

Oldham Safeguarding Children Partnership

# The Safeguarding Children Arrangements for Oldham

December 2024



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# Foreword

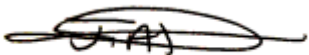
Welcome to the 24-25 edition of the OSCP Safeguarding Arrangements. The Multi Agency Safeguarding Arrangements provides us with opportunities to review and, where necessary, change our ways of working. We continue to build on the existing good relationships across Oldham. We focus on how we can make a real difference to multi-agency frontline practice in safeguarding to improve outcomes for children, young people and their families. We aim to achieve these improvements by shared learning, developing and sharing good practice based on what we know works well and is evidence based. This includes our ongoing commitment to support and deliver prevention and early help services as integral elements of effective safeguarding.

Oldham's ambition is for a place where children and young people thrive. A key element in the delivery of that ambition is to ensure that children and young people are safe and feel safe, in their families, their homes, their schools/places of learning and in their communities. By working with effective partnerships – local families, local communities and local services – we aim to ensure that the children and young people of Oldham enjoy the best start in life, with their safety at the centre of our collective ambition.

Oldham Safeguarding Partnership has been developed by Oldham Council, Greater Manchester Police and the ICB Greater Manchester. Oldham will ensure that all children and young people in the area get the safeguarding and protection they need in order to help them to thrive. The partnership provides leadership and accountability for the promotion of children and young peoples' well-being and the prevention and protection from harm. The partnership promotes a child-centred approach to safeguarding by listening to children, empowering families and, where needed, providing services that are professional, evidenced-based and effective. The partners continuously strive to improve and challenge each other to learn the lessons from daily practice.

Successful outcomes for children depend on strong multi-agency partnership working across the whole system of help, support and protection including effective work from all agencies with parents, carers, and families. This includes principles for working with parents and carers to centre the importance of building positive, trusting, and co-operative relationships to deliver tailored support to families, and expectations for multi-agency working that apply to all individuals, agencies and organisations working with children and their families, across a range of roles and activities. (Working Together to Safeguard Children 2023).

Safeguarding is everyone's business and Oldham Safeguarding Children Partnership provide lead responsibility in demonstrating what this means for all people and professionals living and working in the local community. Our ambition is to further develop an equitable, robust partnership, which has a proactive and responsive approach to ensuring that children are safeguarded and that their wellbeing is encouraged and supported.



**Julie Daniels,**  
**Strategic Director, Children's Services**



**Estelle Mathieson,**  
**Chief Superintendent, Oldham District Commander, GMP**

*Mandy Philbin*

**Mandy Philbin,**  
**Chief Nurse, NHS Greater Manchester Integrated Care Board**

## Introduction

The Children and Social Work Act 2017 requires the three lead statutory agencies (Local Authority, Police and Integrated Care Board) to put in place revised safeguarding multi- agency arrangements by September 2019. These arrangements engaged all relevant local agencies for the purpose of safeguarding and promoting the welfare of children in the area.

Up until 29th September 2019, the partner agencies in Oldham coordinated their preventative and protective roles and responsibilities via the Oldham Safeguarding Children's Board. This Board, over time, delivered effective and efficient safeguarding strategies and responses, many of which have been innovative and commanded the attention of national audiences.

The Oldham Safeguarding Children Partnership was introduced on 29 June 2019 followed by an implementation period of three months.



## Vision and aims.

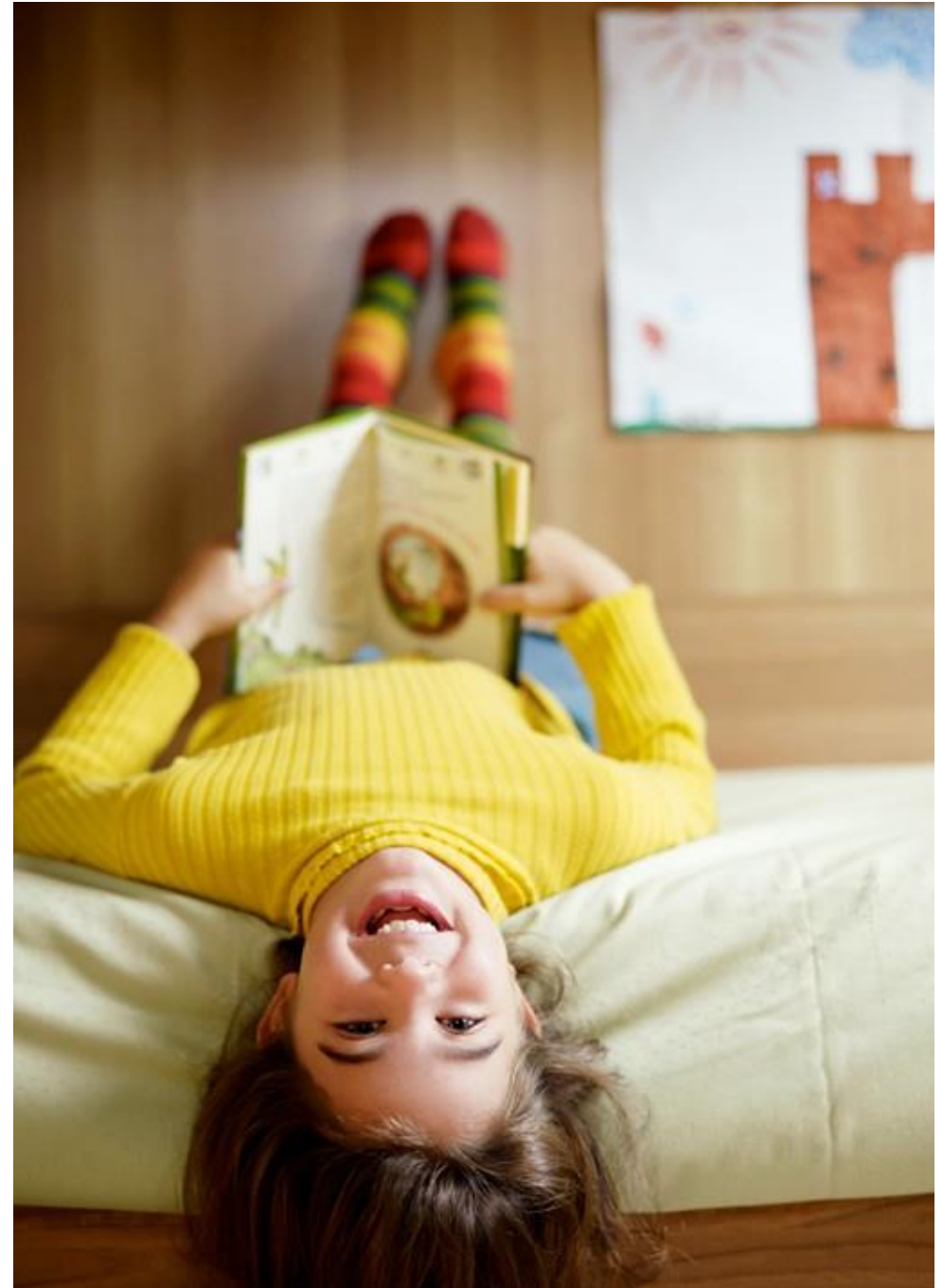
The vision of Oldham Safeguard and aims of the Oldham Safeguarding Children Partnership are the six stated in the Oldham Strategic Safeguarding Plan 2024 – 2027.

### The vision of the Partnership is:

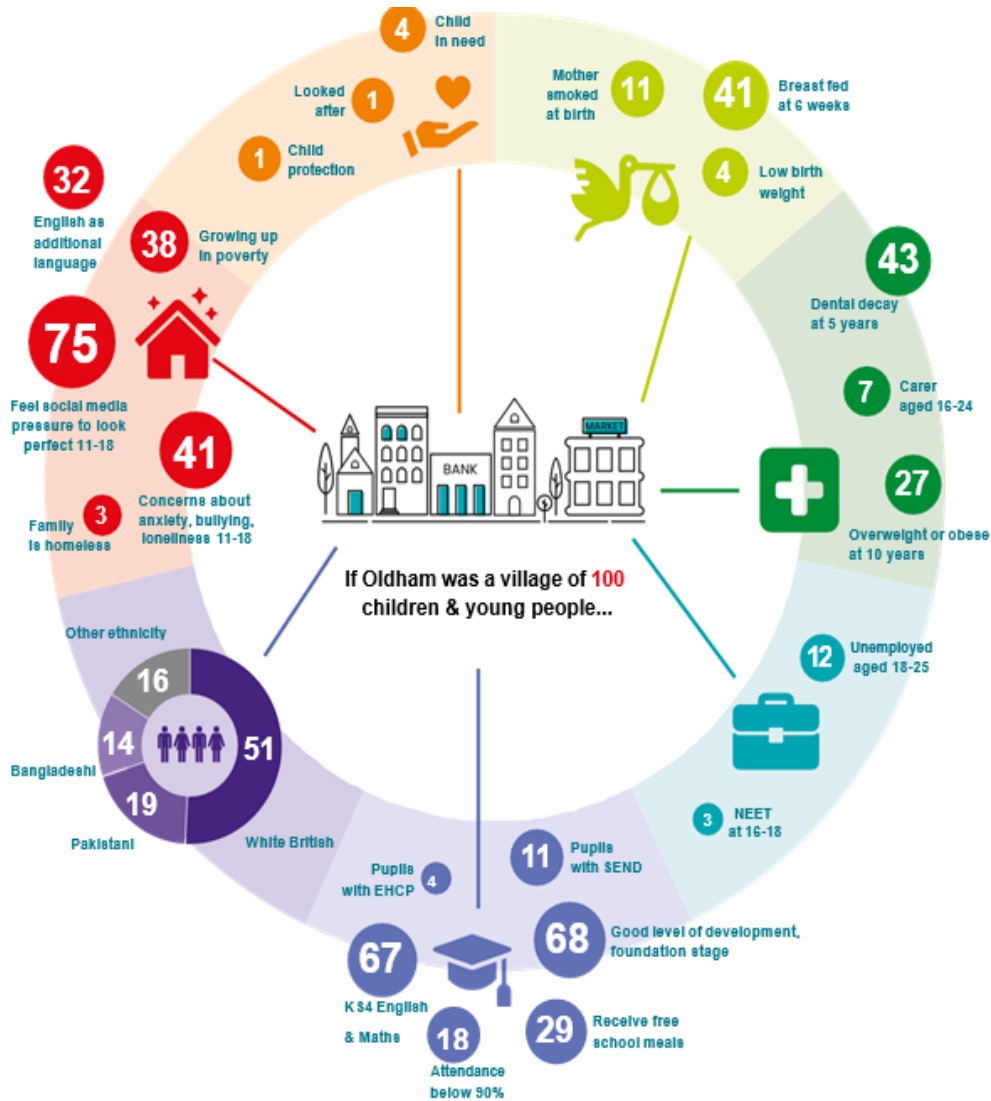
*“For everyone to work together to ensure that all children and young people are safe and feel safe within their homes, schools and communities,”*

#### Vision:

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.



# Local Context



Oldham forms one of the ten local authority areas that comprise the Greater Manchester conurbation. Oldham will continue to work closely and collaboratively with its counterparts on both a regional and sub- regional basis. Oldham will actively participate in the initiatives of the Greater Manchester Combined Authority, particularly with respect to the Greater Manchester Safeguarding Partnership.

Understanding the context of life in Oldham for children, young people and their families is a fundamental point for the safeguarding partners.

**82,393 Children and Young People Aged 0-25 live in Oldham**



# The voices of children and young people

We will listen to children, young people and their families and act on what they say. Families, young people and children will:

- Feel empowered to make sustainable changes
- Experience more purposeful interventions
- Have consistent relationships with workers
- Feel listened to and their needs understood

In August 24, Action Together carried out a child voice engagement event. The aim of the engagement was to explore young people's perspectives on safeguarding in various environments, the risks they face, how they manage these risks and the role of the trusted adults.

The insight gathered will be used by the Oldham Safeguarding Childrens Partnership to influence the priorities for the partnership in its delivery plan.

## Make your Mark 2024

This consultation has offered young people, 11 – 18, the opportunity to have their say on what they felt was important in their lives and what they thought the Members of the Youth Parliament should campaign on for the year ahead.

The report details the results of that consultation, showing results from across Oldham, broken down to a district level, and compared to the National outcomes.

**OLDHAM YOUTH COUNCIL**

### LOCAL ISSUES

To decide the local issues on the ballot, Oldham Youth Councillors discussed with their peers what was important to them. This information was then supplemented with evidence gained from their work, such as previous consultations, information taken from events and requests sent in by young people.

Youth Councillors then debated the information they had and produced a short list of 20 issues. Each Youth Councillor then voted for what they thought should be the 10 local issues.

The final list of local issues were:

- Improving safety on buses, trams and tram stops.**
- More needs to be done about violent crime (including knife crime).**
- Make Oldham streets safer from sexual harassment.**
- Raise awareness of hate crime including how to report it.**
- More creative lighting in public spaces such as parks to make them feel safer.**
- We need more regular bus services across Oldham.**
- More local community events are needed to help community cohesion.**
- Young people need more help to quit vaping and smoking.**
- More help is needed for families around the cost-of-living.**
- Young people need more mental health services outside of school.**



## Safeguarding Children Partners

The Lead Statutory Partners (LSP) responsible for the safeguarding arrangements under the Oldham Safeguarding Children Partnership are:

- Chief Executive of Oldham Council
- Chief Executive of the NHS Greater Manchester Integrated Care Board (NHS GM)
- Chief Constable of Greater Manchester Police (GMP)

All three Lead Safeguarding Partners have equal and joint responsibility for local safeguarding arrangements. In situations that require a clear, single point of leadership, all three safeguarding partners will decide who would take the lead on issues that arise.

The Lead Safeguarding Partners for Oldham's Safeguarding Arrangements are the Chief Executive of Oldham Council, Chief Executive of Greater Manchester Integrated Care Board, and the Chief Constable of Greater Manchester Police.

## Joint functions of Lead Safeguarding Partners

All three Lead Safeguarding Partners have equal and joint responsibility for local safeguarding arrangements. In situations that require a clear, single point of leadership, all three safeguarding partners will decide who would take the lead on issues that arise. They will also:

1. Set the strategic direction, vision, and culture of the local safeguarding arrangements, including agreeing and reviewing shared priorities and the resource required to deliver services effectively.
2. Lead their organisation's individual contribution to the shared priorities, ensuring strong governance, accountability, and reporting mechanisms to hold their delegates to account for the delivery of agency commitments.
3. Review and sign off key partnership documents: published multi-agency safeguarding arrangements, including plans for independent scrutiny, shared annual budget, yearly report, and local threshold document.

4. Provide shared oversight of learning from independent scrutiny, serious incidents, local child safeguarding practice reviews, and national reviews, ensuring recommendations are implemented and have a demonstrable impact on practice (as set out in the yearly report).
5. Ensure multi-agency arrangements have the necessary level of business support, including intelligence and analytical functions, such as an agreed data set providing oversight and a robust understanding of practice.
6. Ensure all relevant agencies, including education settings, are clear on their role and contribution to multi-agency safeguarding arrangements.

## Joint functions of Delegated Safeguarding Partners/Chairing

Each Lead Safeguarding Partner have appointed a Delegated Safeguarding Partner. The lead safeguarding partners have opted to delegate their functions to the following Senior Officers:

- Managing Director of Children and Young People (Oldham Council)  
Chief Nurse - Greater Manchester Integrated Care Board
- Chief Superintendent, District Commander, Greater Manchester Police.

Whilst the Lead Safeguarding Partners delegate their functions, they remain accountable for any actions or decisions taken on behalf of their agency. They are accountable for meeting the statutory and legislative duties of their agency.

The leadership will be jointly exercised by the Delegated Safeguarding Partners (DSP) at both the formal meetings of the Partnership and monthly meetings of the DSPs. At these meeting, the DSPs will oversee the progress of the Partnership, identify any challenges to the progress of the Partnership and develop strategies to resolve impediments to progressing its strategic objectives.

In Oldham to ensure the DSP function is adequately carried out the DSP has been delegated to the place delegated lead for health:

- Associate Director Quality and Safety- Greater Manchester Integrated Care Board

The chairing of meetings will rotate between the DSPs on a six-monthly basis. In addition to these meetings, the DSP Chair will be responsible for representing the Partnership at local accountability meetings (eg Health and Well-Being Board, Elected Member CSE Meetings) and regional safeguarding meetings (eg GMCA Alliance). Chairing by one of the DSPs will commence from the November 2024 meeting of the Partnership, with the nominee from the Local Authority taking the chair in the first instance.

Should the current Chair be unable to attend a meeting their chairing role will be filled by one of the other DSPs. In the absence of a DSP a deputy may attend the meeting in their place (as delegate), although decisions that may bind the statutory partner agency should be deferred until the absent DSP is available.

The chairing arrangements for the Partnership will be reviewed by the three DSPs annually and any adjustments to the terms of tenure agreed.

Shelley Kiping Acting Chief Executive of Oldham Council	Mark Fisher Chief Executive – Greater Manchester Integrated Care Board	Stephen Watson Chief Constable of Greater Manchester Police
Julie Daniels Strategic Director Children's Services Oldham Council	Mandy Philbin Chief Nurse — Greater Manchester Integrated Care Board	Estelle Mathieson Chief Superintendent, District Commander Oldham Greater Manchester Police

## Independent Scrutiny Arrangements

Oldham Safeguarding Children Partnership are recruiting an independent Scrutineer. When in post they will consider the impact the LSP and DSP make through their strategic oversight, if they are providing strong leadership, and the functions of the local arrangements.

Working Together to Safeguard Children 2023 requires that the safeguarding partners ensure that the scrutiny is objective, acts as a constructive critical friend and promotes a drive for continuous improvement. The role of independent scrutiny is to provide additional assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of children and young people in the local area, including the arrangements to identify and review serious child safeguarding cases. Independent scrutiny in Oldham will be activated around three safeguarding domains:

1. Operational Practice (individual case basis, teams and units of management, partner and other stakeholder organisations)
2. Partnership Working (within and between the Statutory Partners, between the Statutory Partners and other local stakeholders, between the Statutory Partners and children and young people, their families and local communities)
3. Regional and Sub-regional Working (between the local Statutory Partnership and relevant offices of the Greater Manchester Combined Authority, between the Oldham Partnership and other Partnerships in the GM conurbation)

A wide variety of method and mechanisms will be employed to secure independent scrutiny and careful consideration will be given to ensuring their applicability to the relevant domain to be addressed.

These methods and mechanisms will include:

1. Quality audit
2. Peer review
3. Rapid reviews/ Child safeguarding practice review
4. Commissioned reviews/evaluations
5. Single agency inspections
6. Brief Learning Reviews
7. Joint Targeted Area Inspections
8. Independent Reviewing Officer role
9. Independent Chair of the Strategic Partnership role
10. Lead member for children's services role
11. Annual Partnership Development Day
12. Young People's Safeguarding Group
13. Council / Greater Manchester Integrated Care Board (Oldham) Joint Scrutiny and Accountability forum
14. GM Complex Safeguarding Executive
15. GM Safeguarding Alliance

## GM Safeguarding Children and Young People Alliance for Local Safeguarding Children Partnerships

### Purpose of the Alliance

The purpose of the GM Safeguarding Children and Young People Alliance is to provide collective leadership and deliver mutual assurance of strategic and operational safeguarding partnership arrangements for children and young people in Greater Manchester.

The Safeguarding Alliance will provide a dedicated forum where the lead statutory safeguarding partners can:

- Set direction and model collaborative working.
- Bring, explore and problem solve GM strategic and system wide issues.
- Agree the financial resources required including individual agency contributions for safeguarding partnerships.

- Provide mutual challenge and accountability.
- Receive high level performance and quality assurance information and key system learning.
- Receive updates from the Complex Safeguarding Executive.

The Safeguarding Alliance will also provide the mechanism for Local Authorities, Greater Manchester Police, NHS GM and local safeguarding partnerships to be able to consider issues relating to children's safeguarding that would benefit from discussion between safeguarding partners on a city-regional level.

An update on the outcome of each Alliance meeting will be shared with local safeguarding children's partnerships.



## Schools, Colleges and Education Providers

As stated in Working Together 2023:

*“Schools, colleges and other educational providers have a pivotal role to play in safeguarding children and promoting their welfare. Their co-operation and buy-in to the arrangements are vital for success”.*

It is recommended that lead safeguarding partners have a representative from the education sector present at strategic discussions.

Particular consideration has been given to the role of education providers' engagement with the governance arrangements for safeguarding and Oldham's Safeguarding Partners have chosen to name all schools, academies, colleges and education providers in Oldham as relevant partners. The Local Authority's Director of Education alongside nominated representatives from Primary, Secondary, Special Education and Further Education continue to be key members of the Safeguarding Partnership, with a specific remit of ensuring effective communication of the Partnership's business to their peers throughout the local education sectors.

Safeguarding professionals, including the Director for Education and the Partnership Education Safeguarding Advisor work closely with education and childcare setting to share information, identify and understand risk of harm, and ensure children and families receive timely support.

The Director for Education has a pivotal role in the partnership and attends the performance subgroup. This ensures relevant data is shared with partners. Representatives from education attend the Statutory Partners meeting. Consideration is being made with regards to the partnership moving towards an Education Subgroup.

## Residential Homes

Residential homes for children and young people operating in Oldham are relevant agencies under the revised safeguarding arrangements. The Local Authority use its commissioning structure and the residential manager's forum to communicate safeguarding concerns and issues to and from the residential care community.

## Sports Clubs & Organisations

There are a number of organisations, including voluntary and private sectors delivering activities across Oldham. The partnership will work with clubs to ensure they have safeguarding arrangements in place as set out in Working Together 23. The partnership will work in collaboration to embed the local safeguarding arrangements. Oldham Council work with organisations including Alternative Provision, to ensure they are aware of their responsibilities for safeguarding and promoting the welfare of children; and that they are clear on how they should respond to child protection concerns.

This will be strengthened by the Safeguarding Advisor for Education.

## Youth Justice Service (YJS)

Youth justice Services have been trained in Contextual Safeguarding, in addition to Trauma Informed Responses and Adverse Childhood Experiences. Responses to crime are driven by an assessment and understanding of the child's circumstance and context, rather than the offences committed.

The Youth Justice Service makes a key contribution to a number of the partnership's meetings, including:

- Communications subgroup
- Neglect subgroup
- Performance subgroup
- Complex and Contextual Safeguarding subgroup
- Policy Subgroup
- Safeguarding Review & Learning Hub

This relationship enables the partnership to benefit from the YJS expertise of working with teenagers and gain an understanding of any pertinent issues relating to youth custody/justice at a local or national level. The Youth Justice Service can facilitate discussions between the Safeguarding Children Partnership and Youth Justice Board if required.



## Partnership Arrangements

*The organisational structure for the Oldham Safeguarding Children Partnership is included as Appendix B.*

*Working with other Partnership See Appendix C*

Whilst Oldham will retain distinct children's safeguarding arrangements there is a strong desire from partners to closer align these arrangements with those of other strategic partnerships including Oldham Safeguarding Adults Board, Children and Young People's Partnership Board, Health and Wellbeing Board and the Community Safety and Cohesion Partnership. Chairs of these Boards and Partnerships will meet as required to share safeguarding concerns and issues that affect their remit.

In order to support this close working relationship between the Oldham Safeguarding Children's Partnership and the Safeguarding Adults Board the partnership has identified a series of important cross-cutting subgroups:

- Transitions
- Complex & Contextual Safeguarding
- PR & Communication

The Local Authority hold a safeguarding scrutiny and accountability meeting that meet quarterly to review both the children and adults safeguarding agenda. This meeting is chaired by the Chief Executive of the Local Authority and comprise of the Independent Chair of the Adult Safeguarding Board, the Assistant Director Quality, Safety & Safeguarding, the Directors of Children and Adults' Services, the Lead Members for Children and Adults' Services and their opposition counterparts.

## Safeguarding and promoting the welfare of children

### **Childrens social care assessments**

Assessments consider the parenting capacity of both resident or non-resident parents and carers, as well as any other adults living in the household that respond to the child's needs.

### **Lead practitioners**

Lead practitioners have the appropriate skills, knowledge and capacity to carry out assessments, undertake direct work with families and co-ordinate services.

### **Supporting disabled children and their carers**

Assessment of disabled children focus on the specific needs of the child and family. They are strength based and gather effective information to support the best outcomes for the child and family.

The Principle Social Work Officer will improve links between social care services and the special educational needs and disability (SEND) system.

### **Harm outside the home**

Practitioners consider the needs, experiences and vulnerabilities of the individual or groups who are experiencing, or at risk of experiencing, harm outside of the home for young people in Oldham. This includes criminal exploitation, sexual exploitation and serious violence.

Practitioners access training and work with partners to consider the influence of groups or individuals perpetrating the harm.

### **Unintentional Child Abuse**

Unintentional child abuse is when a parent or caregiver causes harm to a child without deliberate intent. Whilst abuse can be unintentional, such actions can harm the child's physical and mental well-being. In many cases, poverty plays a significant factor in unintentional child abuse with children experiencing neglect in different ways.

Practitioners will take into account all family member's needs, including where it has been identified that parents have documented disabilities and significant health issues. They will use tools and resources to identify further support available for the family where neglect is factor of unintentional harm.

## Working with parents and carers

There are four principles that professionals should follow when working with parents and carers:

- effective partnership and the importance of building strong, positive, trusting and co-operative relationships.
- respectful, non-blaming, clear and inclusive verbal and non-verbal communication that is adapted to the needs of parents and carers.
- empowering parents and carers to participate in decision making by equipping them with information, keeping them updated and directing them to further resources.
- involving parents and carers in the design of processes and services that affect them

## How we capture the child's lived experience in Oldham

When undertaking an assessment of a child and their family it is crucial that it reflects as full a picture as possible of what life is like for the child and any adverse or protective factors or risk of harm.

We ensure that we capture the child's development, their environment and the care they are provided with by adults, not only in producing an assessment but also to inform how we plan to support the child and their family.

Whilst the majority of assessments will be undertaken by the Social

Worker, the needs of the child should also be considered when undertaking any type of assessment with a child or family including Early Help assessments and Youth Justice Assessments.

All agencies in Oldham are committed to effective communication with children and families and using interpreters as required to assist this.

The OSCP have introduced 'seven-minute briefings' designed to be delivered as a short briefing regarding a particular subject. The briefings provide a mixture of new information such as learning from Serious Case Reviews or a reminder of basic information with challenge questions for teams to think about the application to practice within their teams. The briefings show how Oldham capture the lived experiences of children.

<https://www.olscb.org/professionals/seven-minute>

## Measuring Performance and Impact

In order to ensure that we are effectively delivering on our statutory Resource and Workforce Management

### 1. Outcomes for children and young people

The Partnership can demonstrate that the development of safeguarding culture is a key operational and strategic goal for all partners.

### 2. Participation

The Partnership actively engages with children and young people, using what it hears to continually inform policy, strategy and forward planning. The Partnership actively engages with safeguarding stakeholder groups using what it hears to continually inform policy, strategy and forward planning.

### 3. Vision, Strategy and Leadership

The Partnership has access to a wide range of high-quality data and



information which feeds into policy, strategy and forward planning. The 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**

The Partnership can demonstrate the participation and engagement of all stakeholders in the annual business plan. The Partnership actively promotes strong collaborative working arrangements between themselves, local safeguarding stakeholders and related partnerships and boards.

#### **5. Resource and Workforce Management**

The Partnership is resourced to fulfill its legal responsibilities and manages those resources effectively. The Partnership and its stakeholders have clear lines of responsibility and accountability for the identification and response to safeguarding risks and needs and the delivery of quality services. The 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**

The 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. The Partnership can clearly demonstrate that assurance mechanisms are in place to monitor the effectiveness of safeguarding activity and the practice of stakeholders. The Partnership publishes an annual report that clearly and honestly details how effective the work of the Partners and their stakeholders has been.

#### **7. Commissioning**

The 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. The Partnership effectively commissions local safeguarding reviews and, where applicable, other review and assurance processes.

#### **8. Improvement and Innovation**

The Partnership is committed to continuous improvement in its policies, strategies, service priorities and evaluations of outcomes.

### **Information Governance**

An evaluation has been undertaken to audit the current status of data control and data sharing between the statutory partners and relevant agencies in Oldham. The statutory partners and their safeguarding stakeholders will comply with relevant legislation and regulation in relation to using data and intelligence. The Greater Manchester Information Sharing Procedures will provide the framework for information sharing. A local data transfer agreement and information sharing agreement will be in place in time for the implementation of the arrangements. Each statutory partner will continue to be responsible for receiving information requests relating to their agency and considering exemptions under the relevant legislation. The communication of responses to requests, however, will be coordinated by the partnership to the inquirer.

### **Escalation and the Resolution of Disputes**

All agencies participating in the Oldham Safeguarding Children Partnership will be subject to the Greater Manchester Safeguarding Procedures, including the "Resolving Professional Disagreements/Escalation Policy."

When a disagreement arises between two agencies they should seek to meet and try to find a satisfactory resolution. Where the disagreement cannot be resolved or involves a more complex set of partner agencies the full Safeguarding Partnership meeting should seek a resolution. Where necessary the three statutory safeguarding children partners will have primacy in determining a resolution to the disagreement. If there is a disagreement between the statutory safeguarding children partners, then the Partnership Chair should be asked to mediate and negotiate a resolution.

[Flow chart Dispute Resolution Pathway 2024](#)

## Resources and Infrastructure

The infrastructure of the Partnership will be supported by a Safeguarding Partnership Business Unit. This consists of a Partnership Manager, Partnership Training Consultant, Safeguarding Lead for Education, Partnership Business Co-Ordinator and Business Support Officer. The Business Unit will provide support to the business meetings of the Safeguarding Children Strategic Partnership, the Statutory Partners meeting and the Children's Partnership sub-groups. This will include facilitating the dissemination of reports, reviews and evaluations undertaken on behalf of the Partnership.

The Partnership Manager will co-ordinate the development of the partnership annual business plan and the partnership's annual report. The Partnership Manager will also oversee the progress of the Partnership Business Plan by the sub-groups and support regular reporting at all levels of the partnership structure. In addition, the Partnership Manager will maintain links and joint working arrangements with other partnerships and Boards.

## Multi-Agency Training

All training provided by the OSCP is offered on a multi-agency basis unless bespoke single agency training is commissioned from the OSCP Training and Development Officer. National e-learning packages are also promoted on our training page.

The training programme offered by the OSCP is derived from analysis of the training needs analysis, priorities of the partnership and learning from Rapid Reviews and LSCPR.

The partnership will seek assurance that all key elements of training are included when conducting the Section 11/157/175 audits.

Safeguarding children effectively requires a knowledgeable and skilled workforce across the Partnership. By delivering multi agency training,

Oldham Safeguarding Children Partnership aims to provide staff with good quality training that enhances inter agency communication, cooperation and provides a place to reflect on practice. The training programme continues to be closely linked to the priority safeguarding concerns identified in the partnership annual business plan.

The training pool continues to be the core delivery system for training which enables practitioners to be Oldham centric in their work. Evaluations tend to reference the benefit of receiving local knowledge from local staff/services. There is a devised comprehensive person specification for training pool members and a train the trainer course to all our pool members. We are in the process of reviewing training courses and recruiting to the training pool, especially in relation to Neglect GCP2 training. (NSPCC commissioned training)

All training provided is evaluated using a two-tier evaluation system. The first captures immediate learning and how that learning will be put into practice. The second is a three-month follow-up by hub members to obtain evidence of how the learning has been used in practice and what impact it has made.

The Training & Development Officer prepares a quarterly report outlining the findings and shares this with hub members at each of its meetings. The Quality Assurance and Scrutiny Group will receive a bi-annual update on key themes and the same information is contained within the Annual Report.

## Learning through the website

The OSCP website has been redesigned with a new safeguarding topics facility enabling the partnership to share information. This includes videos and links from professionals that will enhance learning. This includes ABCs of Trauma – facilitated by our local CAMHS team.

- A- ACES / Attachment
- B- How trauma can affect behaviour
- C- Communicating with distress children (PACE model)

The ABCs is a good precursor to accessing the free Aces and Trauma Home office e-learning module house on our webs.

The Role of the Honor Based Violence (HBVA) and Independent Domestic Violence Advocacy that is facilitated by our local HBVA Specialist, complements the Home Office HBV e-learning module, and provides a link into local specialism. The GCP2 facilitated by the Training Consultant Provides an overview of the tool and is mandatory watching for those attending our Neglect Matters Training (neglect foundation). Our local e-learning module Safeguarding Level 1 has been reviewed; updates will be made via Oldham College who have facilitated the platform for us.

## Funding

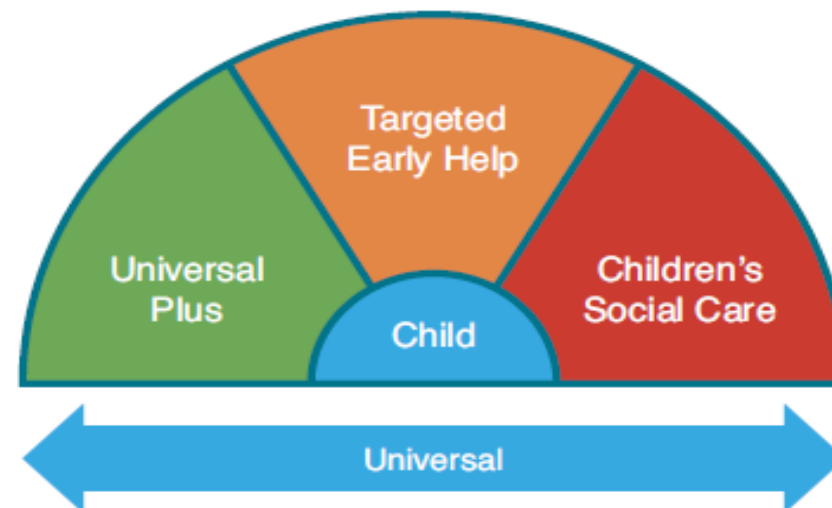
Partner contributions will remain in place. The three strategic partners are required to continue to make financial contributions to support the new safeguarding arrangements. The DSP's will ensure where possible that the financial contributions of the partners are appropriate to their role and responsibility.

## Thresholds

The Oldham Safeguarding Children Partnership threshold of need continuum has been in place since 2024 and is founded on a 4 levels of support model:

We are committed to integrated and multi-agency working at all levels.

The levels of need show how we will respond to the requirements of children and families across all levels of need and risk. Oldham Safeguarding Partnership has set out a Continuum of Need model, this ranges from children receiving "Universal" support – so considering every child, then considering those with low level needs to those whose needs are more acute requiring specialist intervention.



Children's needs can and will change and it is imperative that practitioners are able to support a smooth transition across the continuum.

This ensures that we provide the right intervention and help at the lowest possible level and the earliest possible time. The windscreen document (above) aims to provide visual clarity to support discussions with families and professionals around levels of need and risk. This document does not replace Working Together 2023 in considering definition of section 17 or section 47 risk, however, recognises the role of Early Help and indicators for statutory social work intervention

**Universal:** The needs of children are met by universal services such as schools, healthcare services, leisure and community services which are readily accessible to all, as well as the love, care and protection from parents and carers

**Universal Plus:** "Earliest Possible Help": Children who may have unmet or complex needs that requires multi-agency support through an early help response involving two or more agencies. This is led by one agency and the aim is to build a plan of support around the child and family to work together to respond to needs. A Family Help Tool (FHT).

**Targeted Early Help:** Children who have multiple and complex unmet need requiring a targeted Early Help response with targeted intervention from Early Help services led by the local authority, where Universal Plus “Earliest Possible Help” has not enabled change to be made. These unmet needs may be complex and could be impacting on the child and family daily life.

**Children’s Social Care:** Children with acute needs requiring statutory social work level intervention. This could be due to increasing risk or where there is actual or likely significant harm. This will require Social Care to undertake a S17 Children in Need assessment or S47 enquiries.

## Equality, Diversity, and Inclusion

Oldham is home to a diverse range of people. This diversity is a strength, to be valued and promoted. Some people in the borough experience disadvantage.

Disadvantage can affect any local community, and the partnership recognise that some individuals experience a range of disadvantages as a result of who they are and the attitudes of others.

We aim to address disadvantage and discrimination wherever they are found, in order to make Oldham a fairer and more equitable place for all. We aim to reduce inequalities that exist in all areas including health and wellbeing, economic prosperity, education, service access and delivery, and overall levels of customer satisfaction.

We work with our partners to promote good equality practice to ensure that services are being fairly delivered to everyone.



## Continuous Improvement

The Partnership is committed to continuous improvement both across the workforce of the statutory partners and those of the relevant agencies it works with.

eprogrammes which adopt a multi- agency approach for professionals working at both a strategic and operational level to achieve better outcomes for children and young people. The training aims to enable staff to effectively safeguard children across Organisational boundaries.

Current priorities of the programme reflect the Partnership’s business plan



for 2024-2025 and include a focus on Serious Youth Violence, Responding to Need at the Right Time, Developing a Multi-Agency Practice Model and Neglect.

Another key element is in reaching young people with preventative and educational input on issues of relationships and sex education.

We deliver direct work in Oldham schools and colleges with pupils across all key stages, raising awareness of consent, healthy relationships and online safety which contributes to supporting children to recognise if they or a friend is experiencing harm or abuse, signposting to help and support and developing their knowledge for the future.

## The process for Rapid Reviews and Local Safeguarding Children Practice Reviews

### Virtual Panel Meeting

Oldham Safeguarding Children Partnership have developed a core virtual panel for the purpose of swiftly reviewing cases that are referred to the Partnership for consideration for Rapid Review.

The Virtual Panel, consisting of the three statutory partners who consider referrals and determine if a Rapid Review will be triggered.

In order to reach a decision, the Virtual Panel members will:

1. Review the referral.
2. Identify if their own agency holds further information to inform the decision making.
3. Consider whether or not the criteria for Serious Incident Notification has been met and so warrants a notification to the National Child Safeguarding Review Panel.
4. Consider whether a Rapid Review is required.
5. Ensure a clear rationale for the decision is documented.

**Serious Child Safeguarding cases are those in which abuse or neglect is known or suspected and the child has died or been seriously harmed.**

**“Serious harm”** This term is defined as:

*“... serious and/or long-term impairment of a child’s mental health or intellectual, emotional, social, or behavioural development. It should also cover impairment of physical health...judgment should be exercised in cases where impairment is likely to be long-term, even if this is not immediately certain. Even if a child recovers, including from a one-off incident, serious harm may still have occurred.”*

### Range of responses following a referral

A referral to the OSCP can trigger a range of different responses. The information below aims to help clarify which pathway may be used and when.

#### 1. No Further Action

In some cases, it may be appropriate to take no further action with a case referral. In this case the OSCP will give a clear rationale for this decision to the referrer.

#### 2. Progression to Rapid Review

As outlined in the Rapid Review process.

#### 3. Practice Learning Review

A practice review maybe considered if the Rapid Review criteria is not met but potential for lessons about how we work together locally have been identified. The form of this type of non-statutory review will be determined based on the individual case needs and proportionate for the learning involved.

#### 4. Escalation

In some instances, it may become apparent that the issues being raised relate to operational decision making and require a response in a very short time frame. Therefore, the Business Manager will refer these into the escalation process for a swift response.

There is a duty on Local Authorities to notify serious incidents to the National Child Safeguarding Practice Review Panel.

### **The Rapid Review**

If the Virtual Panel determine that a Rapid Review is required, then the safeguarding partners should promptly undertake a Rapid Review of the case.

The review should aim to:

- Gather the facts about the case as far as they can be readily established at the time.
- Discuss whether there is any immediate action needed to ensure children's safety and share learning appropriately.
- Consider the potential for identifying improvements to safeguard and promote the welfare of children.
- Decide what steps they should take next, including whether to undertake a Child Safeguarding Practice Review.

All partners/agencies who had knowledge of the child will be required to contribute to a Rapid Review.

### **Timeline:**

- Day 2 – Agency Summary Request
- Day 7 – Agency Summaries to be submitted
- Day 8-9 Collation of information
- Day 10-11 Rapid Review Meeting takes place.
- Day 11-13 Rapid Review Report produced
- Day 13-14 Statutory Partners sign-off
- Day 15 Report submitted to National Panel

### **Arrangements for commissioning and publishing Local Child Safeguarding Practice Reviews.**

Working Together 2023 is clear that, where the potential for further learning is identified, then this should be through the commissioning of a proportionate LCSPR. When a further review is warranted, that should always be labelled as an LCSPR regardless of the approach taken to complete it.

Following a Rapid Review, a Local Child Safeguarding Practice Review (LCSPR) may be appropriate where:

- highlights or may highlight improvements needed to safeguard and promote the welfare of children, including where those improvements have been previously identified.
- highlights or may highlight recurrent themes in the safeguarding and promotion of the welfare of children.
- highlights or may highlight concerns regarding two or more organisations or agencies working together effectively to safeguard and promote the welfare of children.
- the National Panel have considered and concluded a local review may be more appropriate.
- the safeguarding partners have cause for concern about the actions of a single agency.
- there has been no agency involvement, and this gives safeguarding partners cause for concern.
- more than one LA, police area or ICB is involved, including where families have moved around.
- the case may raise issues relating to safeguarding or promoting the welfare of children in institutional settings.

LCSPRs are to be published. This is of crucial importance for transparency and openness into the safeguarding system, so other partnerships and the National Panel are able to benefit from the contents and the learning.



Working Together 2023 and the National Panel Guidance offer clear guidance on expectations for reviews and timescales. The expectation of the OSCP is that this report and learning is available no later than 6 months after the decision to initiate a review is made. This is to ensure that all learning remains relevant to current practice. Therefore, the partnership will endeavour to produce a concluded review within 6 months.

There may be challenges to this, such as criminal proceedings or Coronial processes. Should these impact on the review process, then steps will be taken to share information and continue the review as far as is possible without damaging these other processes nor limiting the review itself. Any early identified actions will be commenced to avoid delay where service / multi agency working practices can be improved.

## Information sharing

Sharing of information between organisations and agencies within a multi-agency system is essential to improve outcomes for children and their families.

Safeguarding partners may require any person, organisation, or agency to provide them, with specified information to enable and assist them to safeguard and promote the welfare of children in their area, including local and national child safeguarding practice reviews. The person or organisation to whom a request is made must comply with such a request.

If they do not, safeguarding partners may take legal action against them. Safeguarding partners should be aware of their own responsibilities under the relevant information law and have regard to guidance provided by the Information Commissioner's Office when issuing and responding to requests for information.

OSCP have an agreement in place which outlines how information is shared safely and effectively between themselves and other relevant agencies.

No single practitioner can have a full picture of a child's needs and

circumstances so effective sharing of information between practitioners, local organisations and agencies is essential for early identification of need, assessment, and service provision to keep children safe.

National Rapid Reviews and Child Safeguarding Practice Reviews have highlighted that missed opportunities to record, understand the significance of, and share information in a timely manner can have severe consequences for children.

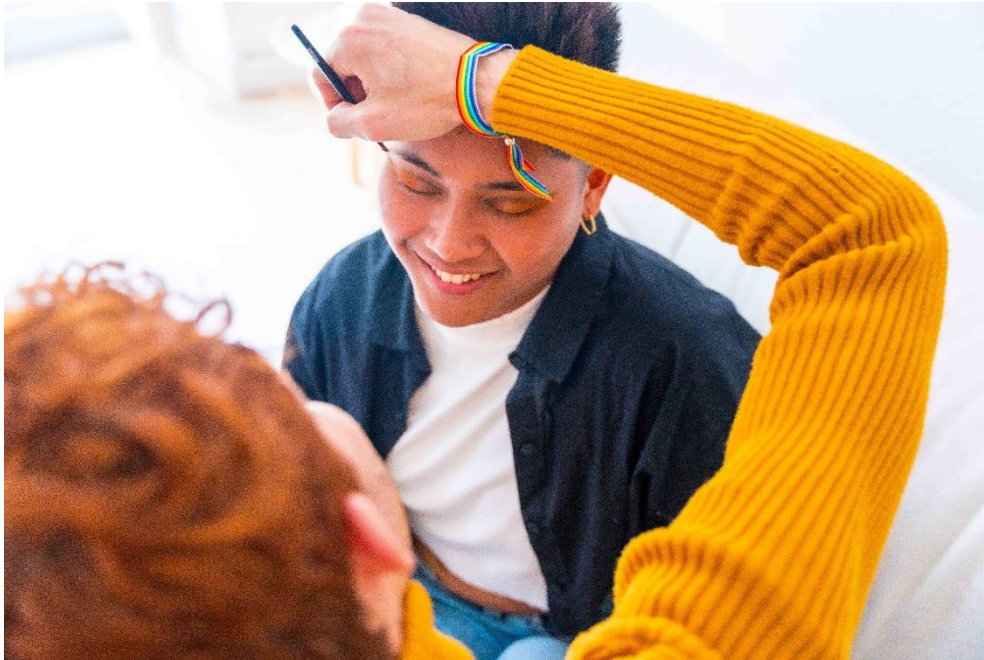
Practitioners will:

- be proactive in sharing information as early as possible to help identify, assess, and respond to risks or concerns about the safety and welfare of children.
- Share information about any adults with whom that child has contact, which may impact the child's safety or welfare.
- Share information where there is identification of patterns of behaviour when a child is at risk of going missing or has gone missing, including being missing from education.
- Follow NW moving across Local authority Boundaries Procedure when multiple local authorities involved in a child's care. Understanding the importance of sharing information when a child moves from one local authority into another.
- Share relevant information for the purpose of keeping children safe. They will not let fear stand in their way of safeguarding and promoting the welfare of children.

Organisations and agencies will have arrangements in place that:

- Are compliant with UK GDPR and Data Protection Act 2018.
- Set out the processes and principles for sharing information. This will be outline in their Section 11 Audit.
- Cover how information will be shared with their own organisation/agency and with others who may be involved in a child's life.

- Ensure practitioners do not assume that someone else will pass on information that they think may be critical to keep a child safe.
- Outline that it is not necessary to seek consent to share information for the purpose of safeguarding and promoting the welfare of a child, providing there is a lawful basis to process any personal information required.
- Ensures practitioners have due regard to the relevant data protection principles.
- Ensures sensitive information such as health data, known under the data protection legislation as special category personal data is stored securely.
- Ensures practitioners are aware of the risks of processing special category data and be mindful that a data protection.

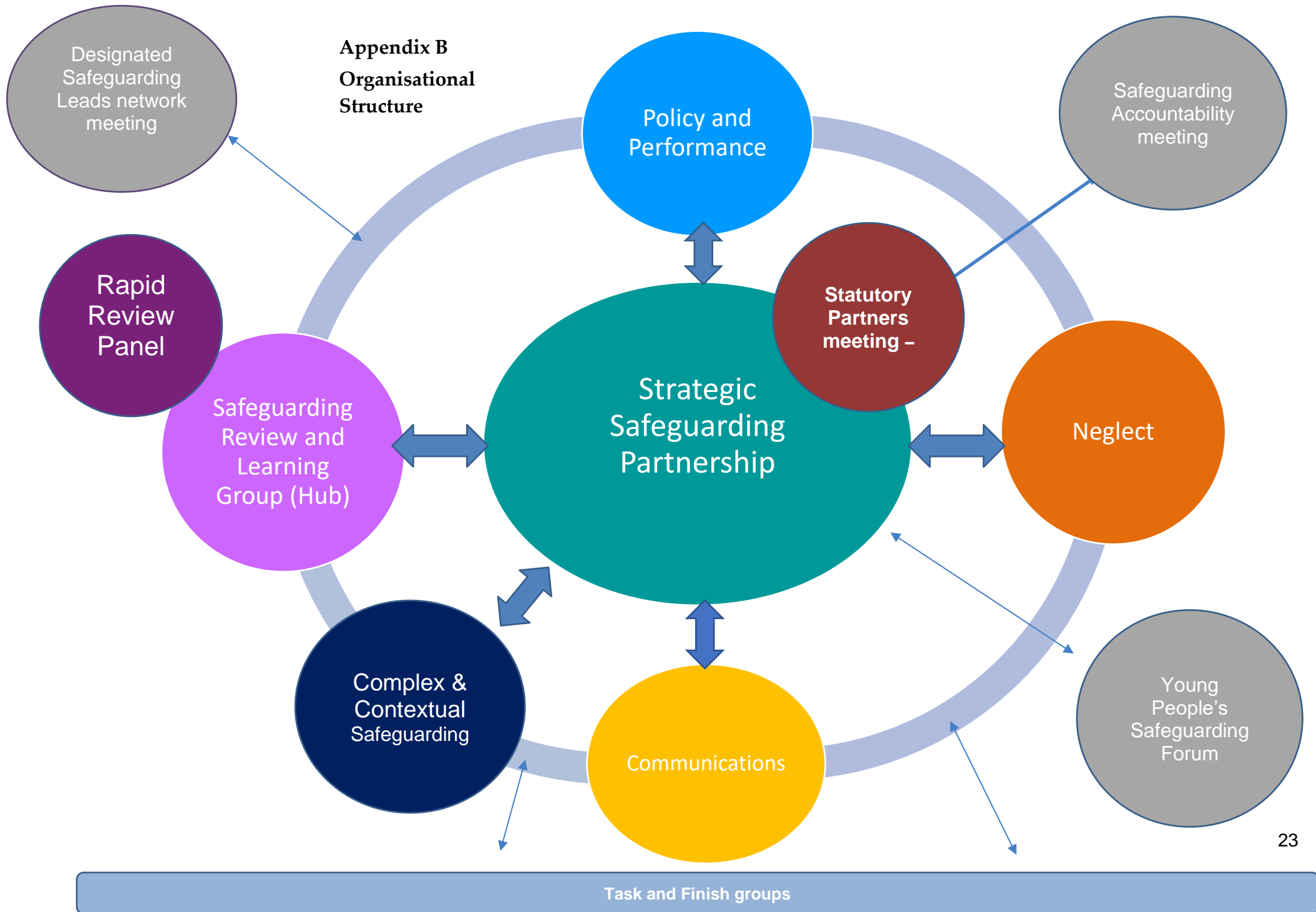


## Appendix A – Relevant Agencies

The statutory safeguarding partners will name the following as “relevant agencies” to the Oldham Safeguarding Children Partnership:

- Maintained schools
- Academies
- Independent schools
- Further education establishments
- Residential homes for children
- Early Years Settings
- Northern Care Alliance NHS Foundation Trust
- Pennine Care NHS Foundation Trust
- Probation Service
- Substance misuse provider
- Oldham voluntary, community and faith partnership
- Public health
- Northwest Ambulance Service
- Positive Steps / Youth Justice System
- CAFCASS
- Greater Manchester Fire and Rescue Service
- Housing Options and other local housing associations
- Positive Steps/Youth Justice System/Families & Communities/Careers & Education

**Appendix B  
Organisational  
Structure**



### **Rapid Review Panel**

- This is an agreed subset of the Safeguarding and Learning Review Group which will be pulled together as and when required to respond to rapid review referrals.
- Recommendations from the Panel will be made to the Safeguarding Review and Learning Group to progress.

### **Performance Co-ordination:**

- Deliver a performance framework and scorecard that is focused on improving outcomes for children

### **Safeguarding Accountability meeting:**

Quarterly meeting to provide safeguarding assurance to the Leader of the Council.

### **Safeguarding Review and Learning Group:**

- To define “what good looks like”
- To facilitate the effective management of Child Safeguarding Reviews
- To act as a conduit at a local level for the delivery of any national reviews
- To audit and evaluate the impact of learning on partnership practice
- To develop and drive the partnership training plan, influenced by strategic priorities and learning from reviews
- To develop a culture of continuous learning and improvement across the Partnership to safeguard and promote the welfare of children and promote good practice.

### **Strategic Safeguarding Partnership:**

- Setting the strategic aims and priorities of the Oldham safeguarding children partnership,
- Agreeing and monitoring the partnership budget to deliver on those aims and priorities,
- Monitoring the performance scorecard of the partnership,
- Holding partners to account in relation to their safeguarding responsibilities
- Providing scrutiny and challenge to partners

### **Statutory Partner meeting**

- To agree the agenda for the Partnership
- To receive exception reports from subgroup chairs
- To prepare for Safeguarding Accountability meeting
- To identify cross cutting themes with the Adult Safeguarding Board

### **Policy and Procedures (Virtual Group):**

- Develop and implement appropriate thresholds, policies and procedures that are focused on improving outcomes for children and families

### **Young people’s safeguarding forum:**

- Themed focus groups led by Oldham Youth Voice Family and promoted to children and young people across Oldham.
- To consult on Safeguarding themes and feedback to the Strategic Safeguarding Partnership
- To support priority setting for the Partnership

### **Communications:**

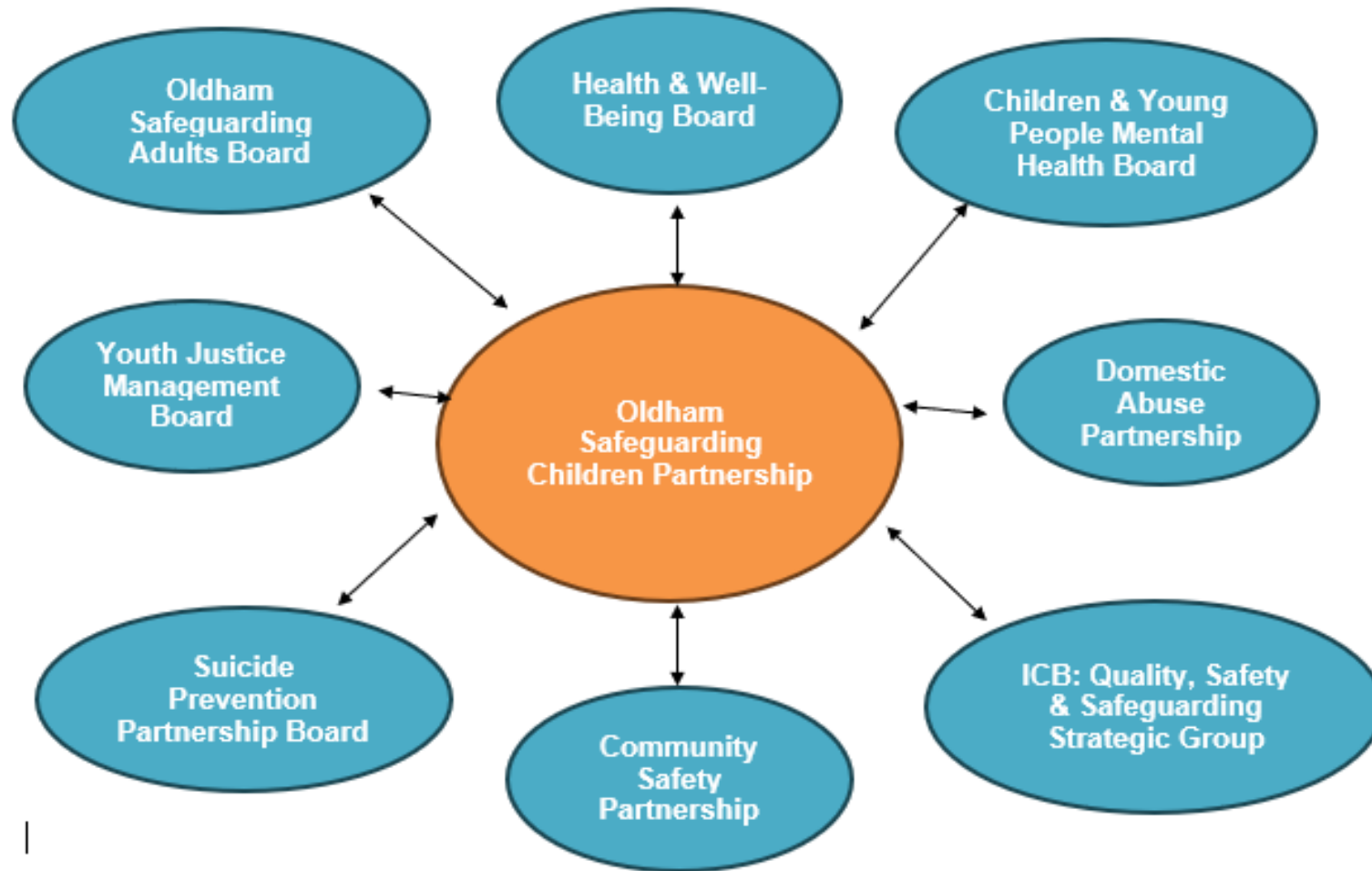
- Develop communications strategy for Partnership
- Lead on cascading of information to wider professionals and communities
- Engage children and young people in the work of the Partnership
- Support Partnership in relation to media interest relating to Partnership activity

### **Task and Finish groups**

- To lead on time limited, task specific pieces of work as directed by subgroups and/or Strategic Partnership

### **Designated Safeguarding Leads Network:**

- Held termly with DSL’s to ensure communication and discussion with schools/colleges



## Appendix C - Working with other Partnerships