Oldham district and our focus has been on quality investigations. There has been a statistically significant increase in domestic abuse victims disclosing rape, which is in part due to the work of Independent Domestic Violence Advocates (IDVAs) and other agencies engaging victims, but also an increase in confidence in reporting to the police.

A MARAC, or multi-agency risk assessment conference, is a meeting where information is shared on the highest risk domestic abuse cases between representatives of local police, probation, health, child protection, housing practitioners, IDVAs and other specialists from the statutory and voluntary sectors. The number of cases referred to the MARAC in 2022-23 have continued to increase. The numbers have doubled over the last three years, from 582 to over 1000 cases, with 38% of these cases being repeat victims and/or perpetrators.

Since the introduction of non-fatal strangulation (NFS) as a specific criminal offence on 6 June 2022, there has been an increase in recording as GMP staff became better at

identifying this as an offence. We have recorded 65% more NFS offences in the last five months compared to the first five months (49 offences vs 81 offences). Controlling and coercive behaviour has seen an 18% increase over the last six months compared to the previous period (114 offences vs 134 offences).

This increase in recording, reflects a truer picture of the crimes occurring in our community and can in part be credited to increased understanding of these offences, aided by training courses such as 'Domestic Abuse Matters' which was attended by all officers within the force.

With a relentless focus on domestic abuse perpetrators in Oldham there has been a 38% increase in the number of perpetrators arrested and charged with domestic abuse. There has also been an increase in the number of civil orders issued, particularly with Domestic Abuse Protection Notices in order to better protect victims.

In Oldham, we have committed further resources to tackling domestic abuse with Operation Resolute, ahead of the force's domestic abuse arrangements review. The focus is both on arresting domestic abuse perpetrators promptly and taking on the more complex investigations. There is a district-wide review being undertaken ensuring that threat, risk and harm is appropriately prioritised and that matters are dealt with in a timely manner.

Following the publicised case at Rochdale, there has been an increased focus for detectives to consider the presence of mould at the scene of an unexpected death. There is work ongoing with HM Coroners and the Serious Crime Division to equip our detectives to deal with these cases and in particular where hoarding has been a factor.

GMP performance in terms of responding to the public has improved dramatically and 999 calls are now answered within four seconds. Our attendance at Grade 1 incidents, where an immediate response is required, has improved and in Oldham nearly 90% are attended within the target of ten minutes.

Mental Health Joint Response cars have been implemented across GMP with the main aim of allowing mental health practitioners, accompanied by a police officer, to attend any calls that the Force Contact, Crime and Operations (FCCO) branch receives regarding someone in mental health crisis. This allows the person to receive the care that they need, when they need it and is seen as best practice.

Operation Lioness was developed to address public safety concerns in our Violence Against Women and Girls (VAWG) strategy. This focusses on areas that have a night-time economy. Officers in both uniform and plain clothes were deployed into hotspot areas and utilised a range of policing powers in order to keep women and girls safe, with a wider impact on the whole community. Licensing officers have been working with premises to increase licensees' understanding of vulnerability and the responsibilities of licensees and their staff to support safety.

Safeguarding Adult Review Learning

GMP has developed an organisational learning hub and embedded organisational learning throughout. We have a process in place where all incidents are reviewed and debriefed. There is a monthly bulletin which highlights the top three learning points in addition to 7-minute briefings which are disseminated and discussed in team briefings.

The GMP Multi-Agency Safeguarding Hub (MASH) team are all trained in triaging and aware of risk factors and how to make use of the OSAB Tiered Risk Assessment and Management (TRAM) Protocol. The Prevention Hub is now established and is identifying repeat callers to the police who may be at risk in order to develop problem solving approaches, to safeguard the caller, but also reduce demand for all agencies.

Cuckooing and modern slavery is being highlighted through intelligence and acted upon, in order to safeguard vulnerable people.

The force policy for Adults at Risk was written by Detective Chief Inspector Lindsay Booth from Oldham who has embedded the Making Safeguarding Personal principals throughout.

Successful Multi-Agency Safeguarding Work

Oldham Police take Making Safeguarding Personal seriously and ran a Domestic Abuse Day of Action locally, known as D-AVRO, which was very successful. During D-AVRO, we engaged with all our partners so there was a range of activity including primary, secondary and tertiary. Ten high risk perpetrators were arrested. School engagement officers, a mental health and trauma practitioner from the Council delivered a talk at Oasis Academy about healthy relationships, control and consent. The IDVA service set up an information stall within the

Spindles shopping centre advising the public about domestic abuse and dangerous relationships and showing the 'Eggshells' awareness video. There were also joint visits to the top harm cohort to attempt to prevent future re-offending and Domestic Violence Protection Order (DVPO) checks were completed with MASH and the IDVAs resulting in one arrest to offer safeguarding to the victim.

Safeguarding Priorities in 2023-24

The key GMP adult safeguarding priorities for 2023-24 include:

- Domestic Abuse – as there has been an increase in both our arrest rate and solved outcomes for victims. Additional resources will be invested once the force Domestic Abuse Arrangements Review (DAAR) Project is approved so there is a consistent approach across Greater Manchester.
- Working in partnership to improve MARAC - using the findings from a recent Safe Lives inspection.
- Domestic Homicide Prevention Strategy – evidenced based approach to repeat domestic abuse offending through partnership working.
- Embedding use of the Prevention Hub processes - across the adult framework, following the success with children.
- Improving our intelligence function - to support hidden forms of harm for adults at risk.
- Improving understanding of hoarding and impact of mould on special procedure investigations (death).

Key Challenges

The key challenges for Oldham are replicated nationally in policing. Following the success of the uplift programme, which focused on bringing people from a range of backgrounds and communities, and with a range of different skills into policing, there is an inexperienced workforce who require training and support to deal with the complexities of safeguarding. There is a national issue around the shortfall of detective resources, which again is being addressed through the uplift programme, but there is a knowledge and experience gap. Locally, we are managing this with enhanced training and coaching, using both internal resources and externally through the Oldham partnership training offer. There is a force performance management framework and analytical capability to assess gaps in performance, with a clear governance structure so that issues can be quickly identified and addressed.

GMP has competing demands which are directed by governmental priorities, in addition to the local needs of the people of Greater Manchester. GMP Plan on a Page underpins our approach to improving and ensuring that we move towards being an outstanding force. The national project of Right Care, Right Person is being introduced and will bring opportunities to Oldham to ensure that as a partnership we continue to work closely together.

NHS Greater Manchester Integrated Care is a new NHS organisation, overseen by a Board, and is in charge of the NHS money and making sure services are in place to put plans into action. Made up of representatives from the NHS and the local council, we are responsible for making decisions about health services in their area. The partnership operates at three levels: neighbourhood, locality and Greater Manchester and has a single vision and strategy. Hospitals, GPs, community services, voluntary services and others have come together to form 'provider collaboratives' within all three levels, helping to join care and help people live well across Greater Manchester's ten boroughs.

NHS Greater Manchester Integrated Care are committed to providing the care that Oldham people need, to ensuring safeguarding responsibilities are met and to reducing inequality whilst improving outcomes for those in need or at risk.

Safeguarding and NHS Greater Manchester Integrated Care

Safeguarding is fundamental to every aspect of the organisation as we ensure that all our NHS Commissioned Providers such as the GP practices, hospital, community services and mental health services are fulfilling their responsibilities to safeguard those using their services. Our approach is one to support those providing services in Oldham to do so to the best of their ability, recognising vulnerability and risk and having the appropriate methods in place to respond.

NHS Greater Manchester Integrated Care are responsible for the provision of effective clinical, professional, and strategic leadership in regard to safeguarding adults, including the quality assurance of safeguarding through their contractual arrangements with all provider organisations and agencies, including independent providers.

The Safeguarding Team is a fundamental part of our commissioning and contractual process; ensuring NHS funded services are delivering safe and effective care. We are committed to the protection of adults and preventing abuse. The Designated Nurse Safeguarding Adults for the Oldham locality represents NHS Greater Manchester integrated Care on the Oldham Safeguarding Adults Board as a professional advisor and on various Subgroups. The Head of Nursing and Quality for the Oldham locality provides the executive level oversight on the Board.

The Safeguarding Team maintain excellent operational links with Primary Care, the team deliver regular safeguarding training sessions as well as opportunities to discuss updates and learning from reviews in the GP Safeguarding Lead Forum.

The Designated Professional Team undertake assurance activity with all commissioned providers.

Safeguarding in 2022-23

This year saw an organisational shift from the ten locality Clinical Commissioning Groups across Greater Manchester joining to become one Integrated Care Board. The year also saw the recruitment completed to all posts within the ICB safeguarding team, which had been carrying some vacancies previously. The complements of the full Safeguarding Team to the Oldham Integrated Care place-based team brings expertise from learning disability, mental health, nursing and social work.

Strengthening safeguarding practice across primary care and those delivering nursing care packages has remained a priority during these changes. An area of growing concern where we have focussed our support as a team is the transition of complex care packages from children to adults. Cases become complex when themes arise around mental capacity and consent, exploitation, and balancing people's safety and choices around the care they receive.

All GP practices met with a member of the safeguarding team over 2022/23 to review their safeguarding assurance audit. This provided the opportunity to discuss any gaps in practice and knowledge and support to develop an action plan to meet those areas. Oldham has seen a low uptake of the Covid vaccination and flu jab, particularly amongst residents who have a learning disability. A process has been established to support the vaccination programme for those patients who lack mental capacity to consent which guides practitioners to assess mental capacity, consider making best interests decisions, and escalating cases as needed for decisions to be made in the court of protection (when disagreements arise between health professionals and family members).

Safeguarding Adult Review Learning

Safeguarding reviews give us the benefit of hindsight and the opportunity to change to make things better. One area we have focused on this year is the development of Routine Enquiry for domestic abuse/violence with GPs. Routine Enquiry involves asking all women at assessment about abuse regardless of whether there are any indicators or suspicions of abuse. It was established in maternity, sexual health, health visiting, substance

misuse and mental health settings. A series of newsletters and training sessions have aimed to include this into General Practice.

Significant work has also taken place across partnerships in Oldham to embed the learning identified from SAR cases in relation to the importance of independent interpreters being used, for individuals who do not speak English as their first language. Case reviews have identified that the lack of interpreters used in some cases has led to individuals unintentionally being subjected to health inequalities from services. The ICB are committed to reducing health inequalities across our system.

Successful Multi-Agency Safeguarding Work

The Designated Professional for Safeguarding Adults has supported the Safeguarding Adults Board to develop multi-agency pathways and policies, particularly the development of a Complex Safeguarding and Exploitation Strategy for adults, Pressure Ulcer Safeguarding Guidance, a Domestic Abuse Policy and a Mental Capacity Policy.

Safeguarding Priorities in 2023-24

To further strengthen practice around domestic abuse within Oldham, we aim to employ an Independent Domestic Abuse Advisor role within Primary Care services. This role will work with practices on specific cases, particularly those that are assessed as high risk and work to strengthen systems GPs use to record and report domestic abuse. The funding for this post has been agreed and will cover the post for a fixed term two year period. The post will work closely with the Local Authority IDVA team but will be managed by the Designated Professional for Safeguarding Adults within the ICB Oldham locality.

The Designated Professional will aim to work with key partners from the Safeguarding Adults Board to further strengthen the offers that are currently available across GM in relation to Modern Day Slavery. The Oldham Modern Slavery toolkit will be reviewed to strengthen existing pathways for individuals identified as victims. The toolkit will be shared across the Greater Manchester ICB footprint to ensure that a consistent approach is taken to tackling modern slavery and we are committed to working across the system to reduce silo working and health inequalities. Modern slavery is when an individual is exploited by others, for personal or commercial gain. Whether tricked, coerced or forced, they lose their freedom. This includes but is not limited to human trafficking, forced labour and debt bondage.

The Designated Professional will work collaboratively with the OSAB and the Greater Manchester system to ensure all safeguarding priorities are cited, and any national issues are discussed at a locality and system level.

Key Challenges

The NHS Greater Manchester Associate Director of Safeguarding and Nursing has designed a safeguarding structure which reflects a system wide approach to safeguarding and aims to bring all ten localities together to work in a holistic and cross area supportive way. The change of approach from locality to a whole system will take some time to embed and understand the requirements of the designated professionals role for locality and the system. Statutory safeguarding requirements within all localities will continue to be maintained along with the statutory ICB contribution to the OSAB. The change brings exciting opportunities for safeguarding learning to be shared and embedded across the Greater Manchester footprint to promote good practice and early identification of themes. The integrated system will also provide robust safeguarding governance across Greater Manchester.

Action Together



Action Together Community Interest Organisation is the infrastructure organisation for the voluntary, community, faith and social enterprise (VCFSE) sector in Oldham, Rochdale, and Tameside. We connect people with what's happening in their community, develop community ideas into action, strengthen local organisations, and provide strategic influence for the charity and voluntary sector.

Safeguarding and Action Together

Safeguarding runs through everything we do within the organisation. Our approach is to ensure that all our staff and

volunteers have awareness and training at the right level for their role with us. This means that all our staff and volunteers including our emergency response volunteers undertake a Safeguarding awareness training session that covers both Safeguarding Children and Safeguarding vulnerable adults. Our Social Prescribing teams receive further detailed training as part of their induction and ongoing Continuing Professional Development.

We also deliver Safeguarding Children and Vulnerable Adults awareness training to anyone in Oldham who works or volunteers in the VCFSE as part of our regular training programme. We also support VCFSE organisations to achieve our Quality in Action Award, the locally recognised quality assurance award for VCFSE groups and organisations. One of the Question and Answer modules focusses on Safeguarding

and ensures that groups and organisations have appropriate Safeguarding policies, procedures, and training in place for their staff and volunteers, and also focuses on safer recruitment practices for staff and volunteers.

Safeguarding in 2022-23

The key adult safeguarding themes for Action Together in 2022-23 were risk of suicide or self-neglect, closely connected with housing issues and the need for a multi-agency approach between substance misuse services and mental health.

As the Local Infrastructure Organisation for the Voluntary, Community, Faith and Social Enterprise (VCFSE) Sector one of our key functions is capacity building for volunteers and staff in the sector. To this end, we deliver a regular programme of Safeguarding Adults at Risk Training. In 2022-23, we invested in refreshing our train the trainer offer for our team who deliver this training to staff and have updated our training materials to reflect recent Safeguarding Adult Review learning.

We have refreshed our Designated Safeguarding Lead (DSL) level 3 training. Our DSL provided support for the community groups who were delivering 'Warm Banks' as part of the cost of living crisis response.

Within the Social Prescribing Service, our top achievements were working closely with the Adult Referral Contact Centre (ARCC) as the new adult front door, being able to discuss cases before referral to ensure any possible safeguarding issues are highlighted at the start and so an informed multidisciplinary team approach can be implemented at the earliest possible point. We have also embedded the new Adults Complex and High Risk Panel (CaHRP) process and have successfully escalated cases where it has been complex or challenging to engage other professionals in the Team Around the Adult approach.

Safeguarding Adult Review Learning & Making Safeguarding Personal

We have embedded Safeguarding Adult Review learning into our refreshed training materials for the VCFSE sector workforce and have shared the learning materials via our regular comms channels within the sector which includes new web articles, our training bulletin, and our 'Community News' bulletin reaching around 1500 staff and volunteers in the sector.

The Social Prescribing team have attended training and briefings hosted by the Safeguarding Board. We have embedded the Team Around the Adult approach to ensure a consistent approach to working across prevention and those who need additional support. Several Link Workers have now started to take the lead at Team Around the Adult meetings. We have worked directly with the Local Authority Safeguarding Lead on a case that needed a Team Around the Adult approach around risk associated with hoarding, self-neglect and being taken advantage of by people in the community.

Successful Multi-Agency Safeguarding Work

Mr F was referred to Social Prescribing by the MASH team. Mr F is substance dependent and has a diagnosis of Schizophrenia. He lives with a friend who he met while living in a children's care home, he is also known to be the perpetrator of domestic violence toward his friend. He had been stopped carrying a knife and was also known to be the victim of attacks in the community. He had wounds from intravenous substance use that were not being treated.

Mr F is also deaf and had not received any support with his hearing aids which had resulted in his friend pretending to be him when professionals had been ringing. Mr F had a long history with substance services. Due to the risks and staff struggling to get the appropriate professionals involved we escalated the case to the Adults CaHRP, following on from meetings with the District Nursing team who also had significant concerns but were unable to visit the address due to risk. A referral was then accepted to Changing Futures resulting in Mr F being able to receive the intensive support for those experiencing multiple disadvantage. The outcome has been that we have collectively been able to work differently around how Mr F has his health needs met.

Safeguarding Priorities in 2023-24

Action Together priorities for 2023-24 will include:

- Further development of the workforce development offer for the VCFSE around adult safeguarding key themes, we have secured some external grant funding to increase our capacity to develop our broader workforce development offer, and a key priority will be around safeguarding.
- The Social Prescribing team will continue to contribute to the development of place-based integration to ensure multi-disciplinary team and integrated working improve outcomes for residents.
- The Social Prescribing delivery model will be transformed to enable us to place a Link Worker within the ARCC team. This is a key development to ensure that the step-up and step-down pathway between Adult Social Care and Social Prescribing continues to be stronger
- Development of the relationship between Social Prescribing, Adult Social Care and Children's Social Care and Early Help to strengthen the whole family, whole household approach.

Key Challenges

We expect that the key challenges going forward in relation to Adult Safeguarding for Social Prescribing will be for us to continue to have the ability to respond to the level of demand, both in terms of the number of referrals, and the complexity of people's situations. We will continue to demonstrate our commitment to integrated working to ensure improved outcomes for adults.

Age UK Oldham is a local autonomous charity offering services and support for older people in the borough. Aiming to improve their quality of life we work both independently and in partnership with other local statutory and voluntary organisations to provide practical services and timely effective support for those who need it the most.

Safeguarding and Age UK Oldham

Safeguarding is fundamental to the work we do and is everyone's responsibility. Training of all staff, volunteers and contractors who meet routinely with older people is essential, ensuring they recognise any potential issues and instilling confidence in them to assist.

Equally important is our prevention strategy, both in taking a person-centred approach to individuals and ensuring our services are designed to help people to live safely and independently for as long as possible.

Much of the work we do involves seeing people in their own homes giving us an opportunity to offer assistance if improvements are needed and have an oversight of their relationships with others.

Keeping a watchful eye and making sure that we have regular contact with older people, their families and partner agencies is key to ensuring their safety and wellbeing.

Developing a relationship with our participants helps us to identify problems as they arise. For example, our Falls Prevention team keeps in contact with participants at our weekly classes and through telephone welfare calls. Also, our Life Story project volunteers are trained to pass on any concerns identified through visits and phone calls. We then proactively offer support in order to maximise independence and reduce vulnerability.

Safeguarding in 2022-23

During the past year the 'Cost of Living Crisis' has affected pensioners on a fixed income and for some, led to an increase in referrals relating to Hoarding. This has emerged as a concern for older people who have become anxious and isolated in later life and often leads to self-neglect and poor health. Taking time to grow relationships whilst slowly helping to declutter their homes in a non-judgemental way is how we at Age UK Oldham gain trust and slowly introduce other agencies, services and activities to augment their support network and prevent reoccurrence.

Becoming victims of scams has become more prevalent in this age group. Living alone without support leaves householders open to doorstep, phone, mail and online criminals who are adept at recognising signs of potential vulnerability. Older people are more susceptible to financial abuse when they become lonely or isolated and most of our services delivered in the local community focus on prevention and inclusion to ensure that people have the confidence to approach our staff with their concerns.

Prevention has always been our mantra and so:

- When campaigning to raise awareness of scams, we flooded our charity shops, community settings, activity groups, care settings, home deliveries etc with literature bearing the headlines 'STOP LOCK CHAIN CHECK' and distributed leaflets demonstrating the various devious ways people could be hoodwinked. We clearly outlined very simple clear strategies to avoid being coerced and urged people to say NO until they had followed advised precautions.
- We took advantage of the Oldham Safeguarding Adults Board wide variety of training offers with the online sessions being particularly valuable and accessible. This meant that we have been able to reach every level of our workforce and have great examples of safeguarding alerts from staff who come into contact with the general public and have recognised issues of concern in areas that would not have come to our attention. For example, one of our charity shop staff recognised possible signs of coercion and possible mental health distress in a customer. We immediately alerted the Safeguarding team who confirmed our suspicions and then were able to act at a very early stage to support the individual involved.
- From our experience, the development of Oldham's Adult Referral Contact Centre team and our growing relationship with their staff has enabled closer working relationships. It has given us greater opportunities to discuss possible safeguarding issues informally to agree the best routes forward.

Safeguarding Adult Review Learning

A Safeguarding Adult Review case that we were involved in recently highlighted the importance of multi-agency information-sharing. In this case we were brought in to provide a regular delivery service to a vulnerable person who had a high level of complex needs. Unfortunately, we were not privy to the full complexities of this case which resulted in us missing vital clues such as being unaware that the individual may have been restricted by others when communicating with us. We learnt a valuable lesson here that non-acceptance of services and/or lack of response should not always be taken at

face value and should be followed up.

Another valuable lesson learnt here is that organisations involved in multi-agency case working need to communicate with each other fully and recognise the importance of every agency's touch point with an individual – no matter how 'low level' this interaction may be. Having contact with clients in this way enables us to gain and share information (albeit confidentially) which is highly invaluable in alerting and managing risks.

Successful Multi-Agency Safeguarding Work

We have learnt to consider what an individual wants regardless of how it fits into the statutory systems, and we work with people to enable them to make real choices without judgment. For example, we worked with a client who experienced low mood and lived in a hoarding environment who we supported in a person-centred way. We offered support at the pace they wanted, to build up trust and prevent distress and anxiety and we worked in the 'Team Around the Adult' Model with multi-agency professionals to optimise how best they could be supported. Although it took a considerable length of time, working with what this client wanted provided us with a successful outcome. This demonstrates how we have incorporated new protocols and learning from Safeguarding Adult Reviews.

Safeguarding Priorities in 2023-24

We are positive that training from OSAB has been invaluable and is reaching all levels of staff. We find the sessions engaging and user-friendly in that they provide options for

flexible, remote learning. The continued provision of a choice of dates also contributes to the higher uptake of the training by our staff.

Our continued offer to provide home visits (including benefits claims and form-filling) remains a key priority for us, especially as the aftermath of Covid generally changed working practices and reduced face-to-face contacts. This in-person contact is paramount in recognising risks and raising alerts for safeguarding in the community.

Key Challenges

The lack of funding for established preventative services will be a key challenge. We will continue to deliver an efficient and effective service that meets the objectives of our funding agreements and will collect and share data to prove the value. This will support us with future funding applications. We will support and work with partner organisation to optimise resources.

We will continue to deliver high quality, social activities which support people living with early dementia, low mood, anxiety, isolation etc - all the issues that leave people vulnerable to scams, cuckooing etc. We will provide information and support at these sessions to prevent such safeguarding incidences.

Access to primary care is a challenge for older people and their carers in that they are often not able to get a GP appointment at an early stage to support with diagnoses and pathways of early help and support. We will continue to provide our support services to those in need to help to alleviate the pressure these clients face.

Healthwatch Oldham



healthwatch
Oldham

Healthwatch Oldham (HWO) is the consumer champion for health and social care in Oldham. Our role is to gather the views of local people to help shape the way services are provided, understand what is important to service users, and hold services to account. HWO plays a key role engaging with hard to reach and vulnerable groups across Oldham.

Safeguarding and Healthwatch Oldham

HWO carries out four key roles that support the safeguarding agenda. These are to ensure the voices and experiences of service users are heard and fed into the planning of services; to help shape the design and delivery of health and social care services; to hold services to account; and to support the resolution of any NHS complaints and ensure lessons are learnt. HWO achieves this by:

- listening to people, especially the most vulnerable, to understand their experiences and what matters most to them, and involving people in the commissioning and scrutiny of health and social care services
- influencing those who have the power to change services so that they better meet people's needs now and into the future
- enabling people to monitor and review the commissioning and provision of care services
- providing information and signposting support
- empowering and informing people to get the most from their health and social care services and encouraging other organisations to do the same

- working with a network of health champions to improve services and to empower local people
- providing an independent complaints service.

HWO representation ensures compliance with the statutory Care Act requirement to include Healthwatch organisations as part of the development of strategic plans. Through our NHS Complaints work, HWO is a key independent resource for people to report safeguarding concerns and incidents.

HWO ensures that the person is placed at the heart of any review and has evidence to show that lessons learnt, particularly from safeguarding incidents, are used to reshape services and inform the training of front-line staff.

HWO is also a member of the Oldham Advocacy Steering Group designed to give adults at risk a voice to challenge services and report on safeguarding issues.

HWO has policies to ensure all staff are trained in safeguarding and the Mental Capacity Act and clear processes are in place to ensure safeguarding cases are subject to wider scrutiny by senior staff who are the named safeguarding leads for Healthwatch. Where appropriate, cases are escalated to statutory partners.

Safeguarding in 2022-23

One of the key safeguarding themes that we have picked up over the last year, include the difficulty asylum seekers and refugees have faced in registering with GP practices. This is because some Practices have rules, around asylum seekers and refugees needing ID and proof of address to register. In our view this put asylum seekers and refugees at safeguarding risk. Information has now been shared by Oldham ICB with GP Practices to outline the national guidance from NHS England allowing asylum seekers and refugees to register with a GP. In addition, issues in relation to the following have been raised with us: dentistry, people living with dementia, and cancer screening targeting the LGBT community.

Successful Multi-Agency Safeguarding Work

We were commissioned by the CQC to undertake engagement work to understand the experiences of family

members and loved ones who will have accompanied mothers through the maternity services journey. This has help identify risks, and safeguarding issues, during the maternity experience and journey.

Safeguarding Priorities in 2023-24

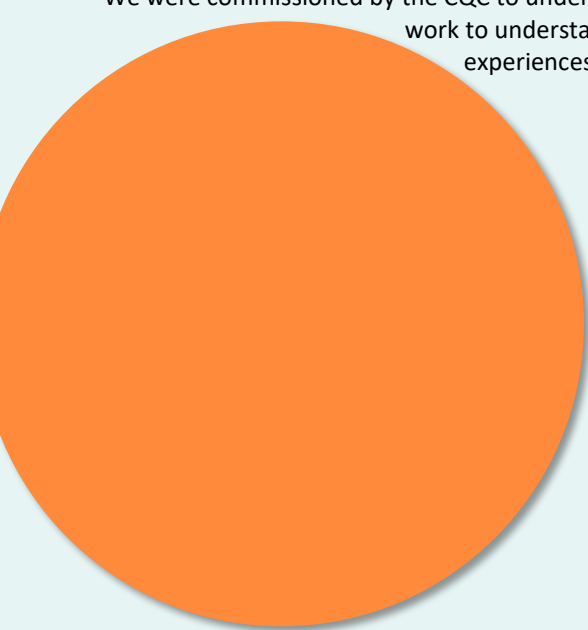
- Hospital Discharge Project: we hope to work with Royal Oldham Hospital to identify safeguarding issues that may arise out of hospital discharge experiences.
- Our Young People Mental Health Survey will soon be published to identify safeguarding links to young people's mental health.
- We want to build on our Wheelchair Users Survey and Report and hope this will become part of a larger piece of work looking at peoples' experiences of accessibility and helping raise awareness with all services, in particular health and social care, on the challenges faced by those who require the use of a wheelchair.

Key Challenges

Given the challenges post Covid-19 our priorities are under regular review, and this should be a shared approach. We remain focused on coordinating engagement plans between partners so that they are designed to reach out to the most at-risk groups. This will include gathering views as part of the changing landscape of services as we work with the new neighbourhood clusters. This work will also support the development of the OSAB and ensure we meet our statutory duty to gather service users input as part of the development of the Safeguarding Adults Strategic Plan.

Another priority is reviewing the way that different organisational complaints processes tend to work in isolation. We hope to pick this up through our informal complaints work. Whilst confidentiality will be a key factor this means that safeguarding trends emerging across organisations are hard to identify or may be missed. We would like to work with partners to examine emerging safeguarding trends that may arise.

Healthwatch Oldham will continue to work with key stakeholders within the Oldham locality to ensure patient voice and patient experience around all issues relating to safeguarding remains a top priority.



KeyRing Living Support Network

KeyRing
... We're Life Changing

KeyRing provide person centred support for people to live independently in the community. Our support is designed to build more interdependence and offers an alternative to traditional support. By linking in with existing community resources, the vulnerable adults we support will become active citizens who contribute to and are valued by their local community. This asset-based community development approach means that the local community assets (people, resources etc) and individual's strengths unlock sustainable community development and ensure that adults live the life they choose.

Safeguarding and KeyRing

Safeguarding is a priority in our organisation to enable us to meet the needs and manage risks for the vulnerable adults we support. We provide a person centred approach and involve our members in every safeguarding decision by gathering their views on how they want to progress whilst balancing our Duty of Care responsibilities.

We provide ongoing training to our teams and work in partnership with Oldham Safeguarding Adults Board, Adult Social Care and Health teams to ensure a joint working approach.

Safeguarding in 2022-23

In 2022-23, the KeyRing team in Oldham raised the most safeguarding alerts in relation to sexual abuse, self harm and domestic abuse.

We reviewed all of our policies and procedures including updating guidance for members and volunteers. The leadership team tried out a new way to display and order the policies and procedures and grouped them into the following headings which all have a bearing on safeguarding: Member Related; Person-Centred Support; Positive Risk Taking; Safeguarding; and Easy Read Safeguarding Guides. In addition we have developed a new member handbook, a new internal safeguarding and incident form and reporting process, a national safeguarding reference group and a new trustee with safeguarding oversight.

The OSAB Tiered Risk Assessment and Management (TRAM) protocol has been embedded into the KeyRing Team in Oldham. We have also shared the guidance with our Senior Safeguarding Lead and also presented the protocol to Area Managers across the country as good practice.

We have shared the OSAB guidance on MCA, Hoarding, Self-Neglect and Engagement with the KeyRing team in group supervision and have also offered OSAB training to the team.

Safeguarding Adult Review Learning and Making Safeguarding Personal

KeyRing have a quarterly Safeguarding Reference Group (SRG) that looks at any trends or concerns found in safeguarding logs that have a national impact so we can put measures in place to address these. These meetings cover a whole host of topics including the Making Safeguarding Personal (MSP) principles and practice as well as learning from SARs.

KeyRing is committed to 'outcomes focused safeguarding' where the individual's needs and wishes are central to the development of personal outcomes. Through the KeyRing Safeguarding process and form, we support people to:

- think through their desired outcomes and the purpose of any safeguarding intervention(s) and,
- consider how they want to be supported to recover from their experience of abuse and neglect.

By having a focus on 'outcomes' at the start, and throughout, the process ensures a greater focus on the person at the centre. Safeguarding should not restrict people from living the life they choose and the KeyRing Positive Risk Taking Policy provides guidance on creative approaches to supporting people manage their risks.

We have Easy Read Safeguarding Guides for members that follow Making Safeguarding Personal principles, that are also included in our new Member Handbook. These guides were developed in conjunction with KeyRing self-advocates.

KeyRing have recently reviewed and rolled out new safeguarding policies and procedures. The hope is by engaging well with members, these can help support excellent safeguarding practice. Our Safeguarding policies and procedures are underpinned by the six principles of safeguarding and follow the Making Safeguarding Personal principles.

KeyRing's national hub development programme incorporates core training modules that members can access on Making Safeguarding Personal, delivered by the Practice Development Lead (PDL) and developed alongside KeyRing's national Member Voice Group. Oldham managers have regular meetings with the business development lead and work through pre-tender templates which includes questions related to

safeguarding such as, 'provide an example of a safeguarding incident that you have reported to the Local Authority, detailing how Making Safeguarding Personal principles were applied and how you worked in partnership with other agencies to achieve a positive outcome for the member,' and 'describe any connections you have with the local Safeguarding Board or safeguarding workgroups that feed into the Safeguarding Board.' This helps keep Making Safeguarding Personal principles live for managers.

Throughout 2022-23, the SRG sessions covered key topics including any SAR learning. Managers regularly feedback their experiences as part of the group. The SRG provides an opportunity for managers to learn from each other which enables any change in practice to be identified and implemented. Oldham managers attend the SRG and have talked through a recent SAR that came out of a complaint from a family member, the process that was followed and what it entailed. Oldham managers also talked through the learning and the outcome with a group of peers as well as members of the KeyRing leadership team. Seven-minute briefings from OSAB are regularly used in the SRG and shared amongst the teams not only in Oldham but nationally. SRG regularly cover learning from serious case reviews which contain case studies from Adult Safeguarding, Child Safeguarding and Victims of Domestic Homicide Reviews. The group have covered what to expect from a SAR; case studies showing the importance of professional curiosity; and best practice examples such as the TRAM protocol in Oldham. Learning is shared and the minutes are distributed to all managers nationally at weekly meetings.

SRG have also discussed strengths based support approaches to engagement and how this relates to Safeguarding. KeyRing has a blueprint of how we should approach support and have always aimed to practice strengths based (or asset-based) support focusing on an individual's strengths and working in a holistic and multidisciplinary way which works with the individual to promote their wellbeing, but engagement in key.

KeyRing recognise Safeguarding Adults Week every year and put out special briefings. We also support and encourage teams to do themed sessions with members sharing information and resources.

Successful Multi-Agency Safeguarding Work

KeyRing were involved in a complex safeguarding review for a member who was experiencing domestic abuse and coercive control. The

member has a complex mental health diagnosis and also uses none prescribed medication as pain relief for her physical health issues. At the time she was staying on a mental health ward and she needed a multi-agency approach to move back into independent living whilst minimising the risks. We worked closely within the OSAB TRAM protocol which was not initially picked up by Adult Social Care and gained advice and guidance from the Local Authority Safeguarding Lead who also joined the meetings. The Team Around the Adult meetings brought all the relevant agencies together to discuss what action needed to be taken. The case was taken to Adults CaHRP and further advice and guidance was gained. In this particular case, the perpetrator had not been apprehended by police for five months and this presented a risk to the member and staff. He was eventually apprehended and the member was able to move home safely with further support in place to meet her care and support needs.

Safeguarding Priorities in 2023-24

Our key adult safeguarding priorities for 2023-24 will be to:

- embed Making Safeguarding Personal principles and practice into our new safeguarding form and process on care control
- deliver and embed the Making Safeguarding Personal hub sessions with members using the new safeguarding guides in the members handbook
- continue to raise awareness of safeguarding themes and topics that are coming through our internal logs affecting our membership and change practice where identified as part of the SRG.

Key Challenges

KeyRing are still experiencing difficulties in recruiting to support positions and support volunteers. This has been the case since Covid-19 struck and it has created a significant issue for the health and social care sector. This affects the team capacity for the number of cases we can support and also the time available to monitor and support complex safeguarding reports. To support this we have begun to embed Making Safeguarding Personal into the staff and volunteer inductions at a very early stage and this is also included in the online training that new starters complete prior to meeting any members. We also include safeguarding good practice at every group supervision session and one to one Supervisions.

There is still some work to be undertaken to embed the OSAB TRAM Protocol on a multi-agency basis as KeyRing are still receiving varying responses from partners. Some teams are very aware of the protocol and follow it correctly however others are less aware. KeyRing will continue to promote the protocol with other professionals in Oldham.

Pennine Care NHS Foundation Trust is proud to provide Mental Health and Learning Disability services to people across Greater Manchester. We serve a population of 1.3 million and our vision is a happier and more hopeful life for everyone in our communities. More than 4,000 dedicated and skilled staff deliver care from around 200 different locations in five boroughs.

In Oldham, our Mental Health teams provide care and treatment for people with mild to moderate conditions such as depression, anxiety or dementia, or more serious Mental Health illnesses such as schizophrenia and bi-polar disorder. Our services include Healthy Minds (psychological therapies), psychiatric intensive care, and rehabilitation services. Our Learning Disability services are for people with a moderate to profound level of Learning Disability. Our Child and Adolescent Mental Health Services (CAMHS) are committed to providing a comprehensive and targeted intervention which positively aims to promote the emotional and psychological wellbeing of our children and young people.

Safeguarding and Pennine Care NHS Foundation Trust

Pennine Care NHS Foundation Trust continues to be committed to ensuring the principles and duties of safeguarding adults at risk are holistically, consistently, and conscientiously applied at the centre of what we do. Safeguarding adults is 'everyone's responsibility'.

Our Trust Safeguarding Strategy recognises a 'Think Family' approach as children, adults and their families and carers do not exist or operate in isolation. Our safeguarding families team, including a Named Professional Safeguarding Adults provides training, advice, support and guidance to all our staff working in Oldham.

Our integrated leadership model, supported by the North Network Director for Quality, Nursing and Allied Health Professionals and Oldham Head of Quality enhances the work of our services and supports our commitment to the Oldham Adults Safeguarding Board and respective Sub Groups.

All our staff have the responsibility to promote the welfare of any child, young person, or vulnerable adult they come into contact with and in cases where there are safeguarding concerns, to Act upon them and protect the individual from harm, under the Care Act 2014.

Our Community Mental Health Team (CMHT) takes a proactive approach and will make enquires to establish whether any

action needs to be taken to prevent or stop abuse or neglect, and if so, by whom. Moreover, the CMHT will support with ongoing duty work, information gathering, Making Safeguarding Personal, supporting individuals and families, working with partners, attending strategy meetings, organising, and attending case conference meetings and along with the management team taking on the role of Safeguarding Adult Manager (SAM).

All staff work in line with our Safeguarding Families Policy and local multi-agency safeguarding policy and procedures and there are robust processes for the management of incidents and complaints.

Safeguarding in 2022-23

Based on consultations undertaken by the safeguarding team, the key safeguarding themes for Pennine Care NHS Foundation Trust in 2022-23 were domestic abuse, financial abuse and disclosures of historic childhood sexual abuse.

During 2022-23:

- A MARAC lead role has been created and recruited to in the borough to allow for improved multi-agency response to domestic abuse.
- The safeguarding team has significantly increased compliance with Level 3 safeguarding training for practitioners in the Trust.
- The team has also completed work around safeguarding supervision and now offer this to adult colleagues in the form of a drop-in.
- The safeguarding team have responded to a 122% increase in consultations and advice. This demonstrates the emphasis placed on safeguarding practice by our practitioners.
- A policy has been written to support the safeguarding of those who struggle to engage with appointments.

Successful Multi-Agency Safeguarding Work

The Named Professional Safeguarding Adults has been heavily involved in the production of policies alongside the Safeguarding Adult Board's Business Unit and partners and has also written the Greater Manchester Missing Person's policy.

Making Safeguarding Personal & Safeguarding Adult Review Learning

Making Safeguarding Personal features in Level 3 Adult Safeguarding Training. The safeguarding team offer insight to all incidents received through our incident reporting system and prompt Making Safeguarding Personal throughout. Learning from Safeguarding Adult reviews is cascaded through our monthly safeguarding update through our Quality Forums. This is bolstered by lunch and learn sessions.

Safeguarding Priorities in 2023-24

Priorities for Pennine Care NHS Foundation Trust in 2023-24 will be to:

- continue to embed safeguarding supervision with adult-facing practitioners
- continue to respond to themes from Serious Case Reviews and Safeguarding Adult Reviews
- develop stronger ways of recording learning centrally
- develop guidance on peer-on-peer abuse
- enhance work on domestic abuse.

Key Challenges

Key challenges for Pennine Care NHS Foundation Trust are around compliance with the Mental Capacity Act Training and we are managing this through a Task and Finish group to overhaul the training and make it more accessible to all staff.

Northern Care Alliance NHS Foundation Trust



Oldham Care Organisation and Community Services functions come under the wider remit of the Northern Care Alliance NHS Foundation Trust (NCA). NCA provides a range of healthcare services including The Royal Oldham Hospital and the Oldham Care Organisation. NCA is responsible for delivering safe, clean, and personal care to the community it serves.

Safeguarding and Northern Care Alliance

The Care Act (2014) provides statutory legislation for adults at risk, it is expected that health will co-operate with multi-agency partners to safeguard adults. NCA Care Organisations have a responsibility to provide safe, high-quality care and support. The wider safeguarding context continues to change in response to the findings of large-scale enquiries, such as Francis (2013), Lampard (2015), legislation such as the Care Act (2014) the (2019) amendments to the Mental Capacity Act (2005) and the more recent Domestic Abuse Bill (2021).

Contextual safeguarding issues present all agencies with new challenges in recognising and responding to cross generational, cross border risks affecting all aspects of the societies in which we all live.

To represent the Oldham Adult Safeguarding Agenda, responsibility and accountability is embodied at board level and is encompassed within the NCA Chief Nurse role and responsibilities. The operational and strategic delivery of the Oldham Safeguarding Adult programme is led by the Assistant

Director of Nursing for Safeguarding Adults for the Northern Care Alliance under the Leadership of the NCA Group Associate Director of Nursing for Governance & Corporate Nursing, the Deputy Chief Nurse for NCA and Director of Nursing Oldham Care Organisation.

Safeguarding in 2022-23

The Adult Safeguarding Service operate across the wider footprint of the NCA offering support and advise to all staff, service, and departments. The demands on the service remain multifaceted, complex, and challenging with varying themes emerging across the NCA landscape. The emerging themes of Self Neglect and the application of the Mental Capacity Act (2005) remain challenges with particular reference to disguised compliance and executive functioning. As such, the NCA Adult Safeguarding Service ensure this element of safeguarding remains a priority, delivering a bespoke training programme to areas identified as benefiting from additional training outside of the aligned NHS England Core Skills Framework and Mandated Adult Safeguarding Level 3 programme of training.

During the period 2022-23, the Adult Safeguarding team has continued to strengthen the existing embedded Adults Safeguarding practices across the organisation, achieving full compliance threshold for Adult Safeguarding Level 3 programme of training, as outlined in the Greater Manchester Contractual Standards Requirements.

In addition, the development of a new Standard Operating Procedure to triangulate internal governance and inquest reporting arrangements with regards to learning from SARs has strengthened connectivity offering wider contextual learning across the NCA.

The NCA Adult Safeguarding Service have successfully embedded a programme of Mental Capacity Act (2005) audit. Building on this success, the Service are currently in the process of introducing and extending the programme of audits to include Oldham Community Services.

Making Safeguarding Personal & Safeguarding Adult Review Learning

A collaboration across workstreams within Royal Oldham Hospital and Community Services includes increased visibility across all wards and departments to support with Adult Safeguarding concerns. This includes the Royal Oldham Hospital Emergency Department whereby daily drop-in sessions are facilitated by the Safeguarding Named Nurse and Safeguarding Specialist Practitioner, thus offering additional safeguarding support and placing the person at the centre of the safeguarding concern within these areas.

To ensure Adult Safeguarding measures are embedded in every day practice, Senior Management and Safeguarding Assurance visits across wards and departments are scheduled on a fortnightly basis. Identification of safeguarding concerns, are addressed during the assurance visits with additional training raised as a priority as required.

The NCA encompass a Nursing Accreditation System (NAAS) inclusive of community services and theatres. The NAAS/CAAS/TAAS provides a programme of audit aligned with the Care Quality Commission (CQC) key lines of enquiry. Inclusive within the programme of audit are the safeguarding standards, providing further assurance that safeguarding measures are routinely audited. The Safeguarding Service support the NAAS/CAAS audit programme providing safeguarding advice with questions and answers within relevant internal learning environments within Royal Oldham Hospital.

The learning from SARs and Domestic Homicide Reviews (DHRs) are a core agenda item held within the governance structure of the Safeguarding Steering Group within Royal Oldham Hospital, discussed at length, with learning disseminated to the wider staff groups within each service, team safety huddle and Multidisciplinary Teams.

Successful Multi-Agency Safeguarding Work

The NCA Safeguarding Service are a key contributor to the Oldham Safeguarding Adult Board and it's subgroups. Recent contributions to the subgroup included the undertaking and sharing of a quality assurance audit framework conducted across Royal Oldham Hospital and Oldham Community Services. The MCA Audit Framework captures the MCA activity across the organisation and highlights specific areas for improvement with regards to the principles outlined in the legal framework, thus creating a focus when undertaking the assurance visits across Royal Oldham Hospital. The sharing of the audit model and pathway has enabled a streamlined systematic approach to the data collection and interpretation of findings with regards to multi-agency application of MCA across the borough of Oldham.

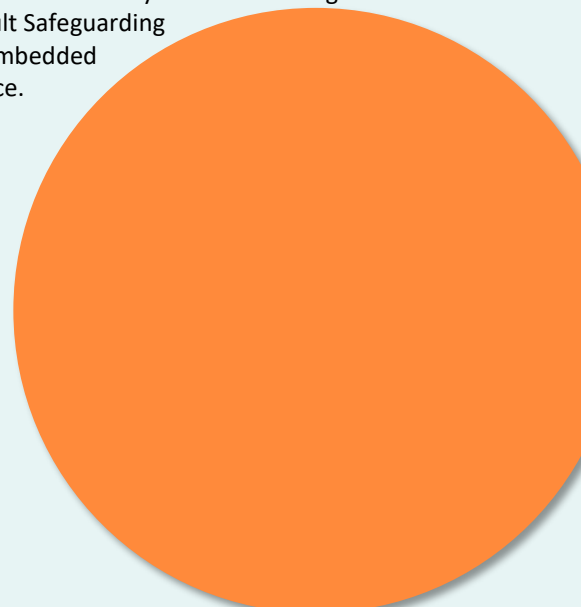
Safeguarding Priorities in 2023-24

The NCA Adult Safeguarding Service will continue to:

- work towards achieving full compliance with the Contractual Safeguarding Standards outlined in the Greater Manchester Contractual Standards for Safeguarding Children, Young People and Adults at Risk under the arrangements of the Integrated Care Board.
- deliver the Adult Safeguarding Level 3 and MCA training programme across the NCA.
- strengthen the governance and reporting arrangements for SARs and DHRs, thus embedding the recommendations and learning across the NCA.
- work towards the priorities of Oldham Safeguarding Adults Board.

Key Challenges

Despite the achievement of full compliance threshold for Adult Safeguarding Level 3 training, challenges remain with regards to staff continuing to incorporate Adult Safeguarding practices once this programme of training has been undertaken. Hence, to address this concern the Adult Safeguarding Service will continue to offer visibility, and advice to all wards and departments within Royal Oldham Hospital and Oldham Community Services offering further assurance that Adult Safeguarding practices remain embedded in every day practice.



Doctor Kershaw's Hospice



Dr Kershaw's Hospice provides palliative and end of life care for the people of Oldham who have a life limiting condition. This specialist care extends across an Inpatient unit, Community Services and a Wellbeing Centre.

Safeguarding and Dr Kershaw's Hospice

Safeguarding is at the heart of all our hospice services, supporting the provision of high-quality palliative and End of Life care, protecting the wellbeing and human rights of patients, staff, visitors, and volunteers and providing an environment that is free from harm, abuse and neglect.

Our CEO is the lead with executive responsibility for safeguarding; supported by the Medical Director and Deputy CEO/Director of Clinical Services. The Safeguarding Leads are in place to ensure that all staff and volunteers within Dr Kershaw's Hospice receive the required training, support, and supervision in relation to safeguarding, the Mental Capacity Act, Deprivation of Liberty Safeguards and PREVENT.

In the past year, the Hospice has met all its statutory requirements in relation to safeguarding children, young people, and adults, remaining fully compliant with the Care Quality Commission fundamental standards relating to safeguarding. The Safeguarding leads are trained to level 3 in the Safeguarding of Adults. A core mandatory training programme is provided to all staff. Safeguarding Adults Level 2 training compliance level is currently 97% and Safeguarding Children Level 2 compliance level is currently 98%. We have an identified lead for PREVENT and training in place for staff and have a 97% compliance rate. A Freedom to Speak Up Champion also in place, who attends meetings at a local Trust to network with other leads. Information is displayed around the Hospice to signpost staff, volunteers, and visitors to the appropriate lead person for any safeguarding concerns. Safeguarding policies and procedures and systems for reviews are in place.

We have direct links with the Oldham Safeguarding Adults Board. Our CEO is a member of the Board's Learning Hub and our Director of Clinical Services is member of the Board's Policy, Procedure and Workforce Development Sub Group. The Board's website provides additional resources including training which are promoted and made available to all Hospice staff.

We work collaboratively with other

health and social care organisations and where any issues or concerns are flagged by our clinical staff, we proactively engage to discuss a partnership approach to managing these. This has been evidenced in the past via multi professional debriefs and significant events analysis.

We have a nominated Complaints Lead and information about how to raise a concern is included in our information leaflets. We have a robust recruitment process for all staff and volunteers including DBS checks and mandatory obtaining of satisfactory references, prior to offer of employment. We also monitor nursing and medical professional registration details as standard practice.

Our Hospice agreed 'Values' are embedded within the Hospice culture. Measures are in place to safeguard vulnerable populations and promote equity and dignity in service provision e.g. measures to support bereaved dementia sufferers. We were the first Hospice to be recognised nationally as becoming homeless-friendly. This is via an established link with a local GP.

Safeguarding in 2022-23

The Hospice dealt with four Adult Safeguarding concerns in this time frame. All four were completely different and did not follow a trend. The theme behind two of the concerns was vulnerable adults with acute mental health issues. The other two were in relation to concerns around communication (or lack of), shared with us by external organisations.

During 2022-23:

- The Hospice have proactive membership within the Oldham Safeguarding Adults Board governance structure.
- The hospice have tried and tested systems in place for reporting safeguarding incidents and concerns. Safeguarding incidents at the Hospice are rare but processes are in place to manage these. The hospice has an ethos and a culture of proactive and reflective learning. Any incident or safeguarding concern is seen as an opportunity to drive quality and improve systems.
- The Hospice has promoted all aspects of safeguarding training in a bespoke manner. The Hospice provides safeguarding training on adults and children and this is well evaluated.
- The Hospice ensures that it adheres to the six principles of safeguarding and this is referred to throughout the core mandatory training.
- The Hospice has expanded its Safeguarding training package to encompass Prevent and Restraint.
- The Hospice has introduced the requirement for all our trained nursing staff to complete level 3 Safeguarding Adults (previously level 2).

- The compliance for safeguarding adults level 3 training is 90%. The compliance for safeguarding adults level 1 and 2 is 98%. The compliance for Prevent is 100%.

Safeguarding Priorities in 2023-24

Priorities in 2023-24 will be:

- to be a proactive member in locality safeguarding groups
- to be active participant in Greater Manchester Hospices Safeguarding forum
- to continuously develop safeguarding training, optimise staff awareness and empower them to know how to respond to any safeguarding concerns.

Key Challenges

Our key challenges will be:

- the cost of living crisis and how this will impact patients who are cared for in their own homes. We will work closely with the Local Authority and other voluntary and charitable sector organisations.
- Keeping our Safeguarding Adults and Children mandatory training compliance above 90%. We will continue to support all staff to attend training.

MioCare Group



The MioCare Group is a Council owned company who, as part of the wider integrated community health and social care service, provides a range of services to adults with Learning Disabilities and older people who require support outside of hospital; we do this with the aim of supporting people to maintain their independence and to live in their own homes for as long as possible.

Safeguarding and MioCare Group

Safeguarding is a priority for the Group and features in all elements of our operational activity, leadership and governance. We ensure that all employees are equipped with the skills, knowledge and support required in order to identify and act upon any concerns. Safeguarding training is mandatory, reiterating that all employees have a role to play in ensuring that people are safeguarded and that the safety of our service users is never compromised. Where safeguarding concerns have been identified, the Group fully investigate in line with relevant policies and procedures, instigating disciplinary sanctions where needed. The group are represented at the Board's Safeguarding Transitions Sub Group and also have Assistant Director level representation at the Learning Disability and Autism Practice Learning Group.

Safeguarding in 2022-23

Key themes in 2022-23 for MioCare included slips, trips and falls (with some resulting injuries) and behaviour related situations including between service users and against employees.

We have introduced a programme of positive behaviour support training in the learning disability portfolio and will further develop this with a 'train the trainer' model in the current year. This will help reduce behaviour related incidents, allow for a reduction in restrictions and enhance service user lives. We have also re-introduced the Quality of Life panel to support best practice in this area.

We have also invested in external support to complete Mental Capacity Assessments for a number of service users, again to support the reduction in restrictions and to enhance service user lives.

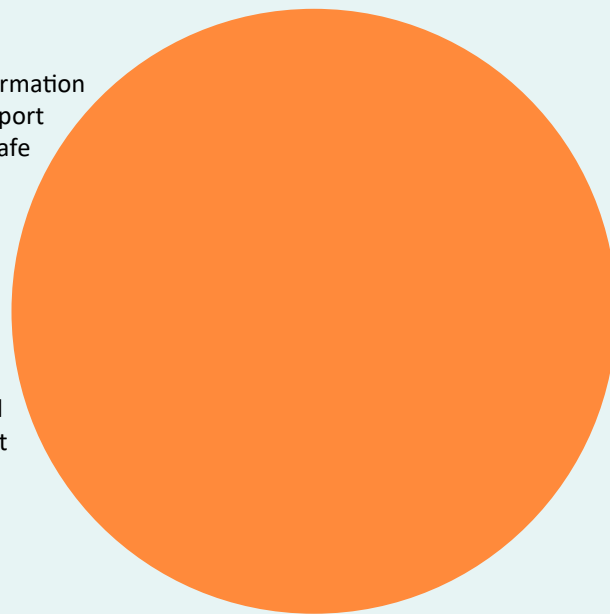
We continue to work to reduce medication errors (majority logged as low level of harm; one off incident) including reviewing medication guidance, staff briefings and increased audits and spot checks.

We have recently established a Safeguarding Working Group for the Registered Managers across all MioCare services. This group meets monthly to review and develop work in relation to safeguarding the people we support who may be vulnerable to abuse or exploitation. The group developed a safeguarding plan in line with the Oldham Safeguarding Adults Board's Strategy and which covers Safeguarding Leadership; Prevention and Early Intervention; Listen, Learn and Act; and Safeguarding Excellence.

Making Safeguarding Personal & Safeguarding Adult Review Learning

We provide information to those we support on what being safe can mean and what safeguarding is.

The person is and would be at the centre and their wishes and views are sought at the earliest opportunity.



We provide training to all staff and this is reinforced through discussion at team meetings and through the appraisal process. In addition, safeguarding information is shared at internal service spotlight meetings and with both the senior leadership team and the Board. Individual cases are discussed at the Safeguarding Working Group to ensure learning is shared and any required changes can be implemented as a result.

Staff are encouraged to join OSAB training courses and we continue to explore additional learning and development opportunities for staff and service users alike.

Successful Multi-Agency Safeguarding Work

There have been a number of examples of successful multidisciplinary safeguarding initiatives across services. One example involved an allegation made by a service user against a staff member. The service user's wishes and views were sought, with statements taken and a member of staff was suspended without prejudice pending further investigation. Police and the service user's next of kin were notified (with consent). The on site social worker was informed without delay and opened a safeguarding enquiry. In the same week, police attended and afterwards a safeguarding strategy meeting was held and concluded. Being an integrated team and working together resulted in a timely approach and outcome.

Safeguarding Priorities in 2023-24

Our priorities over the coming year include to:

- embed the safeguarding working group to support the organisational safeguarding lead to drive our safeguarding approaches

- introduce new methodology for the collection of safeguarding data
- introduce safeguarding champions across all MioCare services and work collaboratively with people who use services to shape our communication strategy
- review and enhance our current safeguarding training and to introduce advanced training for safeguarding champions
- use our reflection and learning to adapt, amend and improve safeguarding processes
- introduce self-audit tools and qualitative reviews and audits
- look to partner with external organisations as and when necessary to support our continuous improvement
- continue being person centred and outcome focused
- continue being open and honest and acting without delay
- keep safeguarding on the agenda in all forums.
- maintain our lessons learnt approach adopted in order to learn and improve.
- source bespoke safeguarding training for people we support as well as staff (sourced with Age UK; on going).

Key Challenges

The people we support can have varied, complex, and challenging needs; physically, emotionally and socially. With this we can be faced with a range of safeguarding situations. We will continue to work in a multidisciplinary way, looking holistically at how we can safeguard and support those that use our service, as well as the workforce who support the service users.



Turning Point



Turning Point, Rochdale and Oldham Active Recovery (ROAR), are an organisation that support adults in the community who have problems with drugs or alcohol.

Safeguarding and Turning Point

Safeguarding is key to all the work we do with service users. Our first priority is to work with service users to identify, understand and reduce the harmful impact substance use has on themselves and others using a harm reduction approach in which safeguarding is central. This includes strategies to keep themselves and others safe.

We work with people to understand the impact of safeguarding issues such as the impact of substance use on children and loved ones, the potential for self-neglect, Domestic Abuse and self-harm or suicide. For some service users, where there are associated severe physical and Mental Health issues, we work with social care to identify appropriate care packages.

Safeguarding in 2022-23

Turning Point ROAR have been considering our pathways for support and how we can offer a wider range of services for people. There has been a significant piece of work to look at our alcohol pathway and being able to engage people who have dependant issues with alcohol and are high risk and low motivation.

We have also completed a significant amount of training and work around supporting people who use the service who are experiencing suicidal ideation. We have continuous training for staff to use safety plans.

Our top adult safeguarding achievements in 2022-23 included:

- a new alcohol pathway with an increased offer around harm reduction
- a trauma informed approach to assessments.
- suicidal ideation support plan training for all staff.

Making Safeguarding Personal

We have expanded our internal space to discuss clients with complex needs and how we can support them. A specialist team has been set up where caseloads are lower, allowing for a more holistic and person-centred approach to recovery.

Successful Multi-Agency Adult Safeguarding Work

We have been involved in a number of Fetal Alcohol Spectrum Disorders (FASDs) initiatives and events that have supported more people around increasing the understanding of impacts of alcohol.

Safeguarding Priorities in 2023-24

Priorities in 2023-24 will be to increase the offer around how we can support families as a whole in the local area, building more links with partner agencies and being able to access more client groups in communities.

Key Challenges

The team are promoting the changes to the service whilst they are in the process of moving to a new building. There have been a number of planning meetings and working groups established to make the transition as smooth as possible.



Tameside, Oldham & Glossop Mind



Tameside, Oldham and Glossop Mind (TOG Mind) are a charity that provides a range of mental health and wellbeing services. These services are available for children, young people, and adults of all ages. Interventions include crisis support, counselling, art therapy, guided self-help, coaching, group-work, peer support and others.

Safeguarding and TOG Mind

TOG Mind recognises it's responsibility to safeguard the welfare of all vulnerable or 'at risk' adults by protecting them from harm, recognising and responding to concerns and ensuring everyone within our organisation is aware of their individual responsibility to safeguard the welfare of vulnerable or 'at risk' adults. TOG Mind's policies are underpinned by our values of:

- Relationships: we listen and ask questions to understand others and to build trust. People matter to us both inside and outside our organisation.
- Aspiration: we support one another, clients, and communities to achieve better mental health.
- Learning: we seek insight and grow from experience; finding new or better ways to contribute to the field of mental health.
- Potential: we encourage personal responsibility for development by discovering and realising the abilities and energies of people.

We approach safeguarding through thorough training structures, robust policies and procedures and ensuring staff feel supported and confident in their duties. We are a person-centred and trauma-informed organisation, and this impacts how we communicate and work with clients around any risk or safeguarding concerns.

Safeguarding in 2022-23

The vast majority of safeguarding incidents seen by TOG Mind in 2022-23 related to suicide and self-harm.

This spanned across both adults and children's services. Of 2743 risk and safeguarding incidents reported across the organisation, 1934 of them were in regards to suicide and suicidal ideation and 902 were in relation to self-harm. In our adult services, we have seen a slight increase of men disclosing domestic abuse, from both partners and family members.

Our top adult safeguarding achievements in 2022-23 included:

- Staff reporting feeling more empowered to arrange and drive multidisciplinary meetings with partners
- Multidisciplinary working improvements through increased contracts, co-location and partnerships with MASH, the Adult Referral Contact Centre (ARCC), mental health wards, and other Voluntary, Community and Social Enterprise (VCSE) agencies.
- Implementation of our incident reporting platform and the ability to further analyse data.
- Implementation of senior leadership incident review meetings to track patterns, training needs, and special measures of responses needed.
- Implementation of our internal safeguarding steering group.
- Re-design of safeguarding level 2 and level 3 training to tailor delivery to the organisation.

Successful Multi-Agency Safeguarding Work

TOG Mind have been involved in many multi-agency safeguarding initiatives including:

- Senior management contributing to OSAB subgroups
- Sub-contracts, co-location and partnerships with local organisations and agencies e.g. Early Help, Turning Point, Pennine Care NHS Foundation Trust, Age UK Oldham, MASH, Royal Oldham Hospital wards, and schools.
- Sub-contracts with pan-Greater Manchester organisations to implement consistent crisis offers for example, Pure Innovations Stockport, Rochdale Mind, Big Life, Groundwork Trafford, and Salford Mind.

Safeguarding Priorities in 2023-24

TOG Mind safeguarding priorities for 2023-24 will be:

- auditing safeguarding records
- defining responsibilities of safeguarding and Caldicott leads and roles and consolidating Caldicott learning and exploring internal practices.
- Improving training around Prevent and the Mental Capacity Act
- Familiarising the workforce with updated ARCC and MASH procedures and structures.

Key Challenges

Our key challenges will be managing time and resource as well as inconsistency in knowledge due to staff turnover.

Positive Steps



Positive Steps is a charitable organisation which works with children, young people, families and adults, supporting them to make positive changes.

We provide a range of services which are designed to meet our vision: people and communities inspired to take control of their lives.

Safeguarding and Positive Steps

Safeguarding is a key function for our services, be that in prevention, identification or response to safeguarding concerns.

Safeguarding in 2022-23

During 2022-23, Positive Steps recognised trends in relation to adult mental health; the impact of poverty including debt and issues concerning access to benefits; and appropriate housing linked to overcrowding, hoarding, inaccessible homes, unfit homes and homelessness.

During 2022-23, Positive Steps have:

- created better links with the Adult Referral Contact Centre (ARCC) and our early intervention and prevention service; this helps to safeguard adults and ensure they are escalated appropriately when needed.
- delivered a series of safeguarding learning events at Positive Steps for staff and volunteers including adult safeguarding themes of domestic abuse and the Mental Capacity Act.
- Offered Mental Health First Aid training which was attended by a cross-cutting group of staff in the organisation.
- Ensured a member of staff represented the organisation at a Greater Manchester Hoarding conference, working

closely with our partners at Tameside, Oldham and Glossop Mind to support further learning and improved practice around this area of safeguarding.

Successful Multi-Agency Safeguarding Work

Two members of Positive Steps staff have been trained to be able to deliver domestic abuse training for the partnership. This training has been delivered to two groups of staff so far with a view to further rolling this out in 2023-24.

We have worked closely with partners to develop the emerging Living Well offer for adults with mental health issues. We now have a dedicated post for adults with mental health issues.

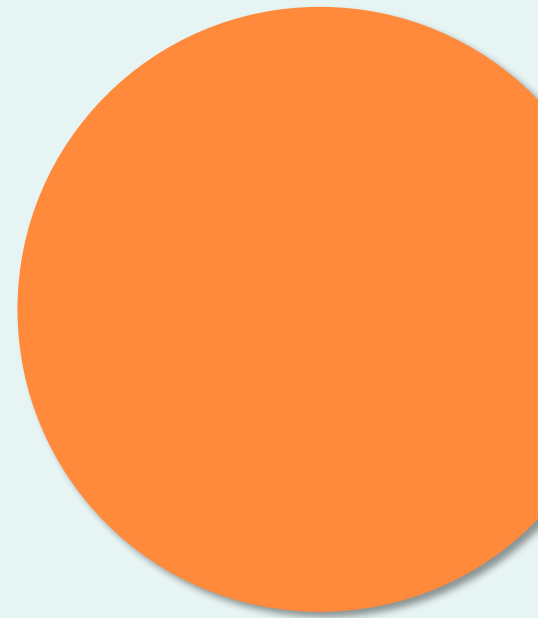
Safeguarding Priorities in 2023-24

Positive Steps safeguarding priorities for 2023-24 will be:

- Embedding multi-agency safeguarding and risk management pathways for adults who we identify through our prevention services and in the community.
- Continuing to work on developing the offer for adults with mental health issues as part of Living Well model.
- Developing our approach to supporting adults with housing issues and in poverty including promoting the resources around hoarding and neglect.

Key Challenges

Our key challenge will be managing the high levels of demand for services and ensuring adults receive earliest possible help to prevent escalation to safeguarding.





Greater Manchester Fire and Rescue Service (GMFRS) is one of the largest Fire and Rescue Services outside London with more than 1,637 members of staff and 41 fire stations, covering an area of approximately 500 square miles and a culturally diverse population of 2.8 million people. With an international airport serving over 200 destinations, a major motorway network plus over 200 train and tram stations, Greater Manchester presents some of the most operationally varied challenges you will find.

Our vision is to make Greater Manchester a safer place by being a modern, community focused and influential Fire and Rescue Service. We aim to provide the best emergency response we can to our communities; this is our primary function, but our role is much broader than this. We have focused on prevention and protection work over the last decade to try and stop incidents happening in the first place, improving community outcomes in a variety of ways, educating, and developing young people and making fire station facilities available and more welcoming to the public.

Safeguarding and GMFRS

Safeguarding is a strategic responsibility of the organisation which is centrally managed through the Safeguarding Policy and Practitioners Group chaired by the lead safeguarding officer.

All internal safeguarding processes are aligned to the organisation safeguarding policy, which was reviewed and revised in 2021. The approach to safeguarding throughout the organisation is policy driven and systematically structured. Effective compliance and monitoring of performance and practice is undertaken at an individual borough level and at an organisation wide level.

Safeguarding in 2022-23

The key adult safeguarding themes for GMFRS in 2022-23 were related to self-neglect, hoarding, mental health and substance misuse.

Our top adult safeguarding achievements or areas of progress in 2022-23 included:

- the addition of level 3 accredited training for designated safeguarding officers (DSO)
- DSO supervision support sessions
- revision of our safeguarding policy
- the successful implementation of a case management system to ensure all safeguarding concerns are effectively recorded and managed as required.

- The introduction of a new internal performance monitoring system for safeguarding referrals.

Making Safeguarding Personal & Safeguarding Adult Review Learning

The GMFRS approach to safeguarding from policy to practice strives to make safeguarding personal with the focus on the individual and their needs at all times. The GMFRS Home Fire Safety Assessments (HFSA) adopt a person-centred approach, focusing the questions within the fire risk assessment on the person, occupation (their activities) and the environment which they live in. This approach allows not only fire risks to be identified but also safeguarding concerns.

Learning from SARs is discussed at the safeguarding policy and practitioner meetings and the learning disseminated throughout the organisation to improve policy and practice. Making Safeguarding Personal and SAR learning are embedded in the learning resources provided to designated safeguarding officers and all front line staff.

Successful Multi-Agency Adult Safeguarding Work

GMFRS staff have played a key role in supporting the OSAB hoarding task force and have also provided hoarding awareness training to partner agencies. We have also supported safeguarding professionals meetings.

Safeguarding Priorities in 2023-24

Priorities in 2023-24 will be to:

- continue to develop and support designated safeguarding officers and provide improved training opportunities to all front line staff
- support the safeguarding boards throughout Greater Manchester
- streamline our safeguarding reporting and recording process and improve quality of safeguarding referrals through training and support provided to front line staff.

Key Challenges

Staffing levels within the prevention teams mean that supporting safeguarding professionals stretches the available resources and attendance at all professionals meetings is not possible. However, demand is managed through focused prioritisation to ensure all required actions from the organisation are carried out to support vulnerable individuals within the community.

Thank you from us

