

STRATEGIC PLAN

2018 - 2021



This Strategic plan is a public document.

It can be accessed on the website of Oldham Local Safeguarding Children Board: https://www.oldham.gov.uk/lscb/info/1/about_the_board

Approved by Oldham LSCB on 24 May 2018

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Foreword

The publication of this three year strategic plan for safeguarding children in Oldham during the period April 2018 to March 2021 marks a significant moment in the Partnership for child protection in the Borough. I wish to highlight three significant aspects of the strategy which seek to impact upon the Partnership, although there are other aspects which merit close attention.

The first 12 months of implementation will see the last full year of the life of the Safeguarding Children Board and the development of revised arrangements for the local governance of safeguarding across the Partnership. This is in line with the findings from the Wood Review (2017) and the subsequent legislation (The Children and Social Work Act 2017) which mandated that change. While we can expect that the local structures for governance of safeguarding may change, we can also expect that the commitment of the Partners to the engagement in effective safeguarding of children will be undiminished. The references throughout this document to the Board/Safeguarding Partnership is to assure the reader that the strategic aims, priorities and standards identified for safeguarding children in Oldham will be consistent across the changes to governance arrangements.

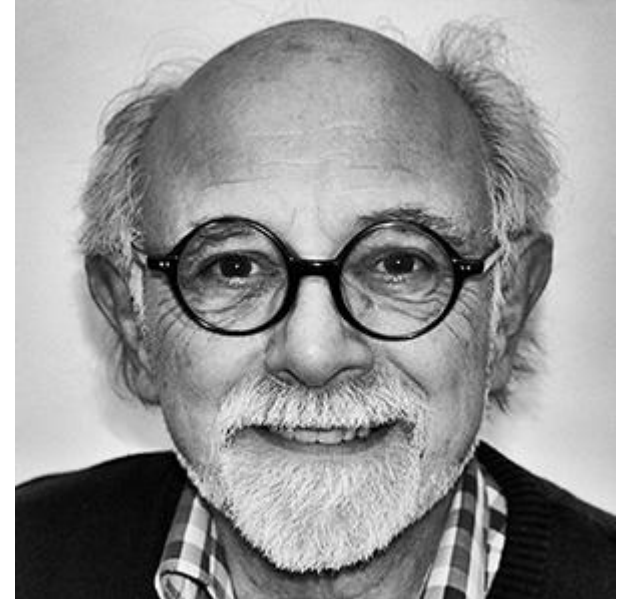
The six strategic aims identified in the strategy are the touchstone to what the Partnership wishes to attain over the next three years. The Board/Strategic Partnership will regularly be monitored and evaluated on its journey to their attainment. The annual business plan which will be produced for each 12 month period will reflect priorities that promote these strategic aims and strategies to accelerate their delivery.

Thirdly the document contains a statement of standards by which the Board/Strategic Partnership will operate and by which it will be further evaluated. We need to ensure the local Partnership is robust, challenging and effective. We hope that public confidence in local safeguarding arrangements will be enhanced by the transparency of our standards.



Dr Henri Giller

Independent Chair, Oldham Safeguarding Children Board.



Our demography

Oldham's population currently stands at 232,724, with 114,774 males (49.3%) and 117,950 females (50.7%) (ONS: Mid-Year Estimates 2016), making it the seventh largest borough in Greater Manchester.

Levels of deprivation across the borough are generally ranked among the highest in the country. Relative to other authorities, Oldham's ranking in terms of levels of deprivation has maintained a steady downward trend since 2004, according to the Indices of Multiple Deprivation. Despite this, Oldham has managed to maintain its position in terms of employment and has even seen a slight improvement in its relative position regarding income.

Oldham has a higher proportion (22.5%) of non-white Black and Minority Ethnic (BME) residents than in the North West (9.8%) and England (14.6%). This proportion has increased from 13.5% in 2001¹ (See page 8). The ethnic composition in Oldham currently stands at 77.5% White, 10.1% Pakistani, 7.3% Bangladeshi and 5.1% 'other'.

Oldham is home to 58,305 children and young people aged 0-17. This is 25.3% of the borough's population. From 2010 to 2016, Oldham has seen a 12.2% increase in the number of primary school age children, compared to an increase of just 0.2% in secondary age children. A total of 114 schools provide education for the compulsory years with 88 primary schools, 19 secondary schools, 6 special schools and a Pupil Referral Unit.

The number of Children Looked After (CLA) in Oldham has been significantly increasing over the past 3 years. The number of children coming to care has been increasing at a faster rate than those leaving care, and as a result has led to the continued increase in the CLA cohort. There were 540 children who were looked after at the end of February 2018, at a rate of 91.5 (per 10,000). Oldham is now much more in line with the statistical neighbour rate of 92.2, whereas historically Oldham has always been below the CLA rates of stat neighbours.

The number of children subject to child protection plans (CPP) has seen a sharp increase in February at 592. This is due to an increase in the number of children coming onto plans and a decrease of children coming off plans. Over the last 12 months there have been 752 children who have become subject to a CPP, at a rate of 127.9 (per 10,000), which is significantly above the statistical neighbour rate of 73.3. The majority of plans that have started in the last 12 months have been due to emotional abuse, accounting for 52.0% of plans.

¹ *The latest official ethnicity figures are from 2011 census

Our Context

Working Together and new safeguarding arrangements

Following Alan's Wood review of Local Safeguarding Children's Boards (May 2016), the Children and Social Work Act 2017 includes the following recommendations arising from the review:

- A new model of accountability for safeguarding children, placing equitable responsibility on three safeguarding partners: Local Authority, Police and Health. This including a duty on these partners to work together and with any relevant agencies identified with a role in safeguarding and promoting the welfare of children
- A new system of local and national reviews which will replace Serious Case Reviews
- Transfer of responsibility for child death policy from Department for Education to Department of Health.

The Act received Royal Assent in April 2017, but has not yet been commenced.

Oldham LSCB took part in the national consultation in relation to the new Working Together guidance, which is due to be published in Spring 2018 and have started discussions locally and across Greater Manchester about the new safeguarding arrangements for Oldham.

The proposed arrangements and subsequent implementation will be a key focus for the Board in 2018/19.

Police and Crime Plan

The Police and Crime Plan, "Standing Together" was launched in March 2018 and identifies three key priorities: 1. Keeping people safe, 2. Reducing harm and offending and 3. Strengthening communities and places. Priority 1 identifies safeguarding children as a key area of focus for 2018, and specifically transitions, complex safeguarding, missing children, female genital mutilation and so called honour based abuse.

All of these areas are echoed as priority areas for Oldham LSCB over the next three years.

Safeguarding Adult Board

The Oldham Safeguarding Adult's Board strategy statement for 2018-2022 identifies three priority areas of work:

- Transitions
- Prevent
- Domestic abuse

Again these priorities align with those of the LSCB and therefore opportunities for joint working in these areas will be explored throughout year one.

Health and Wellbeing Board - Local Care Organisation

Oldham Cares is a whole system approach, bringing together existing health and social care services to improve health and quality of life; and deliver high quality, joined up health and care services now and in the future. Working under a Section 75 agreement the arrangements are largely focused on the integration of Adult Social Care and Health at present however a single commissioning function will exist across the local care organisation which will include elements of children's commissioned services such as school nursing and care packages/ short breaks for children with special education needs and disabilities.

This move will build on the work of the Early Years' transformational programme which saw the introduction of the Right Start service and Family Nurse Partnership to support the aim of ensuring that children in Oldham are developing well and are ready for school. Whilst oversight of the Early Years transformation programme sits with the Best Start in Life Partnership and ultimately the Health and Wellbeing Board, the strong links between the two will ensure that safeguarding continues to be embedded within the delivery of these services.

Community Safety and Cohesion Partnership

The community safety and cohesion partnership plan 2016-2019, identifies six key priorities. Priority two relates to "Protecting people and communities from harm." Within this priority it highlights areas of concern including: Domestic abuse, Child Sexual Exploitation, Human Trafficking, Modern Slavery and Honour Based Violence. An additional area of focus is young people linked to organised crime.

The work of the CSCP and the LSCB reveal significant overlaps and year one of the Board's plan will focus on working together with the CSCP, as well as other relevant boards to develop a joint strategic approach to the issues affecting our children and young people.

Corporate Parenting Panel

Oldham's corporate parent plan is currently being refreshed.

However as corporate parents the Local Authority and our partners share with the Local Safeguarding Children's Board the responsibility for ensuring the safety and wellbeing of our children looked after and care leavers. Key areas of focus include:

- The extent to which young people in care go missing and are subsequently at risk in a number of ways including Child Sexual Exploitation. There needs to be a robust local response based on an understanding of why our young people go missing and what can be done to prevent this.
- Oldham's comparably high number of children looked after placed at home is another area that the Local Authority is currently scrutinising.
- The sufficiency of provision for children looked after is also a key issue. With rising numbers in the system the type of placement in which young people are placed needs to match their needs and be kept under regular review.
- Our children looked after have often experienced trauma and in addition to making them safe we need to address their therapeutic needs.

The work of the Corporate Parenting Panel will be presented to the Board on a bi-annual basis.

Oldham Education Partnership

Oldham Education Partnership is a Partnership of all Education Providers in Oldham with the purpose of improving outcomes for all children and young people in Oldham. The Partnership and Board have recently introduced a new multi agency subgroup to address safeguarding and wellbeing issues in education. The subgroup will report to both the Partnership and the Board and provide the connectivity between enhancing the safeguarding response of education providers and the improving the educational attainment and achievements of our children in young people. This joint approach recognises that in order for children and young to achieve their full potential they need to feel and be safe in school, at home and in the community.

Our Vision

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

This vision is underpinned by the strategic aims and priorities identified throughout the business plan for 2018/21. It supports the principle that safeguarding is everyone’s business and reinforces the need for us all to work together in order to support children and young people in Oldham to achieve their full potential.

Our Strategic Aims

By 2021 safeguarding partners in Oldham will aim to have achieved the following strategic aims:

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

Our Partners

The following partners are key to the delivery and achievement of our aims:

- Oldham Council
- Oldham Clinical Commissioning Group
- Greater Manchester Police
- Oldham education establishments, including schools, academies, independent schools, colleges and madrassas
- National Probation Service
- Community Rehabilitation Services
- Positive Steps - Youth Justice Service
- Pennine Acute
- Pennine Care
- Bridgewater
- Housing providers
- CAFCASS
- Voluntary and community groups

Our Standards

In order to ensure that we are effectively delivering our statutory responsibilities we have identified the following key standards to measure ourselves against:

1. Outcomes for Children and Young People

1.1 The Board/Safeguarding Partnership can demonstrate that the development of safeguarding cultures is a key operational and strategic goal for all Partners

2. Participation

2.1 The Board/ Safeguarding Partnership actively engages with children and young people, using what it hears to continually inform policy, strategy and forward planning

2.2 The Board/ Safeguarding Partnership actively engages with safeguarding stakeholder groups using what it hears it continually inform policy, strategy and forward planning

3. Vision, Strategy and Leadership

3.1 The Board/ Safeguarding Partnership has access to a wide range of high quality data and information which feeds into policy, strategy and forward planning

3.2 The Board/ Safeguarding Partnership has a clearly defined, easily accessible and well-communicated strategic plan, which includes clear leadership roles for the implementation of required objectives and milestones

4. Working Together

4.1 The Board/ Safeguarding Partnership can demonstrate the participation and engagement of all safeguarding stakeholders in the annual business plan

4.2 The Board/ Safeguarding Partnership actively promotes strong collaborative working arrangements between themselves, local safeguarding stakeholders and related partnerships and boards

5. Resource and Workforce Management

5.1 The Board/ Safeguarding Partnership is resourced to fulfil its legal responsibilities and manages those resources effectively

5.2 The Board/ Safeguarding Partnership and its stakeholders have clear lines of responsibility and accountability for the identification, response to safeguarding risks and needs and the delivery of quality services

5.3 The Board/ Safeguarding Partnership facilitates the delivery of suitable learning opportunities for the staff of Partners and local stakeholders on safeguarding policies, procedures and priorities

6. Service Delivery and Effective Practice

6.1 The Board/ Safeguarding Partnership defines key indicators and business reports that are used to measure the performance of safeguarding stakeholders' services in relation to risk prevention, the promotion of well-being and intervention in situations of concern

6.2 The Board/ Safeguarding Partnership can clearly demonstrate that assurance mechanisms are in place to monitor the effectiveness of safeguarding activity and the practice of stakeholders

6.3 The Board/ Safeguarding Partnership publishes an annual report that clearly and honestly details how effective the work of the Partners and their stakeholders has been.

7. Commissioning

7.1 The Board/ Safeguarding Partnership can demonstrate that it receives assurance from the Partners and their stakeholders that they are commissioning safe services and that they have the means to act where this may not be taking place

7.2 The Board/ Safeguarding Partnership effectively commissions local safeguarding reviews and where applicable other review and assurance processes.

8. Improvement and Innovation

8.1 The Board/ Safeguarding Partnership is committed to continuous improvement in its policies, strategies, service priorities and evaluations of outcomes

We intend to review progress against these standards at the Board's annual development day.

Our core functions

Until the new safeguarding arrangements are agreed and implemented within Oldham the Board will continue to undertake its core functions which include:

Serious Case Reviews

Audit and Scrutiny

Performance Management

Policies and Procedures

Child Death Overview Panel

Multi Agency Safeguarding
Training

Communications

In addition to core functions, each of which will have its own action plan, the Board has identified priority areas of focus for 2018/19.

Enhancing the Partnership's role in quality assurance

During 2017/18 the Board has developed its role in terms of scrutiny and oversight with the adoption of a new multi-agency case evaluation process. Using the Joint Targeted Area Inspection (JTAI) framework and themes as a guide the Board, led by the Audit and Scrutiny subgroup, has undertaken three multi-agency case evaluations into the following areas of business:

- Children living with domestic abuse;
- Children experiencing neglect;
- Children at risk of child sexual exploitation

This process has evidenced excellent multi-agency scrutiny and challenge leading to identification of good practice and areas for improvement and will continue to be embedded as the Board's audit process moving forward.

In order to further enhance the Board's role in constructive challenge, both to and from agencies and communities key priorities for 2018/21 will be to:

- develop of a greater understanding across all agencies of "what good looks like"
- embed a culture of effective and confident challenge across safeguarding partners
- encourage transparency and escalation of concerns via agreed pathways
- invite and engage with independent scrutiny of the work of the Board and its partners
- support the development of multiagency supervision for case holders working across the system, sharing the learning from the pilot and developing opportunities for training.

A key driver in the delivery of Board's scrutiny and challenge will be the development of a performance and quality assurance framework that will detail the priorities outlined above and promote a greater use of multi-agency performance data to highlight areas of interest.

By enhancing the partnership's role in quality assurance safeguarding partners will be supported to review their individual and collective response to practice and determine whether it resulted and/or continues to result in the best outcomes for children and families in Oldham.

Key strategic aim: Partners hold one another to account effectively

Our Priorities

Domestic Abuse

Any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality.

Where are we now: Domestic abuse continues to be a significant issue, both with children living with domestic abuse but also a growing trend of young people experiencing abuse within their own relationships. Between Q1 and Q3 of 2017/18 there were 1906 notifications of domestic abuse where a child was recorded as living at the address. This is an increase of 5.5% compared to the same time period in 2016/17. A new domestic abuse competency framework has been developed to ensure professionals are able to access appropriate training. Strategic responsibility for domestic abuse and safeguarding is devolved to the Domestic Violence Partnership who report bi-monthly to the LSCB executive group.

Where do we want to be by 2021: To have a competent and confident workforce who are able to recognise and appropriately respond to the needs of children affected by domestic abuse. This will be led by a clear domestic violence and abuse strategy that is fully reflective of children's safeguarding priorities.

How are we going to get there:

- Work closely with the Community Safety and Cohesion Partnership and the Safeguarding Adults Boards to ensure that safeguarding is integral in the Domestic Violence and Abuse Strategy for Oldham
- Work with the Domestic Violence Partnership to review the use of Domestic Abuse, Stalking and Harassment and Honour Based Violence (DASH) risk indicator checklist across agencies to support understanding of risk
- Review multi-agency access and impact of training in line with the domestic abuse competency framework

What difference will it make for children and young people: the needs of children and young people affected by domestic abuse will be identified and assessed more effectively resulting in more timely and appropriate intervention.

Key strategic aim: Excellent practice is the norm across all practitioners in Oldham

Complex and Contextual Safeguarding:

Complex safeguarding includes Modern Day Slavery (including Sham Marriages and Human Trafficking), CSE, FGM, Forced Marriage, and Honour Based Abuse, organised and gang crime and radicalisation.

Contextual Safeguarding is an approach to understanding and responding to young people's experience of significant harm beyond their families. It recognises that the different relationships that young people form in their neighbourhoods, schools and online can feature violence and abuse.

Where are we now: Significant work has been undertaken with regards contextual safeguarding in Oldham beginning with the development of resources and ongoing input to schools on issues such as consent, sexting and pornography; mandatory peer on peer abuse training was delivered to all board members and more recently the development of a pathway to define the multi-agency response to peer on peer abuse in Oldham. Oldham LSCB also hosted the contextual safeguarding network event for schools and colleges in February 2018 leading to ongoing work in schools to audit their responses to contextual safeguarding issues. Whilst work relating to complex safeguarding has taken place across Greater Manchester there is more to do locally, with the approach needing to be joined up with the Safeguarding Adult's Board and Community Safety and Cohesion Partnership.

Where do we want to be by 2021: To have a clear understanding of the scale of complex and contextual safeguarding within Oldham, with a clear multi-agency response to raising awareness with children and young people, assessing their needs and providing appropriate support.

How are we going to get there:

- Develop a profile analysis for each of the elements of complex safeguarding in order to inform the development of a complex and contextual safeguarding strategy for Oldham
- Identify existing groups across the Partnerships to own and progress work relating to the elements of complex safeguarding
- Embed clear lines accountability for reporting with regards complex safeguarding
- Implement the peer on peer pathway and ensure professionals are aware of the process
- Work in partnership with schools to support the delivery of key messages relating to complex and contextual safeguarding

What difference will it make for children and young people: Children and young people will have greater awareness of the risks relating to complex and contextual safeguarding in order to safeguard themselves. Where children and young people are affected by these areas of risk their support needs will be identified and assessed in a timelier manner, leading to more effective interventions.

Key strategic aim: Early identification of safeguarding issues

Children not accessing education including Elective Home Education

Section 436A of the 1996 Education Act gives local authorities the duty to identify any child of compulsory school age that is not registered at a school or not receiving suitable education other than at a school. Suitable education must be full time, which is defined as 25 hours per week for 39 weeks per year at a school or in alternative provision. If a young person is not receiving this entitlement fully they are considered to be Missing from Education.

Elective home education is the term used by the Department for Children, Schools and Families (DCSF) to describe parents' decisions to provide education for their children at home instead of sending them to school. This is different to home tuition provided by a local authority or education provided by a local authority other than at a school.

Where are we now: In March 2018 there were 182 pupils missing from education in Oldham and 141 who were being electively home educated. Children are not accessing education including those who are electively home educated has been identified as a safeguarding concern the Board's Multi Agency Case Evaluations. Furthermore the current Integrated Communities strategy green paper states, *".....our concern revolves around cases where children are not receiving a suitable education, and those cases where children are said to be 'home educated',It is essential that local authorities can identify children who are missing education or who may be neglected or taught to hate and be intolerant."*

In Oldham, closer working has been established between the inclusion team and children's social care with the team now being based within MASH. The LSCB has also established a new Safeguarding and Wellbeing in Education partnership group which jointly reports to the LSCB and Oldham Education Partnership and has clear links to the Behaviour and Attendance Partnership.

Where do we want to be by 2021: All children in Oldham are accessing suitable education and where children are electively home educated that this provision is of a suitable standard.

How are we going to get there:

- Ensure robust reporting from schools with regards children missing from education including elective home education by developing local guidance for education establishments about what to do if children are missing from education
- Support the development of processes which allow the local authority to undertake welfare checks before a child is taken off roll from school
- Explore options to establish a threshold and response for “educational neglect” when a child is regularly missing from education and/or there are concerns about safeguarding

What difference will it make for children and young people: More timely and effective intervention will be available for children and young people when they are not accessing education, ensuring that they are safe and well.

Key strategic aim: Information is shared effectively

Transitions

Young people with ongoing or long-term health or social care needs may be required to transition into adult services. Transition is defined as a purposeful and planned process of supporting young people to move from children’s to adults’ services. The LSCB is particularly interested in the transition pathways relating to:

- Children’s Social care to Adult Social Care including disability services
- Youth Justice to Adult Justice services
- Child mental health to adult mental health services
- Child substance misuse to adult substance misuse services
- Primary education to Secondary education and Further education

Where are we now: A report to the LSCB in July 2017 identified that transitions pathways for substance misuse, youth justice and mental health services were robust but that further work was required regarding transition from children’s to adult social care with particular regards to children with disabilities. In addition the safeguarding and wellbeing in education partnership has since identified that transition from primary to secondary school and then on to further education often results in issues relating to sharing of relevant safeguarding information.

Where do we want to be by 2021: To have a clear transitions process from children’s services to adult services that ensures that that agencies work together to develop a transition plan that begins at an early stage, involves the young person and their family/carers and ensures that appropriate safeguarding information is shared.

How are we going to get there:

- Develop a joint Transitions subgroup with the Safeguarding Adult's Board
- Review current policies and pathways for all of the above areas relating to transitions
- Involve children and young people, family and carers in the review of existing policies and pathways
- Establish clear policies regarding information sharing about safeguarding concerns when children are moving to adult services

What difference will it make for children and young people: children and young people will be involved in and clear about their plan for transitions and will be safeguarded at all stages of the move.

Key strategic aim: Information is shared effectively

Understanding the impact of trauma on children and young people

Trauma and neglect at an early age can impair the development of many of the brain functions and affect the development of thinking, relationships memory and health. Exposure to repeated stress means that the structure and function of the brain may not develop properly just as repeated positive experiences help the brain to grow properly have not This may mean that some young people who have not received nurturing and safe caring will have difficulty in regulating emotions and impulses. They may also have an excess of the stress hormone cortisol which makes them hyper vigilant and wary even in situations where they are safe. (Action for children).

Where are we now: Oldham LSCB approved a pilot of the Trauma Symptoms Checklist for Children (TSCC) in Feb 2017. Staff from Children's Social Care, Healthy Young Minds and Youth Justice Service were trained and supported by clinical psychologist, Norma Howes to use the checklist with children and young people over a six month period. Initial feedback from the pilot was very positive and the LSCB approved a further roll out of the TSCC in September 2017.

In addition staff from the Family Nurse Partnership (FNP) are using the Adverse Childhood Experiences (ACES) toolkit with service users they are supporting.

Where do we want to be by 2021: To have professionals appropriately trained to utilise a continuum of tools including the ACES toolkit and the TSCC in order to fully assess the impact of trauma on children and young people and to commission appropriate support to meet the needs identified.

How are we going to get there:

- Work with partners from the local authority and health to understand the range of trauma tools available and how they can best be utilised.
- Provide cost benefit analysis for both ACES toolkit used within the Family Nurse Partnership and the TSCC used within Children's Social Care, Healthy Young Minds and Youth Justice Service.

- Work with commissioning colleagues to develop a business case for continued workforce development in relation to use of the tools and to ensure appropriate support is available to meet the needs identified.

What difference will it make for children and young people: children and young people will be able to access more appropriate support based on their needs resulting in improved wellbeing

Key strategic aim: Excellent practice is the norm across all practitioners in Oldham

Child's lived experience

In order to meet the needs of children it is necessary to understand what a day in their lives is like. Observation of children's behaviour and interactions, in addition to listening to and hearing children is essential to ensure that their needs are at the heart of every assessment we undertake and every decision that we make. This is equally applicable to the development of strategies and policies as it is to direct work with the child.

Where are we now: A significant amount of work has been undertaken across partner agencies, supported by multi-agency briefings to support professionals to reflect the voice of the child within assessments and decision making. The recent multi-agency case evaluation highlighted that the voice of the child was an area of strength within the cases that were evaluated.

The Board works closely with the Youth Council and Children in Care Council and ensure they are involved in the development of strategies and policies.

Where do we want to be by 2021: To be confident that all professionals recognise and fully reflect the child's lived experience, including those who are non-verbal and that all children and young people have the opportunity to be involved in the work of the board and its partners.

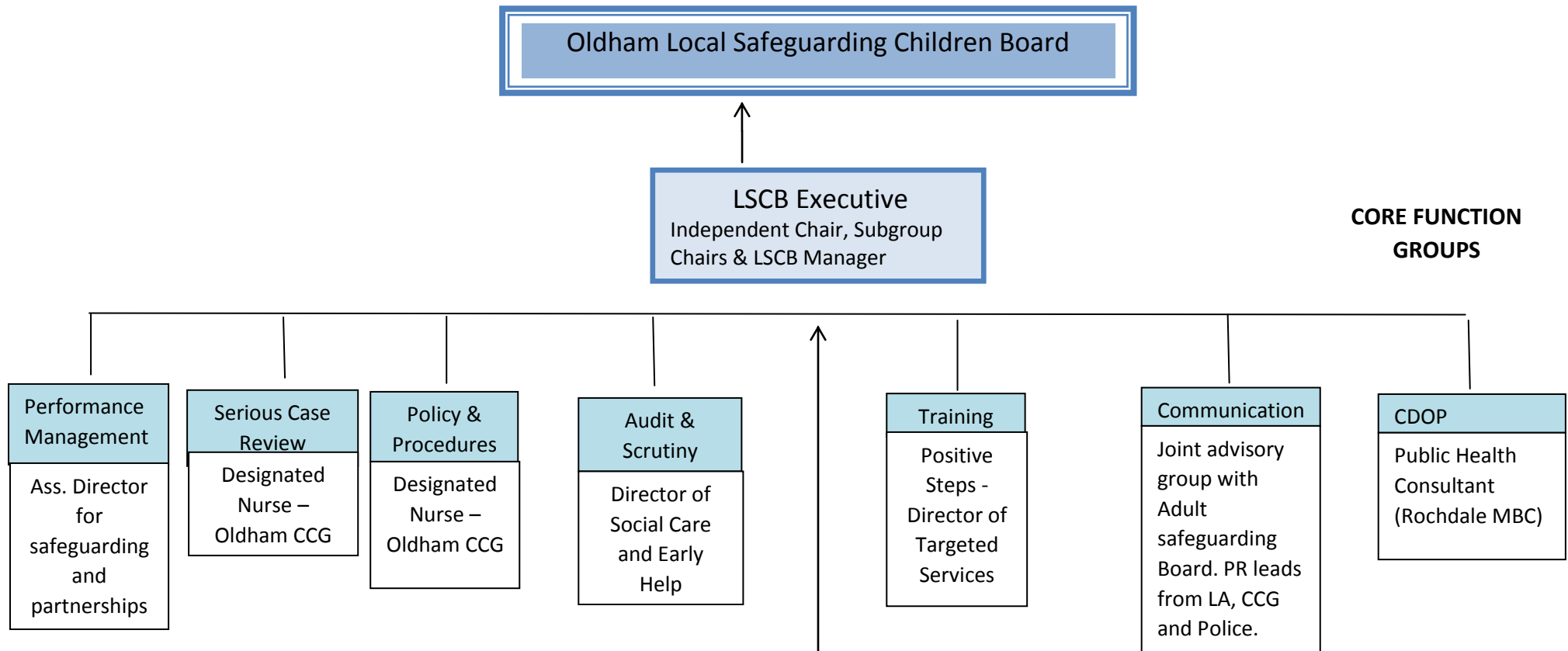
How are we going to get there:

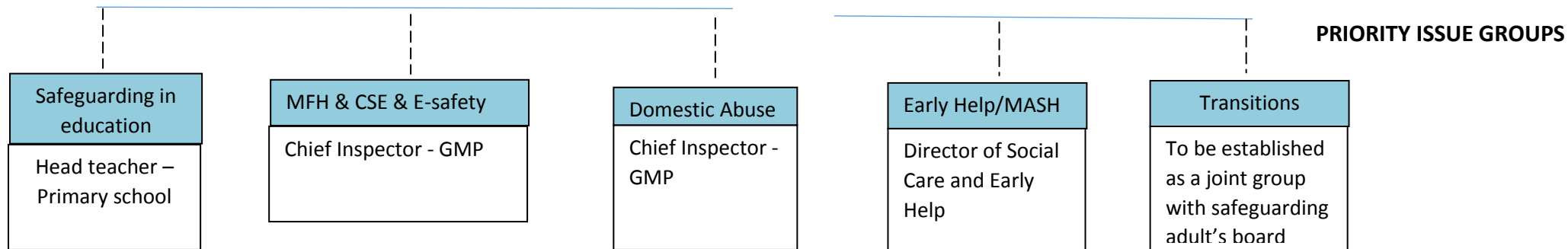
- Change our terminology to refer to the "Child's lived experience" rather than the child's voice
- Continue to assess the child's lived experience via multi agency case evaluations and serious case reviews
- Explore opportunities to work with wider groups of children and young people to support the work of the Board
- Support the development of a new assessment model for use across the partnership

What difference will it make for children and young people: planning and decision making will be fully informed by and reflective of children and young people's wishes and feelings.

Key strategic aim: Learning is promoted and embedded

Our Board structure





Business Plan 2018/19

Priority: Development of the new safeguarding arrangements for Oldham

Aim: To have a new model of accountability for safeguarding children supported by relevant agencies identified with a role in safeguarding and promoting the welfare of children.

Link to strategic aim: The public feel confident that children are protected

Objective	Date for completion	Who Responsible	Outcome Measure	Progress and Evidence RAG	Impact
Establish a task and finish group to develop the statement of future	April 2018*	Lisa Morris	A task and finish group will have been established with		

arrangements for Oldham			relevant partners engaged		
Development of a proposal for future arrangements	September 2018	Task and Finish group	Partnership proposal will have been developed		
Consultation on proposed future arrangements	October 2018	Task and finish group	Key stakeholders will have had the opportunity to comment and contribute to the proposal		
Independent scrutiny of proposed arrangements	December 2018	Task and finish group	Proposals will have been independently scrutinised and open to challenge		
Submission of proposed arrangements to secretary of state	January 2019	Lisa Morris	Proposal submitted		
Publication of proposed arrangements	April 2019	Lisa Morris	Arrangements publicised		
Implementation of proposed arrangements	July 2019	Task and finish group	New arrangements implemented		

**Please note these dates are subject to change as they are dependent upon when the revised regulations have been through parliamentary debate and vote.*

Priority: Enhancing the partnership’s role in challenge and scrutiny

Aim: To continue to develop the Board’s learning and improvement process leading to improved practice across all partner agencies

Link to strategic aim: Partners hold one another to account effectively

Objective	Date for completion	Who Responsible	Outcome Measure	Progress & Evidence RAG	Impact
Develop a performance and quality assurance framework for the Board	May 2018	Lisa Morris Audit & Scrutiny subgroup Performance subgroup	A clear framework, is owned and understood by all key partner agencies, that enables the Board to fulfil its duty to challenge effectively		
Develop of a greater understanding across all agencies of “what	June 2018	Audit & Scrutiny subgroup Training	A consistent, multi-agency agreed vision of good practice		

good looks like”		subgroup			
Embed a culture of effective and confident challenge across safeguarding partners	March 2019	Audit & Scrutiny Subgroup Performance subgroup Training subgroup	Partners feel confident and competent to challenge and be challenged		
Encourage transparency and escalation of concerns via agreed pathways	March 2019	Policy & Procedures subgroup	Partners understand the escalation pathway and feel confident escalate their concerns		
Invite and engage with independent scrutiny of the work of the Board and its partners	March 2019	Audit & Scrutiny subgroup Performance subgroup			
Support the development of multiagency supervision for case holders working across the system, sharing the learning from the pilot and developing opportunities	December 2018	Serious Case Review subgroup	Professionals are given the opportunity to discuss cases and identify ways to improve the multi-agency response		

for training.					
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Priority: Complex and Contextual Safeguarding					
Aim: To have a clear understanding of the scale of complex and contextual safeguarding within Oldham, with a clear multi- agency response to raising awareness with children and young people, assessing their needs and providing appropriate support.					
Link to strategic aim: Early identification of safeguarding issues					
Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	Progress & Evidence RAG	Impact
Develop a profile analysis for each of the elements of complex safeguarding: <ul style="list-style-type: none"> • CSE • Forced Marriage/ HBV/ FGM • Radicalisation • Modern day slavery 	July 2018 August 2018 August 2018	Performance subgroup to lead and task to: MFH/CSE subgroup DV Partnership Prevent steering group	Partners have a clear understanding of the profile of the issues and the levels of concern within in Oldham		

<ul style="list-style-type: none"> Organised and gang crime 	<p>August 2018</p> <p>July 2018</p>	<p>Challenger silver group</p>			
<p>Develop a complex and contextual safeguarding strategy for Oldham</p>	<p>May 2018</p>	<p>Lisa Morris</p>	<p>Partner agencies understand and own a multi-agency approach to addressing complex and contextual safeguarding</p>		
<p>Identify existing groups across the Partnerships to own and progress work relating to the elements of complex safeguarding</p>	<p>April 2018</p>	<p>Lisa Morris</p>	<p>Each issue is placed with the most appropriate subgroup to progress the work</p>		
<p>Embed clear lines accountability for reporting with regards complex safeguarding</p>	<p>May 2018</p>	<p>Lisa Morris</p>	<p>Governance for complex safeguarding is clear and partners understand where responsibilities for work streams lie</p>		
<p>Implement the peer on peer pathway and ensure professionals are aware of the</p>	<p>July 2018</p>	<p>Policy and Procedure subgroup</p>	<p>A clear multi agency process is embedded which allows agencies to develop plans to</p>		

process			address instances of peer on peer abuse/ violence		
Work in partnership with schools to support the delivery of key messages relating to complex and contextual safeguarding	August 2018	Safeguarding and wellbeing in education partnership	Schools/colleges with have a clear and consistent process for the delivery of key safeguarding messages to children of all ages.		

Priority: Domestic Abuse

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

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

Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	Progress & Evidence RAG	Impact
Work closely with the Community Safety and Cohesion Partnership and the Safeguarding Adults Boards to ensure that	May 2018	Lisa Morris DA Partnership	Safeguarding is a key consideration within all domestic abuse related priorities and work streams		

safeguarding is integral in the Domestic Violence and Abuse Strategy for Oldham					
Work with the Domestic Violence Partnership to review the use of Domestic Abuse, Stalking and Harassment and Honour Based Violence (DASH) risk indicator checklist across agencies to support understanding of risk	September 2018	DV Partnership	A better understanding of how well the DASH RIC is being used by professionals and agencies understanding of risk		
Review multi-agency access and impact of training in line with the domestic abuse competency framework	August 2018	Training subgroup	An understanding of the level of training being accessed by professionals, the appropriateness of the access and the impact on their work		

Priority: Children missing from education including elective home education

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

Link to strategic aim: Information is shared effectively

Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	Progress & Evidence RAG	Impact
Embed robust reporting processes from schools with regards children missing from education including elective home education	July 2018	Safeguarding and Wellbeing in education partnership Performance subgroup	Partners have a clear understanding of the number of children missing from education and are able to identify possible safeguarding concerns as a result		
Develop local guidance for education establishments about what to do if children are missing from education	June 2018	Safeguarding and Wellbeing in education partnership	Schools/ colleges are aware of and understand the process they must follow when children are missing from education		
Support the development of processes which allow	September 2018	Safeguarding and Wellbeing in education	A process is embedded across all schools and colleges that allows		

the local authority to undertake welfare checks before a child is taken off roll from school		partnership	appropriate safeguarding checks to be undertaken before a child is taken off roll		
Explore options to establish a threshold and response for “educational neglect” when a child is regularly missing from education and/or there are concerns about safeguarding	December 2018	Safeguarding and Wellbeing in education partnership	Partners recognise the links between safeguarding and children missing from education and an appropriate multi agency response is made available		

Priority: Transitions

Aim: To have a clear transitions process from children's services to adult services that ensures that that agencies work together to develop a transition plan that begins at an early stage, involves the young person and their family/carers and ensures that appropriate safeguarding information is shared.

Link to strategic aim: Information is shared effectively

Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	Progress & Evidence RAG	Impact
Develop a joint Transitions subgroup with the Safeguarding Adult's Board	April 2018	Lisa Morris	A joint group is established to ensure a full understanding of safeguarding issues relating to transitions		
Review current policies and pathways for identified areas relating to transitions	June 2018	Transitions group	Each area identified in the strategic plan is reviewed and action plans established where necessary		
Involve children and young people, family and carers in the review of existing policies and pathways	September 2018	Transitions group	Policies and pathways are appropriate to meet the needs of the people that they serve		
Establish clear policies	March 2019	Transitions group	Clear policies are		

regarding information sharing about safeguarding concerns when children are moving to adult services			established and partners, families and communities are aware of what they are		
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Priority: Understanding the impact of trauma on children and young people

Aim: To have professionals appropriately trained to utilise a continuum of tools including the ACES toolkit and the TSCC in order to fully assess the impact of trauma on children and young people and to commission appropriate support to meet the needs identified.

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

Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	Progress & Evidence RAG	Impact
Work with partners from the local authority and health to understand the range of trauma tools available and how they can best be utilised.	July 2018	Training subgroup	A clear understanding by partners of the range of tools available to assess trauma in children and young people		
Provide cost benefit analysis for both ACES	August 2018	Training subgroup	An understanding of the benefits across agencies of using trauma tools to		

<p>toolkit used within the Family Nurse Partnership and the TSCC used within Children's Social Care, Healthy Young Minds and Youth Justice Service.</p>			<p>appropriately assess need</p>		
<p>Work with commissioning colleagues to develop a business case for continued workforce development in relation to use of the tools and to ensure appropriate support is available to meet the needs identified.</p>	<p>October 2018</p>	<p>Training subgroup</p>	<p>Appropriate levels of support are available following trauma assessments</p>		

Priority: Child's Lived Experience

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

Link to strategic aim: Learning is promoted and embedded

Objective	Date for completion	Who Responsible / linked plan	Outcome Measure	Progress & Evidence RAG	Impact
Change our terminology to refer to the “Child’s lived experience” rather than the child’s voice	May 2018	All subgroups	A greater understanding across professionals of the need to reflect the experience of the child, irrelevant of whether this is communicated verbally		
Continue to assess the child’s lived experience via multi agency case evaluations and serious case reviews	March 2019	Audit and Scrutiny subgroup	To ensure that the child’s lived experience is reflected across all agencies’ work		
Support the development of a new assessment model for use across the partnership	March 2019	Policy and Procedures subgroup	A holistic model of assessment that is owned and utilise by all partner agencies		

Explore opportunities to work with wider groups of children and young people to support the work of the Board	September 2018	Lisa Morris	Wide range of young people are involved in and are able to influence the work of the Board and its partners.		
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