

Oldham

Adult Safeguarding Board



3 Year Strategy Statement

April 2018 – March 2021

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Foreword

As the Elected Member Representative on Oldham Safeguarding Adults Board, I'm very pleased to commend its Three Year Strategy Statement.

In local government, health and care services and voluntary sector, we're experiencing a period of great challenge and change so it's very important that, in strong partnership, we keep our eyes firmly on the goal of keeping Oldham's vulnerable residents safe from abuse and neglect and promoting their wellbeing.

Safeguarding is everyone's business and must be focussed on the needs of the individual. It's important that we have a shared vision for the growth and development of the board. The Three Year Strategy lays the ground for strong partnership working, improved sharing of information and good practice, mutual accountability and improved learning.

Through this strategy, the Oldham Safeguarding Adults Board can continue to grow and develop thus strengthening support and protection for Oldham people.

Cllr Jenny Harrison
Lead Member for Social Care & Safeguarding, Oldham Council

The publication of this three year strategic plan for safeguarding adults in Oldham during the period April 2018 to March 2021 marks a significant moment in the partnership for protecting adults in the Borough. After its initial three year phase of implementing and embedding its then new statutory responsibilities across the safeguarding partners, the Board now seeks to be ambitious in impacting upon the lives of vulnerable adults in the Borough.

This ambition can be seen in the statement of our vision contained in the document, and this vision will guide how we will implement the strategy. Our priority areas of work will be the main focus of the partners' safeguarding activity and through our strategic objectives we will seek to deliver on the vision we have outlined. Throughout the lifetime of this plan we will be monitoring the performance of the safeguarding partnership and the outcomes it achieves. There will be three points of focus for our monitoring and evaluation:

- Delivery on our priorities
- Delivery on our strategies; and
- Delivery on our vision

In this way we seek to ensure the development of public confidence that adults are protected by effective support and intervention from an effective partnership.

Dr Henri Giller
Independent Chair, Oldham Local Safeguarding Adults Board

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1. Introduction

Oldham Safeguarding Adults Board is a partnership of organisations whose aim is to safeguard adults who are vulnerable to, at risk of or are experiencing abuse and neglect.

As a statutory body the primary role of Oldham Safeguarding Adults Board is to strategically lead adult safeguarding within Oldham. The board is also required to assure itself that organisations and agencies across Oldham are effectively ensuring the safety and promoting the interests of adults who are vulnerable to abuse and neglect.

This strategy statement sets out the strategic aims of Oldham Safeguarding Adult Board over the next three years by identifying the partnerships shared vision and direction for safeguarding adults within Oldham. The strategy statement will also set out how the board will work towards these aims.

The statement is directly linked to:

- Our annual business plans which will detail how we will achieve our aims.
- Our annual report which evaluates our effectiveness in achieving our aims, and identifies where strategy may need to adapt and develop.
- Oldham Safeguarding Adult Boards 2018 peer review summary report and improvement plan which will provide an external analysis of the partnerships effectiveness and highlight further potential areas for strategic prioritisation.

2. Our Strategic Partnership

Oldham Safeguarding Adults Board is comprised of both statutory and non-statutory members:

Statutory:

- Oldham Metropolitan Borough Council
- NHS Oldham Clinical Commissioning Group
- Greater Manchester Police (Oldham Division)

Non-statutory:

- Pennine Care NHS Foundation Trust
- Pennine Acute Hospital NHS Foundation Trust
- Greater Manchester Fire and Rescue Service
- North West Probation Service
- Oldham Housing Investment Partnership
- North West Ambulance Service
- Age UK Oldham
- Positive Steps
- Miocare Group Limited
- Roselands Care Home Limited
- Health Watch Oldham
- Elected member representation

3. Our Partnership Approach

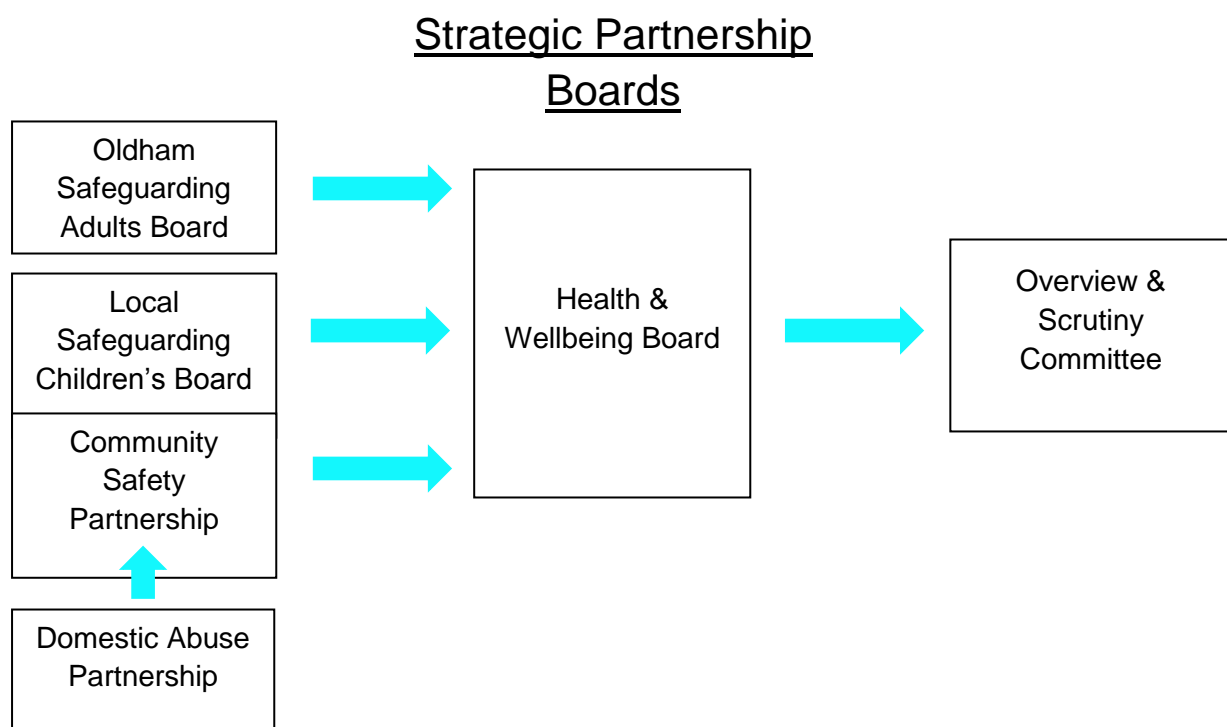
Our shared vision will be achieved by working together in partnership as communities, organisations and affiliated boards to maximise effective, forward looking strategies which safeguard adults.

The strategy underpinning our vision will remain flexible in approach. Where new risks are identified, or key aspects require review, the strategy will be amended to support the most effective means of preventing abuse and neglect, and promoting the wellbeing and safety of adults.

4. Local Strategic Partnerships

Oldham Safeguarding Adults Board works strategically alongside a number of other key strategic partnership boards within Oldham. As independent bodies, effective connections and working relationship between the boards have the capacity to maximise the effectiveness of joint strategic approaches and to support each other in meeting our safeguarding responsibilities. The relationships between the boards also offer opportunity for scrutiny.

The following diagram represents the current relationship between Oldham's strategic partnership boards. Identifying none hierarchical governance arrangements, this strategy document will be forwarded to Oldham's Health and Wellbeing Board for further discussion,



and to determine if they agree the arrangements reflected in the following diagram:

5. Our Statutory Duties

The Care Act 2014 requires that a local authority must have a Safeguarding Adults Board.

The Care Act 2014 states that there are three specific duties which underpin our work:

- We must publish an annual strategic plan detailing the main objectives of the board, who will implement these and how they will be achieved.
- We must publish an annual report detailing how we have worked towards achieving our objectives and what collectively we and individually member organisations have done to implement strategy. The annual report must also report the findings of any safeguarding adult reviews.
- We must decide when a Safeguarding adult review is needed, arrange for this to occur, and if it decides implement its findings. If the Safeguarding Adults Board decide not to implement findings the annual report must also cover why this decision was taken.

The Care Act 2014 also requires that a Safeguarding Adults Board must assure itself that local safeguarding arrangements are in place and help and protect adults in its area who:

- Have needs for care and support (whether or not the local authority is meeting any of those needs), and
- Are experiencing, or at risk of, abuse or neglect, and
- As a result of those care and support needs are unable to protect themselves from either the risk of, or the experience of abuse or neglect.

6. Our Vision

It is our vision as a board that:

The people of Oldham have a right to live safely, free from abuse and neglect, and are supported to do so by co-operative communities and organisations which:

- Do not tolerate abuse and neglect.
- Champion making safeguarding personal.
- Work preventatively through early identification of new safeguarding issues.
- Deliver excellent practice as the norm.
- Share Information effectively.
- Ensure that the public feel confident that adults are protected.

And where board partners:

- Prioritise their commitment to the board.
- Hold one another to account effectively.
- Promote and embed learning.

7. Our Underpinning Values

This strategy is underpinned by the collective values of the board which believe that:

- It is a human right to live a life free from abuse and neglect.
- Individualised, outcome focused safeguarding and public protection is the responsibility of the board partnership and the wider community.
- Preventative practice reduces the risk of abuse or neglect to adults with care and support needs.
- Multi agency working supports excellence in safeguarding practice.
- A holistic approach is at the heart of safeguarding practice.
- Individual rights to both to take risks and receive protection should be respected.
- Safeguarding is everyone's business.
- Partnership agencies are responsible for holding each other to account.
- Achieving excellence in safeguarding is a continuous process which occurs through a culture of learning.

8. Our Underpinning Principles

The work of the board will be based on the following principles:

Empowerment – People being supported and encouraged to make their own decisions and informed consent.

“I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens.”

Prevention – It is better to take action before harm occurs.

“I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help.”

Proportionality – Proportionate and least intrusive response appropriate to the risk presented.

“I am sure that the professionals will work in my interest, as I see them and they will only get involved as much as is needed.”

Protection – Support and representation for those in greatest need.

“I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want.”

Partnership – Local solutions through services working with their communities.

Communities have a part to play in preventing, detecting and reporting neglect and abuse.

“I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me.”

Accountability – Accountability and transparency in delivering safeguarding.

“I understand the role of everyone involved in my life and so do they.”

9. Our Development

Oldham Safeguarding Adults Board commenced its statutory functions in 2015 following the creation of statutory safeguarding adult's duties under the Care Act 2014. Through its leadership and assurance functions the board has strategically led on embedding Care Act compliance and the ongoing development of adult safeguarding in Oldham.

With a focus on the efficiency and effectiveness, the board itself has undergone a full review throughout 2015 – 18. A new Multi-Agency Adult Safeguarding Policy and operational procedures have been developed and implemented throughout this period. They focus on an outcome based approach to adult safeguarding which puts individuals at the centre of decisions about their wellbeing and safety, and support effective prevention of and responses to public safety issues.

Through 2016 –18 the board has responded to requirements for ongoing refinement of our policy and procedures in order to secure the delivery of a strong and consistent approach to adult safeguarding across front line practice in Oldham. The board recognises that that further prioritisation of the Making Safeguarding Personal approach, and a focus on clear and robust quality audit structures are now required to strengthen our safeguarding culture and provide assurance that our safeguarding priorities are embedded in practice.

The board further recognises that embedding care act compliance, promoting an individualised outcomes focused safeguarding culture and achieving strategic priorities is directly linked to the development of a robust and consistent multi agency workforce development strategy. The board has made significant progress in this area through review the partnerships multi-agency training strategies and has secured partnership commitment to a safeguarding competency framework. The framework is aimed to enhance front line provision of high quality safeguarding practice and support better outcomes for individuals. Our continued focus on workforce development will remain a long term priority for the board as part of our commitment to promoting a learning culture around safeguarding.

The appointment of a new independent chair in 2016 has strengthened the leadership of the board and provided clear structure, vision and direction. As a joint chair for Oldham's Safeguarding Children's Board, connectivity with our fellow strategic safeguarding partnership board has supported recognition of joint strategic aims and opportunities for collaborative working. Where these connections now contribute to an enhanced whole family approach to safeguarding in Oldham, the board has identified further opportunities to enhance connectivity with other strategic partnerships boards within Oldham.

The creation of an executive board has supported the development of the way in which work is organised by the board. Through oversight of planning and sub group activity the executive board now assist the transition from planning to delivering change. The commitment to strengthening the efficiency and effectiveness of the board requires consistent senior level membership from all partnership members. As an area of challenge identified in 2015 the position of the board is now significantly improved and an ongoing focus in this area will also remain in order to further improve the partnerships capacity to lead in preventing and responding to adult abuse and neglect.

Enhanced strategic communication between partners has shown real development in the last three years. The board recognises that this translation of enhanced communication to front line practice continues to be impacted by operational context and environmental factors affecting the borough of Oldham. Where continued financial and staffing capacity pressures exist across the partnership, participation, listening to and engaging with people receiving and providing safeguarding support will be essential to working with a resident focus and delivering on strategy.

The board's communication strategy with the wider public on safeguarding adults has to date been delivered largely through the local authority website. It is recognised by the board that wider contributions to communications strategies with the public will enhance our ability to understand the requirements of the local community and assure ourselves that the public understand how to protect themselves from and seek support in relation to abuse and neglect. This wider partnership approach is required to truly make safeguarding everyone's business.

With a continued focus on the efficiency and effectiveness of the board going forward we will now prioritise both our focus on internal development and seek to benefit from external scrutiny and opportunities to learn from others. Engagement in a peer safeguarding review with Stockport in 2018 will support reflection on our effectiveness as a partnership and further inform the direction of our strategic priorities. Opportunities and risks arising from the wider integration of the partnership, and across Greater Manchester will also create new demands. We will look to the wealth of data available across the partnership, Greater Manchester, the Northwest and nationally to support us to best understand our position and deliver on our duties through effective, inclusive plans which prevent and respond to abuse and neglect throughout the period 2018 – 2021.

10. Our Strategic Objectives

Oldham safeguarding Adults Board identified its strategic objectives for 2018 – 2021 at the board's development day in January 2018.

As a partnership we will:

- Focus on safety and wellbeing, supporting Oldham to define how it will prevent the abuse and neglect of adults.
- Seek assurance that effective leadership and partnership working is in place to prevent abuse and neglect and respond to adults who are at risk of or experiencing abuse and neglect.
- Raise the profile of the Making Safeguarding Personal approach and lead culture change for safeguarding adults in Oldham.
- Promote participation, listening to and engaging with people who have experienced abuse or neglect, gaining the perspectives of stakeholders, and seeking assurance that individualised, empowering outcomes are being achieved.
- Promote safeguarding adults to the public through effective communication, including benchmarking the local perceptions of confidence that the public has in our safeguarding efforts.
- Ensure that safeguarding adults is actively recognised, considered and responded to as a key part of the integration agenda for health and social care in Oldham.

11. Priority Areas of Work

The board will continue to prioritise the following areas of work:

11.1. Transitions

The board will continue to maintain oversight of the transitions agenda and priorities via links to existing working groups. In addition the board will expand its prioritisation of this area of work from a focus on learning disabilities to all areas of need. The board will also consider the need for a joint transitions subgroup with the Local safeguarding Children's Board.

11.2. Prevent

The board will continue to maintain oversight of the Prevent agenda and priorities via links to existing working groups.

11.3. Domestic abuse

The board will continue to maintain oversight of the Domestic Abuse agenda and priorities via links to existing working groups.

In addition the new areas of work which will be prioritised by the board are:

11.4. Prevention and wellbeing

The board recognise that preventative safeguarding has the capacity to enhance resilience to abuse and neglect and empower individuals and communities to safeguard themselves.

The board therefore gives priority to a prevention strategy. It will focus on prevention through community engagement which supports early identification of new safeguarding issues, engagement with the development of the prevention offer for adults across Oldham, and leading on the delivery of key messages to front line staff.

11.5. Making safeguarding personal

The Making Safeguarding Personal (MSP) approach is an agenda for change aimed at achieving a cultural shift in the way we work with adults who are experiencing or at risk of abuse and neglect. It emphasises the need to move away from process led safeguarding practice and systems, to person centred, interventions based practice which uses preventative, wellbeing and safety approaches to meet the desired outcomes of adults at risk.

The approach requires all organisations to engage with people about the outcomes they want from the point of first contact, and drives safeguarding work which supports people to be in control and can make decisions for themselves about their wellbeing and safety.

The board will lead on culture change from above:

- Adopting and working to local government association guidance.
- Seeking assurance from partners that a multi-agency response is prioritised, and

- Supporting the delivery of enhanced practice standards through the provision of effective, long term support systems.

11.6. Integration and safeguarding

Under Oldham's local arrangements for integration it is proposed that all policy and board arrangements for safeguarding adults transfer to a new Joint Commissioning team which will bring together on an initial co located basis the OMBC and CCG commissioning and quality services. Operationally it is proposed that safeguarding enquires will be undertaken via the Community Alliance provider.

Both locally and regionally current conversations on what partnership models for safeguarding practice look like raise as many questions as answers.

The model adopted in Oldham will present both opportunities and challenges and need to be shaped by ongoing dialogue. The board will lead this dialogue, which will be informed through horizon scanning and the emergence of a wider evidence base around integration both locally and nationally.

11.7. Next steps

Through the prioritisation of these areas and scrutiny of systems and practice the board will develop task and finish groups to address identified gaps across the borough.

12. Implementation

This strategy will be implemented via the planning and delivery of annual business plans by the executive board and the work of its subgroups.

Our Subgroups

| | | | | | |
|-----------------------|-------------|---------------------------|-------------|----------------------------|----------------------------------|
| Workforce Development | Performance | Quality Assurance & Audit | PR & Comms. | Safeguarding Adults Review | Policy, Procedures & Operational |
|-----------------------|-------------|---------------------------|-------------|----------------------------|----------------------------------|

12.1. Workforce Development

The sub group is responsible for the strategy, development, quality assurance and co-ordination of multi-agency safeguarding adults training provision. This includes making recommendations regarding the facilitation and commissioning of appropriate training resources and ensuring the regular review and evaluation of the training provision in line with the OSAB business plan.

Activity will focus on delivering on the partnerships commitment to the safeguarding competency framework, and the development and funding of an integrated training strategy and programme.

12.2. Performance

The sub group is responsible for monitoring and evaluating the performance and activity of the three statutory board members (Local Authority, Police and Health) and other relevant partners, both individually and collectively, to safeguard and promote the welfare of adults and advise on ways to improve.

Activity will focus on providing a comprehensive view of safeguarding performance across the remit of the partnership through the creation and implementation of an extended dashboard.

12.3. Quality Assurance and Audit

The sub-group is responsible for undertaking qualitative assessments of the performance of the safeguarding partners in Oldham, and case study audits to provide assurance that high quality safeguarding responses are provided and hold organisations to account for their work.

Activity will focus on the development of auditing tools and programmes which support assurance that excellence is being delivered or highlight what is required to move towards this.

12.4. PR and Communication

The sub group is responsible for develop a multi-agency brand for the board, promoting the identity and purpose of the board and safeguarding to the public and other organisations. It will work with the workforce development sub-group on the development and production of safeguarding materials and communications opportunities for safeguarding.

Activity will focus on two way communication. Telling the public what safeguarding is, how to spot the signs of abuse and neglect, where to seek support, what standards they can expect will be a key area of activity. Engaging with and listening to messages from the public, communities and partners around emergent needs and risk will be the other key area of activity for the subgroup.

12.5. Safeguarding Adult Review

The Sub Group is responsible to consider if a serious incident referred into the OSAB meets the threshold for undertaking:-

- Safeguarding Adult Reviews.
- Multi-Agency Concise Reviews
- Individual Agency Reviews
- Multi-Professional Discussion Forums.

The purpose of conducting a safeguarding adult review is to establish whether there are any lessons to be learnt from the circumstances of the case, about the way in which local professionals and agencies work together to safeguard adults at risk. All serious incidents in Oldham referred to the OSAB are discussed and considered to see what threshold it meets in line with the above and what process is going to be undertaken.

Long term activity will focus on providing assurance to the board that partner agencies learn lessons from cases where serious incidents have occurred or cases where it is felt that practice needs to improve within Oldham.

12.6. Policy and procedure and operational

The group is responsible for developing, reviewing, and quality assuring multi agency policies and procedures which seek to discharge the statutory responsibilities of the board. This will include making recommendations for any changes within the documents, agreeing review dates, ensuring policies and procedures remain current and reflect any changes in legislation. The group will also act as a forum for discussion of operational issues.

Activity will focus on producing statements which are fit for purpose for all partner agencies, and which support all partners to understand their roles and responsibilities for safeguarding adults.

12.7. Participation

The need for a further subgroup with a focus on participation will also be considered as part of this strategy. Following the mapping of existing stakeholder groups across Oldham consideration of whether the creation a distinctive sub group or a derivation of existing groups will provide the most effective participation will be given and fed back to the board for ongoing strategic planning.

13. Our Strategic Outcomes

Through the prioritisation of these strategic objectives the board aims to achieve the following strategic outcomes:

- The prevention of abuse and neglect for people who have care and support needs.
- High quality, effective safeguarding responses for those who are at risk of or have experienced abuse and neglect.
- Prioritisation of and respect for individualised outcomes for adults at risk.
- Evidence based, informed safeguarding strategies and support, based on the needs of the locality.
- Assurance that the public of Oldham understand what safeguarding is, are able to spot signs of abuse, build community capacity to prevent abuse, and seek help and support when needed.
- Continuous improvement in safeguarding adults.