



Oldham Safeguarding Adults Board

Business Plan

April 2020 – March 2021

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To be reviewed: March 2021

## Introduction

Oldham Safeguarding Adults Board is a partnership of organisations whose aim is to safeguard adults who are at risk of experiencing abuse and neglect. The role of the Board is to provide strong strategic leadership and assure itself that organisations and agencies across Oldham are working together to protect and enable adults to live safely. This means helping people to make decisions about the risks they face in their own lives and protecting those who lack the capacity to make these decisions.

The Board's Three Year Strategy provides the vision, strategic priorities and framework to ensure partners work collaboratively and effectively together to protect adults at risk. Delivery of the vision requires strong leadership from the Board to ensure clear direction, guidance, organisational challenge and quality assurance.

The Three Year Strategy provides the framework for this annual work programme.

## Board Development in 2019-20

Over the last year, several changes to the Board arrangements have been introduced to strengthen and improve the local model. The Board is now supported by a dedicated Business Unit that sits within the Strategic Safeguarding Service. Whilst the service is hosted by Oldham Council it provides a multi-agency safeguarding resource for partners on the Board as well as agencies and communities across Oldham. The aim is to develop a more outward facing role to ensure there is 'no wrong door' to reporting safeguarding concerns and to develop a culture and understanding that safeguarding is everyone's business.

The next priority for the Safeguarding Adults Board is to review its membership. The aim is to strengthen its leadership and accountability and reinforce the lead role that each member plays in the representation of their organisation regarding safeguarding adults. Members need to ensure that they are of sufficient seniority to commit to multi-agency actions, address internal safeguarding issues, and ensure learning is shared across their organisation and the wider system.

## Our Strategic Objectives are to:

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Focus on safety and wellbeing, supporting Oldham to define how it will prevent the abuse and neglect of adults

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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

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Raise the profile of the Making Safeguarding Personal approach and lead culture change for safeguarding adults in Oldham.

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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

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Promote safeguarding adults to the public through effective communication, including benchmarking the local perceptions of confidence that the public has in our safeguarding efforts

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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

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## 2020-21 Work Programme

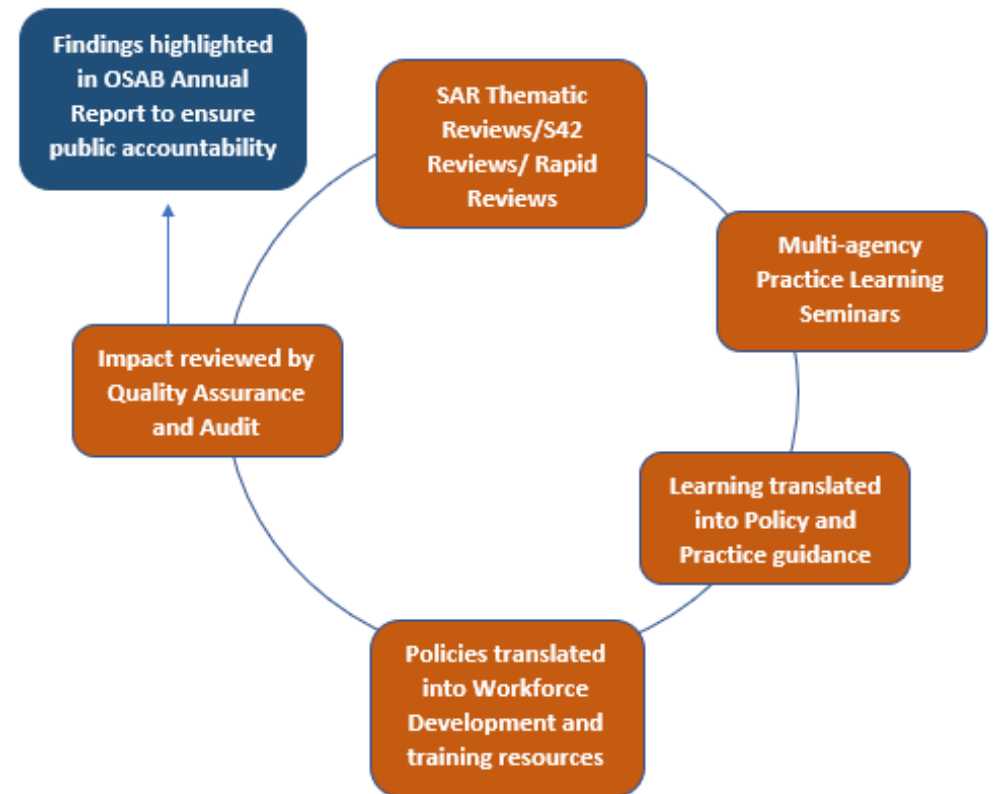
This 2020-21 work programme is driven by the Boards strategic objectives as well as a series of detailed recommendations from the following reviews concluded over the last 18 months:

- Stockport Safeguarding Peer Review
- Full Safeguarding Adults Reviews (SARs)
- Thematic Safeguarding Adults Review
- SAB Prevention and Wellbeing case study review

The OSAB will deliver its 2020-21 programme of work through a combination of task led Sub Groups and Practice Learning Seminars. Four Practice Learning Seminars will be held each year designed to improve multi-agency safeguarding practice and strengthen safeguarding systems across Oldham. The Practice Learning Seminars will replace the existing bi-monthly Executive Board meetings. This dual approach will ensure the Board adopts a robust multi-agency response to address recurring themes that have contributed to safeguarding incidents whilst also delivering its core business.

The Practice Learning Seminars will support Oldham's 'all age' offer and explore all aspects of safeguarding including issues facing adults as well as safeguarding issues that cross over from children's to adults' services. Depending on the focus the Board will invite wider partners and run joint events with the Local Children's Safeguarding Partnership.

Learning from these events will be embedded across the system ensuring that continuous improvement in safeguarding practice is led by the Board.



## Priorities for 2020-21

Since March 2020 the Coronavirus Pandemic has had a major impact globally. In Oldham services have been swift to react to the crisis with many adapting to changing circumstances and responding quickly and creatively to new safeguarding developments. As a result, some of the lower priority actions set out in the 2019-20 Business Plan were temporarily put on hold.

National lockdown restrictions changed people's situations overnight and placed some groups in Oldham at a much greater risk of abuse or neglect. In response the Board changed its primary focus and set up the Covid Safeguarding Assurance Group designed to risk assess safeguarding trends and ensure that intelligence led measures are in place to mitigate any risks. Through weekly multi-agency updates the Board has sought to assure itself that robust mechanisms are in place to identify and respond to safeguarding issues as they emerge.

Whilst the OSAB Sub Groups have started to meet virtually the ongoing impact of the Coronavirus will not be known for some time. As a result, the actions in this Business Plan will be subject to regular review and may mean changing some of the timescales. However, there will be a continued drive to deliver actions that pose the greatest risk to vulnerable adults during the current crisis.

The following provides a summary of the issues that sit behind our 6 key priorities for 2020/21.

### 1. Leadership, Integration and Safeguarding

Significant progress has been made over the last eighteen months to integrate community health and social care services and create the multi-agency Strategic Safeguarding Service within the Oldham Cares Integrated Care Organisation.

In addition to this operational safeguarding has been reorganised and is now delivered across the five locality Primary Care Networks (PCN) working as multi-agency hubs. Alongside the hubs, centralised health and social care teams are in place for Learning Disability and Mental Health, as well as an Integrated & Urgent Care Team based at the Royal Oldham Hospital.

The next phase will focus on opportunities for further integration and alignment between adults and children's safeguarding to establish an 'all age' offer for Oldham.

The Board will also focus on the wider integration of locality and community based services within each of the five PCN hubs to understand the impact of the 'no wrong door policy' and ensure a consistent safeguarding offer within each locality. This is just part of the new outward facing focus of the Board which aims to ensure that effective promotional and educational campaigns help to achieve a culture and understanding that safeguarding is everyone's business including family, friends, neighbours communities and faith groups.

## 2. PR and Communications

Producing information is a vital part of the Board's role. This includes guidance and resources for managers and practitioners to ensure safeguarding learning is translated into practice. It also includes the production and promotion of information for the public and communities designed to raise awareness of the different forms of safeguarding abuse and what to do if people have a concern.

Establishing the OSAB website as a platform to host a range of guidance, information, training resources and links is a key priority for the Board. The joint Children's and Adults website will ensure clear branding for Oldham's 'all age' safeguarding offer and will play a central role in the identification and prevention of safeguarding issues across Oldham's communities.

The joint Children's and Adults PR and Communications Sub Group will oversee this work and coordinate an annual programme of campaigns and promotions.

## 3. Transitions

During 2020-21 the Transitions Sub Group will continue its focus on learning disabilities and conduct a diagnostic piece of work to identify other groups that come within its remit. Potential groups could include children transitioning from youth justice to the adult criminal justice system and the transition of young people from care. The joint Children's and Adults Transitions Sub Group will act in a co-ordinating role to identify the robustness and sustainability of current transitions offers and ensure safeguarding accountability across partnership organisations.

## 4. Making Safeguarding Personal

During 2019-20 The Making Safeguarding Personal (MSP) Sub Group and the Prevention and Wellbeing Sub Group carried out a joint programme of work. Both groups focused on a cultural shift aimed at moving away from process led safeguarding practice and systems, to person centred practice which uses preventative, wellbeing and safety approaches to meet the desired outcomes of adults at risk.

As a result, the two groups have merged to form the MSP and Prevention Sub Group. It will continue to focus on service user and carer engagement and the co-production of a local MSP model that ensures people are in control and enabled to make decisions for themselves.

## 5. Domestic Abuse

Throughout 2019-20 the board has maintained oversight of the domestic abuse agenda and its priorities via links to existing working groups and the joint Domestic Abuse Sub Group with the Local Safeguarding Children's Board.

Domestic abuse, including elder abuse, has been one of the key safeguarding trends to emerge as a result of the Coronavirus lockdown restrictions. It is unclear at the current time how this will impact as restrictions are eased, but we expect changes to services, promotional campaigns and the monitoring of reported cases to become a central focus of the work going forward.

## 6. Prevent

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

# Delivery of the Business Plan

Delivery of the Board's strategic objectives and priorities for 2020-21 will be driven by the following Sub Groups:

## Adult Safeguarding Sub Groups

1. **Safeguarding Adult Review** – Chair Janine Campbell
2. **Performance** – Chair Matt Drogan
3. **Quality Assurance and Audit** – Chair TBC
4. **Making Safeguarding Personal and Prevention** – Joint Chair Yvonne Lee and Karen Lloyd
5. **Operational Policy & Procedure** – Chair Abigail Pemberton

## Joint Adult and Children's Safeguarding Sub Groups

6. **PR and Comms** – Chair Shelly Kipling
7. **Workforce Development and MCA** – Joint Chair Sue Massel with LSCP
8. **Transitions** - Chair Mark Warren
9. **Complex and Contextual Safeguarding** – Chair Gerard Jones/Hayley Eccles

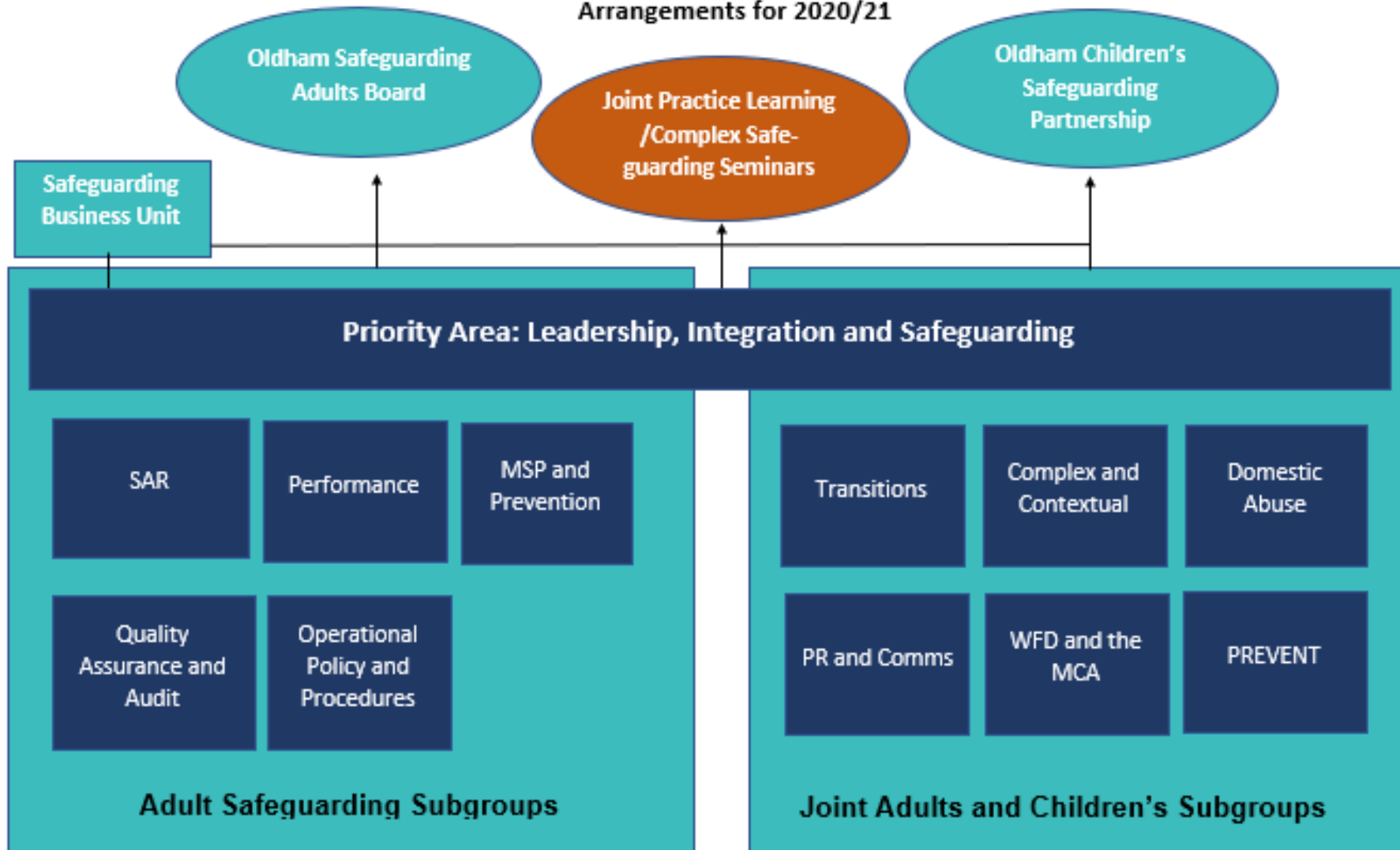
Each Sub Group will undertake an annual review of their terms of reference and develop an action plan demonstrating how it will deliver on its priorities. Each Sub Group is required to submit a bimonthly highlights & exceptions report for review and, where required, issues will be escalated to the Board for discussion and to address any performance issues.

Recommendations emerging from individual and thematic SAR reviews will be delegated to other subgroups to be actioned as appropriate. The SAR subgroup will provide oversight of the recommendations and provide bi-monthly progress updates to the Board. Broad themes emerging from the SAR reviews will be used as the basis for the four annual multi-agency Practice Learning Seminars.

Delivery of the Board's strategic objectives and priorities will be further enhanced through the work of other aligned workgroups that feed into the OSAB via a nominated board member.

- **Leadership, Integration & Safeguarding** - Lead Jayne Ratcliffe
- **Domestic Abuse** – Lead Bruce Penhale
- **Prevent** - Lead Bruce Penhale

**Proposed OSAB  
Arrangements for 2020/21**





## Business Plan

The following section sets out the Action Plans for each Subgroup. The Action Plans for the Domestic Violence Partnership, PREVENT, and Complex and Contextual Safeguarding are in the process of being reviewed and developed. Bimonthly performance reporting on the other Action Plans will be coded using the following progress ratings:

White	Blue	Green	Amber	Red
Unable to commence – awaiting other action to be completed or Covid issue	Progress towards milestone on track	Milestone achieved	Failed to achieve milestone in timescale	Failed to achieve milestone for 2 consecutive Board meetings

### Section 1: Priority areas not covered by Board Sub Groups

PRIORITY: LEADERSHIP, INTEGRATION AND SAFEGUARDING: Chair - Jayne Ratcliffe					
What do we want to achieve?	Multi-agency Actions	Key people	Key dates	Position Statement	What are the risks of not doing this?
Effective leadership and strong multi-agency partnerships working to provide a consistent, high profile safeguarding offer across Oldham's communities	<ul style="list-style-type: none"> <li>Monthly meetings between the DASS and the independent Chair of the Board to provide assurance on integration and safeguarding.</li> <li>Creation of an independent website designed to raise the profile of safeguarding issues and actively promote a range of resources, information and easy read materials for agencies and communities across Oldham.</li> <li>Production of the 2020/21 Annual Review focusing on safeguarding performance and data from individual agencies, plus multi-agency responses and service user experiences. Review is designed to understand the impact of Oldham's current safeguarding offer.</li> </ul>	<p>Henri Giller/ Mark Warren</p> <p>JF/JB</p> <p>JF/JB</p>	<p>Ongoing</p> <p>July 2020</p> <p>July 2020</p>		<p>Lack of clarity about Oldham's safeguarding offer</p> <p>Board will fail to raise the profile of safeguarding issues in Oldham and fail to deliver its key function of information, advice and guidance and publication of SAR reports</p> <p>Board will fail to deliver its statutory duty</p>

<p>Safeguarding adults is a key part of the Integration Agenda</p>	<ul style="list-style-type: none"> <li>• Review the role of adult safeguarding within health and social care integration and the link to the 5 PCN/Hubs as part of overarching integration of Oldham Cares.</li> <li>• In partnership with each PCN/Hub produce clear definitions of duties for staff around safeguarding and evidence MSP is embedded within practice.</li> <li>• Review the safeguarding relationship, roles, responsibilities and interdependencies between the specialist support offered by MASH to the PCN/Hub teams.</li> <li>• Review Mental Health Integration and RAID within MASH and between MASH and the 5 PCN/Hubs</li> </ul>	<p>Hayley Eccles</p> <p>Abi Pemberton</p> <p>JF/JB/ Bruce Penhale</p>	<p>Feb. 2020</p>		<p>Missed opportunities to prevent safeguarding incidents</p> <p>Voice of the individual will not be heard as part of the safeguarding process – 89% achievement level in 2019/20</p> <p>Failure to action SAR recommendations</p>
<p>Deliver an effective ‘all age’ safeguarding offer for Oldham</p>	<ul style="list-style-type: none"> <li>• Establish monthly safeguarding Children’s and Adults business planning meetings in consultation with the Independent Chair.</li> <li>• OSAB to replace its six annual Executive meetings with a programme of joint safeguarding Practice Learning Seminars designed to review, identify best practice and address recurring complex safeguarding issues for families and individuals at risk. Seminars to involve the voices of people with lived experience of issues.</li> </ul>	<p>JF/JB/ Lisa Morris</p>	<p>Sep. 2020</p>		<p>Failure to achieve an all age safeguarding offer for Oldham</p> <p>Learning from SARs will not be embedded in operational practice and result in repeat safeguarding themes</p>
<p>Realise the ambition that ‘Safeguarding is everyone’s business’ in Oldham</p>	<ul style="list-style-type: none"> <li>• Conduct a survey to review public and VCS understanding of safeguarding issues.</li> <li>• Expand safeguarding enquiry and reporting more widely across partner organisations and community settings through PR and comms actions and monitor through data collection. Review the membership of the SAB and Sub Groups to achieve a more diverse representation.</li> </ul>	<p>JF/JB</p>	<p>Dec. 2020</p>		<p>Limited awareness of safeguarding issues will continue within Oldham’s community settings</p>

## Section 2: Adults Sub Groups

1. SAFEGUARDING ADULT REVIEWS: Chair – Janine Campbell					
What do we want to achieve?	Multi-agency Actions needed to achieve this	Key people	Key dates	Position Statement	What are the risks of not doing this?
Robust multi-agency SAR model and processes in place, ranging from screening to embedding shared learning.	<ul style="list-style-type: none"> <li>Review SAR membership, TOR and governance</li> <li>Revise SAR protocols and guidance to incorporate GM draft</li> <li>SAR protocols and procedures visible to all partners via the new multi-agency website.</li> </ul>	James Babyk-Glynn/Janine Campbell / Julie F	June 2020		Further delay in publishing SAR reports and/or SAB actions open to legal challenge because due process has not been followed
	Benchmark screening process with other GM partners to understand GM SAR levels and Reviews and report finding to the Board.		Sept. 2020		Reputational issue of Oldham being hot spot for cases of abuse and neglect rather than difference in screening
Effective implementation and evaluation of the 2019/20 SAR Thematic Review recommendations (Thematic review recommendation 4.14)	SAR Sub Group to have central oversight and reporting responsibility for the SAR Thematic Review recommendations with actions delegated to relevant Sub Groups. Performance updates and Issues/barriers to system change to be subject to independent scrutiny from the Board.	Janine Campbell Janice France	June 2020		Failure to deliver the SAR recommendations and address recurring safeguarding incidents resulting in more self-neglect safeguarding cases
	Themes identified by the SAR Thematic Review to form the basis of multi-agency Practice Learning Seminars, run jointly with Children’s Safeguarding Partnership where appropriate. Outcomes translated into operational procedure and workforce training as appropriate.	Janice France	Ongoing		Failure to adopt learning and address recurring SAR safeguarding themes leading to repeated safeguarding incidents
	Audit of progress against the SAR Thematic Review recommendations undertaken jointly with the QA and Audit Sub Group using case studies to evaluate the impact of changes in operational procedure on the outcomes of adults	Janine Campbell	June 2021		Failure to understand or evidence if the recommendations and learning have made a

	at risk. Present update to Michael Preston-Shoot in June 2021.	Sub Group			difference to prevent future similar safeguarding issues.
	SAR subgroup chair to present completed SAR case studies at cluster leads meeting.	Janine Campbell	Ongoing		Failure to embed learning into operational practice within the 5 hubs
Processes to routinely collect and share the learning from SARs and Rapid Reviews embedded within strategic safeguarding  (Thematic Review recommendations 4.5 and 4.7)	Development of 7-minute briefings for all completed SARs which are routinely promoted through the safeguarding website, Workforce Development Sub Group and established PR and Comms channels.	Janine Campbell Sue Massel	Ongoing		Failure to embed learning into operational practice resulting in repeated safeguarding incidents
	<ul style="list-style-type: none"> <li>• Production of Section 42 decision making briefings for managers and practitioners.</li> <li>• Joint approach with QA and Audit to review the quality and consistency of Section 42 decision making and practice standards within investigations and case conferences.</li> </ul>	Sub group JF/JB	July. 2020  March 2021		Reputational damage as section 42 cases are missed resulting a failure to gather learning to inform operational/system change. Failure to deliver SAR recommendations

#### Key for Performance Progress Rating

White	Blue	Green	Amber	Red
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## 2. PERFORMANCE: Chair – Matt Drogan

What do we want to achieve?	Multi-agency Actions needed to achieve this	Key people	Key dates	Position Statement	What are the risks of not doing this?
Intelligence led leadership across the partnership, to identify trends and inform practice and service improvements	Work with Team Managers to share and understand emerging trends at an early stage and agree next steps in terms of timely challenge and responsibility for taking forward improvement conversations.	Matt Drogan /Sub group	Ongoing		Failure to respond appropriately to emerging trends
	Refer key areas of enquiry to the Quality Assurance and Audit Sub Group Chair to determine appropriate areas for audit based on emerging hypothesis.	Matt Drogan /Sub group	Ongoing		Safeguarding operational policy and procedure will fail to address emerging trends leading to an increase in safeguarding incidents
	Share timely intelligence and comparator information from Safeguarding Adults Collection (SAC) highlighting key issues for Oldham.	Matt Drogan /Sub group	Ongoing		Lack of real time understanding of Oldham's safeguarding performance across GM
Assurance of consistent approach to safeguarding referrals across statutory and voluntary sector agencies to understand if the 'no wrong door' policy is working	<ul style="list-style-type: none"> <li>Analyse information that sits behind broad dataset headlines to identify referral rates across primary, acute and community settings currently listed either as 'Health' or 'Other'.</li> <li>Based on findings from the review work with QA and Audit and Workforce Development Sub Groups to address gaps in safeguarding identification and reporting by services. Amend MOSAIC reporting where appropriate.</li> </ul>	Matt Drogan/ Julie Farley/ David Nixon	Aug 2020		Lack of intelligence about sources of referrals across community, VCS and primary care settings means inconsistent reporting cannot be identified and therefore addressed through targeted WFD and info. Campaigns
Assurance of consistent safeguarding identification and referral by each of the 5 PCN/Hubs	Review current data collection through MOSAIC to ensure baseline comparisons can be made across the 5 PCN/Hubs and by type of professional in order to identify gaps and inform training plans.	Matt Drogan Sub group	October 2020		Lack of intelligence means inconsistent reporting cannot be identified or addressed across the hubs

### 3. QUALITY ASSURANCE AND AUDIT: Chair – Tbc (Julie Farley to cover this until the Chair is agreed)

What do we want to achieve?	Multi-agency Actions needed to achieve this	Key people	Key dates	Position Statement	What are the risks of not doing this?
An effective multi-agency quality assurance and audit process to understand the impact of policies and workforce training on the prevention of safeguarding incidents	<ul style="list-style-type: none"> <li>• Agree sub group TOR and membership, plus audit mechanism designed to understand the impact of safeguarding policies and procedures across agencies. Adopt audit best practice from local partners and CQC.</li> <li>• Develop Communications Plan to explain the role and proposed work of the Sub Group to partner organisations.</li> </ul>	JF/ Subgroup	August 2020		Failure to deliver a quality assurance and audit approach across all key agencies leading to inconsistent approaches to safeguarding practice
	<p>Agree an indicative forward plan of case file audits for the coming year and timescales for completion. In the first instance these are expected to include:</p> <ul style="list-style-type: none"> <li>• MCA, DoLS and Best Interest Assessments</li> <li>• Multi-agency review exploring how staff are supported to work with adults who self-neglect; recommendations to go to the WFD Sub Group</li> </ul>	JF/ Subgroup /AP	August 2020		<p>Failure to deliver SAR Thematic recommendations</p> <p>Lack of confidence that MCA, DoLS and BIA consistently embedded in multi-agency practice</p>
Partners to have assurance that all agencies adopt MSP as core principles central to day to day practice	<ul style="list-style-type: none"> <li>• Joint work with the MSP Sub Group using a combination of audit and self-assessment to check the extent to which MSP is embedded in the core operational practice within each agency.</li> <li>• Link the audit questions to the performance dataset to explain why performance against MSP is below 90%.</li> </ul>	JF/ Subgroup /KL	January 2021		Voice of the individual will not be heard as part of the safeguarding process – 89% achievement level in 2019/20
Consistent approach to safeguarding operational	Audit to assure the Independent Chair that each partner/service on the SAB has incorporated the Safeguarding Business Plan actions into their own business plans as part of their core business and	JF/ Subgroup /Board	August 2020		Inconsistent approach to safeguarding operational

procedures across different agencies and settings	identified any associated WFD and training requirements for managers and staff.				practice across agencies in Oldham
	Following the roll out of the self-neglect policy and training, work with the WFD Sub Group to establish a cycle of audits to assess the impact of training.	JF/AP/SM /Sub-group	Start Feb 2021		Failure to understand or evidence if the recommendations and learning have made a difference to prevent future similar safeguarding issues
	Joint work with the WFD and MCA Sub Group to establish a baseline for Mental Capacity Act compliance and assess the impact of MCA training.	MCA lead	TBC		Failure to assure the independent Chair that MCA is being consistently applied across agencies
Consistent approach, quality and oversight of decision making and recording	<ul style="list-style-type: none"> <li>Audit to review the standards of recording (including supervision and strategy meetings) to ensure clarity of decision making, appropriate recording, and defensible decision making is described (when, with whom and why).</li> <li>Review to assure partners that risk assessments are completed along with action plans about how risk will be mitigated</li> <li>Review of electronic systems to ensure managers are not signing off their own decisions and that all safeguarding enquiries are recorded on MOSAIC.</li> </ul>	JF/ Subgroup AP/HE	Nov 2020		<p>Failure to deliver the SAR Thematic Recommendations</p> <p>Lack of assurance that sound governance and recording processes are in place</p>

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#### 4. MSP AND PREVENTION: Joint Chair – Yvonne Lee and Karen Lloyd

What do we want to achieve?	Multi-agency Actions needed to achieve this	Key people	Key dates	Position Statement	What are the risks of not doing this?
Merge the MSP and the Prevention and Wellbeing workstreams into a single Sub Group with new membership and combined work programme	<ul style="list-style-type: none"> <li>• Draft the new TOR and remit for the MSP and Prevention Sub Group</li> <li>• Review the combined membership of the two groups to reduce duplication, and balance a streamlined approach with the right mix of community representation</li> <li>• Host the first meeting of the new group and finalise the TOR, remit, membership and agree the 2020/21 programme of work</li> </ul>	Karen Lloyd  Yvonne Lee  Members of the Sub Group	June 2020	A meeting was held at the end of May 2020 that: <ul style="list-style-type: none"> <li>• Discussed the background and aims of the Subgroup</li> <li>• Agreed new TOR that merged the aims of the MSP and the Prevention and Wellbeing subgroups</li> <li>• Agreed revised membership and a 12 month programme of work</li> </ul>	Failure of the Board to deliver its key priorities of MSP and safeguarding prevention
Routinely involve service users and carers in discussions to understand what good MSP practice and preventative safeguarding looks like and how to empower people to manage risk	<ul style="list-style-type: none"> <li>• Build on the Rats in the Sofa (RiTs) engagement to set up a MSP Voice Network – start by inviting people from event who expressed an interest in being involved.</li> <li>• Identify a key group to engage with to co-produce a Podcast library of individual ‘stories’ owned by the group. Use the Podcasts as the basis for a Practice Learning event – hosted through Zoom between service users, carers and commissioners if Covid-19 restrictions still in place.</li> <li>• Work jointly with the PR and Comms Sub Group to design a range of resources and information to raise the public profile and understanding of safeguarding issues, particularly self-neglect.</li> </ul>	Karen Lloyd  Yvonne Lee  JF/JB  Sub Group  Terry Edwards/ Claire Gleeson	Nov. 2020	Through a joint piece of work with Made by Mortals, the Safeguarding Business Unit supported the CIC to successfully apply for Arts Council Funding to create the library of podcasts. These will capture people’s lived experiences in Oldham for use as a training and co-production resource.	We will lose momentum to engage people with lived experience.  Policies and procedures will fail to recognise the impact of lived experience and will continue to result in adults ‘At Risk’ disengaging from services.
Raise the profile of Making Safeguarding Personal.	<ul style="list-style-type: none"> <li>• Work jointly with the Workforce Development Sub Group to identify MSP champions within agencies and PCN/Hubs</li> <li>• Work jointly with Voice Network and the PR and Comms Sub Group on a communications plan to raise the profile</li> </ul>	Karen Lloyd  Sue Massel  Sub Group	January 2021		MSP practice will not be embedded operationally and the voice of the adult at risk will not be heard



	of MSP across multi-agency settings and create a suite of resources for practitioners and the public, including easy read leaflets				- 89% achievement level in 2019/20
Develop practice guidance to ensure Oldham's MSP Model is clearly communicated and applied consistently across partner organisations	<ul style="list-style-type: none"> <li>• Work in partnership with the Policy and Procedures Sub Group to create MSP guidance based on feedback from people with lived experience and in consultation with practitioners and managers.</li> <li>• Work in partnership with QA and Audit Sub Group and service users and carers to evaluate how the MSP guidance is applied to ensure meaningful personalised outcomes for service users.</li> </ul>	Karen Lloyd Members of the Sub Group	Jan/Feb 2021		Lack of evidence that MSP is applied consistently by agencies and the voice of the adult is central to the safeguarding outcome
Produce the Oldham Adult Safeguarding Prevention Strategy	<ul style="list-style-type: none"> <li>• Co-produce vision through MSP Voice discussions and engagement sessions.</li> <li>• Produce associated Action Plan setting out multi-agency commitments to deliver the strategy covering issues such as suicide prevention, social isolation and managing risk.</li> </ul>	Julie Farley Members of the Sub Group	Jan/Feb 2021		Without a preventative strategy we will fail to reduce safeguarding incidents and section 42 cases
Integrate the principles of preventative safeguarding into the commissioning of mainstream preventative services	<ul style="list-style-type: none"> <li>• Map the outcomes and commissioning intentions from health and social care prevention and Thriving Communities against themes identified in the Adult Safeguarding Prevention Strategy.</li> <li>• Present findings and recommendations to Board to inform future safeguarding preventative commissioning and preventative practice across statutory and community partners.</li> </ul>	Yvonne Lee Helen Ramsden JF/JB Sub Group	Jan/Feb 2021		Without a preventative strategy there will be an increase in section 42 enquiries
Embed lessons learnt from the preventative safeguarding case study review into policy and practice	Themes identified in the safeguarding prevention review and reported to Board to be aligned with the SAR Thematic Review recommendations. Responsibility to oversee the delivery of these recommendations will be transferred to the SAR sub group.	JF/JB Members of the Sub Group	June 2020	Safeguarding themes identified in 2019/20 as part of the prevention case study review have been incorporated into a combined SAR Action Plan and agreed by the SAR subgroup in June 20.	Without a preventative strategy there will be an increase in section 42 enquiries

## 5. OPERATIONAL POLICY AND PROCEDURES: Chair – Abigail Pemberton

What do we want to achieve?	Multi-agency Actions needed to achieve this	Key people	Key dates	Position Statement	What are the risks of not doing this?
A consistent approach to safeguarding policy and operational procedures across the partnership with a focus on multi-agency processes	Complete the existing Multi-Agency Policy and Procedure and jointly agree a process for ongoing review with the QA and Audit Sub Group.	AP/ Subgroup /JF	July 2020		Inconsistent approach and application of operational safeguarding policy and practice across agencies
	Completion of the following multi-agency policies and procedures: <ul style="list-style-type: none"> <li>• Self-Neglect Policy which includes procedures for assessing risk, panel meetings, escalating concerns, and agreeing the key lead agency and worker</li> <li>• Person in a Position of Trust Policy and procedure</li> <li>• Multiagency Risk Management/Assessment and risk tool where there is concern for a person’s wellbeing</li> <li>• Frequent Flyers Policy and procedure covering adults at risk who do not engage</li> <li>• Escalation Policy</li> <li>• Develop a Post Bereavement Policy and/or a Bereavement and Recovery Policy to support ‘adults at risk’</li> <li>• Modern Slavery Protocol – consistent with GM partners</li> </ul>				
A consistent approach to defining and reporting safeguarding across different organisational settings in line with the ‘no wrong front door’ policy	Produce guidance to ensure a consistent approach to defining safeguarding ‘concerns’ and ‘serious incidents’ across health services and care homes. This includes defining levels of harm, how these are applied and reporting processes. Link with the WFD Subgroup to deliver training.	AP/SM/ Subgroup	August 2020		Inappropriate referrals and increase demand on MASH reduce ability to manage section 42 cases. Failure to deliver SAR recommendations
Effective information sharing protocols across agencies for adults at risk to support the	<ul style="list-style-type: none"> <li>• Undertake a review of multi-agency information sharing policies in relation to adults at risk and produce guidance on lawful information sharing.</li> </ul>	AP/DD/ Subgroup	Sept 2020		Failure to identify and prevent safeguarding

early identification and prevention of safeguarding incidents	<ul style="list-style-type: none"> <li>Review information sharing policy and procedure between police and social care.</li> </ul>				incidents at the earliest opportunity
Collaboration with relevant SAB Sub Groups to develop and publicise new policies and agree any training and development requirements.	<ul style="list-style-type: none"> <li>Link to the MCA Sub Group to review and publish the multi-agency MCA Policy and procedure.</li> <li>Link to the MSP and Prevention Sub Group to develop policy and procedures designed to address key themes identified in the Prevention Safeguarding Review including Financial Abuse prevention and policy</li> </ul>	MCA lead/AP/ KL	Jan/Feb 2020		Failure to ensure a consistent approach to policy and operational procedure for MSP and MCA. Failure to deliver SAR recommendation.
Effective and timely processes to identify emerging operational issues and the creation of task and finish groups to develop appropriate policy and procedure.	<ul style="list-style-type: none"> <li>Assurance systems I place to routinely identify and respond to emerging trends and feed in key areas to the relevant OSAB Subgroups for action.</li> </ul>	AP	Ongoing		Failure to reduce repeated trends in safeguarding incidents
Effective processes to identify operational issues that require joint working to develop and integrate policy across children's and adults safeguarding	<ul style="list-style-type: none"> <li>Domestic Abuse Policy integrated policy covering adults and children's that includes adult's at risk without children</li> <li>Establish monthly adults and children's safeguarding business planning meetings and quarterly Forums</li> </ul>	AP/DH/ LM/HE	Dec 2020 Ongoing		Failure to achieve an all age safeguarding offer for Oldham

### Key for Performance Progress Rating

White	Blue	Green	Amber	Red
Unable to commence – awaiting other action to be completed or Covid issue	Progress towards milestone on track	Milestone achieved	Failed to achieve milestone in timescale	Failed to achieve milestone for 2 consecutive Board meetings

## Section 3: Joint Adults and Children’s Safeguarding Sub Groups

6. PR AND COMMUNICATIONS: Chair - Shelly Kipling					
What do we want to achieve?	Multi-agency Actions needed to achieve this	Key people	Key dates	Position Statement	What are the risks of not doing this?
Oldham’s multi-agency adult safeguarding offer has a high profile within the region and issues are clearly communicated across agencies and communities in Oldham	<ul style="list-style-type: none"> <li>Creation of a multi-agency adult safeguarding website providing a resource for professionals and the wider public, accessed via the Oldham ‘all age’ safeguarding portal.</li> <li>Incorporate web analytics into the site design, to enable tracking of access and use of site pages, and review as required.</li> <li>Website promotes wider public awareness of adult safeguarding issues through accessible information including easy read materials and different language options and links to partners sites and useful information.</li> </ul>	Shelly Kipling Sub group/ JB	Aug 2020		Board will fail to raise the profile of safeguarding issues in Oldham and fail to deliver its key function of information, advice and guidance
	Develop a safeguarding Communications and Engagement Strategy based on the OSAB Three Year Strategy, identifying key messages, stakeholder groups, and identifying preferred communication channels (of which, online is expected be one). This will include scope to respond to communications needs that emerge throughout the period, from the Board and Sub Groups.		July 2020		Board will fail to maintain a focused and sustained information and awareness raising campaign
Effective publicity campaigns designed to raise awareness of Adult Safeguarding issues and resources in Oldham	<ul style="list-style-type: none"> <li>Produce annual timeline of national, regional and local events and use these to proactively promote Oldham’s adult safeguarding offer.</li> <li>Develop range of communication materials in appropriate formats as per the Strategy.</li> <li>Deliver a public awareness campaign designed to raise awareness to increase identification of adult safeguarding issues, and how to report concerns.</li> </ul>	Shelly Kipling Sub group/ JB	June 2020  Ongoing – review in March 2021		<p>Board will fail to maintain a focused and sustained information and awareness raising campaign</p> <p>Board will fail to raise awareness on all forms of abuse and how to respond</p>

Specific PR and Comms actions designed to deliver recommendations in the SAR Thematic Review	Jointly with the SAR Sub Group and the MSP and Prevention Sub Group: <ul style="list-style-type: none"> <li>• Develop a ‘Be Curious’ campaign to help identify and report cases of self-neglect.</li> <li>• Provide a regular programme of 7 minute briefings on SAR learning and Podcasts of people’s stories in partnership with the Voice Network.</li> <li>• Explore options to use social media to help adults at risk to keep safe.</li> </ul>	Shelly Kipling JB-G Sub group/	Feb. 2021		Failure to deliver the SAR recommendations
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**Key for Performance Progress Rating**

White	Blue	Green	Amber	Red
Unable to commence – awaiting other action to be completed or Covid issue	Progress towards milestone on track	Milestone achieved	Failed to achieve milestone in timescale	Failed to achieve milestone for 2 consecutive Board meetings

## 7. WORKFORCE DEVELOPMENT AND MENTAL CAPACITY ACT COMPLIANCE: Chair – Sue Massel

What do we want to achieve?	Multi-agency Actions needed to achieve this	Key people	Key dates	Position Statement	What are the risks of not doing this?
Assurance that multi-agency adult safeguarding policy, procedures and practice are embedded in operational management and delivery	<ul style="list-style-type: none"> <li>Review membership and TOR of sub group and include VCS representation.</li> <li>Develop a multi-agency Workforce Development Strategy and training plan with the Children’s Safeguarding Partnership including work shadowing across children’s and adults’ settings.</li> </ul>	Sue Massel Sub Group JF/JB	Aug 2020		Failure to embed safeguarding policy and procedure in operational practice across all agencies
Ensure that workforce development and training supports the ‘all age’ safeguarding offer	Develop the Oldham safeguarding website as a joint training resource.	Sue Massel /Lisa Morris	Oct. 2020		Failure to embed safeguarding policy and procedure across children’s and adults services.  Failure to deliver SAR recommendations.
	Work jointly with the OPP Sub Group to produce and promote the revised multi-agency MCA Policy and operational procedure across staff	Sub group JF/JB			
A robust multi-agency workforce development and training offer with a pool of accredited safeguarding and MCA trainers	Map existing safeguarding and MCA trainers, training packages and training resources across SAB agencies and the VCS.	DoL lead (TBC)	August 2020		Inconsistent approach and effectiveness of WFD training  Training limited to key partners and not rolled out to front line staff resulting in inappropriate referrals as part of the ‘No Wrong Door’ offer
	Working jointly with the QA and Audit sub group ensure mandatory safeguarding training is included in partners Business Plans and evaluate the quality and impact of adult safeguarding training in order to showcase examples of best practice.	Sue Massel Sub group JF/JB	Dec. 2021		
Assurance that services have addressed recommendations in the SAR Thematic Review	<ul style="list-style-type: none"> <li>Produce a multi-agency self-neglect workforce development offer in partnership with the Operational Policy and Procedure Sub Group and develop a cycle of audits to assess the impact of training with the QA and Audit Sub Group.</li> </ul>	Sue Massel Yvonne Lee Sub Group	Dec. 2021		Failure to deliver SAR recommendations resulting in self-neglect safeguarding incidents

<p>Assurance that the WFD and training responds in a timely manner to new and emerging issues</p>	<ul style="list-style-type: none"> <li>• Develop/source training to cover legal literacy and unconscious bias</li> <li>• Review current training offer designed to build awareness of risk and resilience for adults with a LD and develop training for service users to identify and manage risky situations.</li> </ul>	<p>Sue Massel JF Sub Group</p>	<p>Oct. 2020</p>		<p>Failure to ensure a consistent safeguarding offer across agencies.  Failure to reduce safeguarding incidents through prevention.</p>
<p>Changes set out in the Mental Capacity Amendment Act (2019) are clearly understood and implemented by agencies across Oldham</p>	<ul style="list-style-type: none"> <li>• Guidance produced in a range of formats to explain the changes including 7 minute briefings for staff and easy read infographic leaflets as appropriate.</li> <li>• Design an initial and refresher MCA training programme.</li> <li>• Identify online resources to increase the training reach across Oldham, and/or consider accrediting training across partner services who are able/willing to deliver the MCA training.</li> <li>• Ensure Specific mental capacity and consent training for primary care.</li> </ul>	<p>New DoLs Lead Tbc</p>	<p>TBC</p>		<p>Failure of the Board to implement statutory changes set out in the MC Amendment Act across all agencies</p>
<p>Review the current MCA offer in Oldham to identify any existing issues that also need to be addressed within any new guidance</p>	<ul style="list-style-type: none"> <li>• Review the DoLS process to determine at what point in the system waiting lists should start.</li> <li>• Reviewing the DoLS process with the aim of slowing down allocation until there is assurance that Form 5s will be signed off promptly and consider how to increase the number of active signatories.</li> </ul>	<p>New DoLs Lead Tbc</p>	<p>TBC</p>		<p>Failure to deliver on previous SAR recommendations</p>
<p>Requirements set out in the Mental Capacity Amendment Act (2019) are consistently applied by practitioners in different services and settings</p>	<ul style="list-style-type: none"> <li>• Working jointly with the QA Sub Group to audit and review the impact of the MCA training on service delivery.</li> <li>• Audit should consider shared language and understanding of mental capacity and how and when assessments are undertaken.</li> </ul>	<p>New DoLs Lead Tbc</p>	<p>TBC</p>		<p>Failure to understand and evidence the impact of the MCA WFD training and its impact on safeguarding outcomes</p>

## 8. TRANSITIONS: Chair – Mark Warren

What do we want to achieve?	Multi-agency Actions needed to achieve this	Key people	Key dates	Position Statement	What are the risks of not doing this?
An effective integrated offer to support Children in the transitions process	Undertake a diagnostic review to agree the different transitions priority groups to come under the remit of the Sub Group e.g: <ul style="list-style-type: none"> <li>• Learning Disabilities</li> <li>• Physical Disabilities</li> <li>• Children in Care</li> <li>• Children in the youth justice system</li> </ul>	Mark Warren Subgroup JF/JB	Aug. 2020		Failure to deliver an 'all age' safeguarding offer equally across key 'at risk' groups
	Based on the definitions review the membership and TOR of the Sub Group				
Joint working between children's and adults' services to promote positive outcomes and ensure accountability across partnership organisations.	Map and review the transition pathway and experiences of children with disabilities going through adult social care transitions.	Mark Warren Subgroup JF/JB	Dec. 2020		Failure to include the voice and lived experience of young people going through transitions resulting in assumptions being made to redesign services
	In partnership with the MSP and Prevention Sub Group work with young people to gather their stories and experiences of going through transitions.				
Improve the experiences of children and young people going through transitions processes	Based on the stories and experiences of young people identify the common themes to showcase what good multi-agency transition looks like and set out recommendations for change in operational practice where appropriate.	Mark Warren Subgroup JF/JB	March 2021		Safeguarding incidents will not be prevented and recurring safeguarding trends will increase