

**OLDHAM  
SAFEGUARDING  
ADULTS BOARD**

**ANNUAL REPORT  
SINGLE AGENCY  
STATEMENTS**



Oldham Council is a local authority whose vision is to work co-operatively with the citizens of Oldham. Oldham Council undertakes many functions to support and provide services to Oldham residents. We are passionate about safeguarding adults and promoting and protecting the human rights, wellbeing and safety of the people of Oldham. We have very specific statutory responsibilities for preventing, assessing and meeting the eligible social care needs of the citizens of Oldham under the Care Act 2014. Under this legislation Oldham Council also has statutory safeguarding responsibilities for adults aged 18+, responsibilities to carers and for the Safeguarding Adults Board. Under the Mental Capacity Act (MCA) 2005 we also have responsibilities regarding the Deprivation of Liberty Safeguards (DoLS). Oldham Council undertake these responsibilities as part of Oldham Cares Integrated Care Organisation and deliver them through our Adult Community Health and Social Care services.

## Safeguarding and Oldham Council

Safeguarding is our top priority in Adult Community Health and Social Care. Our approach is to work with adults aged 18+ to support them to stay well and live safely, free from abuse and neglect. The principles that underpin our safeguarding work are partnership, empowerment, prevention, proportionality, protection, and accountability. Our approach is to work in partnership with adults to make safeguarding personal by understanding what is important to a person and what they want to happen to stay safe and well. We also take a multi-agency approach to safeguarding, working in partnership with other agencies and organisations to support the safety of adults.

Our safeguarding practice takes place across a spectrum. At the broad end of the spectrum we take a preventive approach through signposting, building community capacity, through the assessment and management of risk, the promotion of wellbeing, and by supporting positive risk taking. The aim of this approach is to prevent abuse by empowering people to build resilience and to safeguard themselves. At the other end of the safeguarding spectrum we respond to concerns of abuse and neglect for adults with care and support needs by coordinating concerns, strategy meetings, completing safeguarding enquiries, making interventions, protection planning and reviewing, where an adult is experiencing or at risk of abuse or neglect. The aim of this approach is to protect adults who are unable to protect themselves from the experience of abuse and neglect.

As well as working at an individual level we work with care providers, reviewing the quality of services to support the delivery of safe care through prevention and intervention, and in order to prevent abuse and ne-

glect and protect people from abuse or neglect. We work with individuals to ensure that they are not illegally deprived of their liberty, and that the care and support they receive is necessary and proportionate to manage the risks to their wellbeing. The final part of our approach is to work at a systems level to strategically develop and maintain the effectiveness of the safeguarding system in Oldham.

## Safeguarding in 2019/20

The key safeguarding trends for Community Health and Social Care in 2019/20 were:

- achieving consistency in safeguarding practice.
- supporting quality of care and completing safeguarding work with provider settings in support of safe care provision.

We will continue with a rolling programme of work to manage these long-term trends.

New emergent safeguarding trends relate to how Community Health and Social Care and the wider safeguarding system in Oldham support people who:

- are experiencing complex and contextual abuse as an adult
- are transitioning through Safeguarding
- have complex dependencies
- experience self-neglect
- experience Domestic Abuse.

We are working strategically to:

- gain an understanding of the factors influencing these trends both in Oldham, regionally and nationally
- gain an understanding of how the trends impact at both individual and systems levels
- and how we can prevent people from experiencing harm, respond when harm occurs and support recovery
- continuously improve our services to support people to be safe and well.

In order to support consistent, person-centred, and effective safeguarding practice Oldham's Adult Health and Social Care Service enhanced its Safeguarding workforce offer in 2019/20, commissioning and delivering a rolling programme of specialist safeguarding training for its Service Managers, Safeguarding Adults Managers and Safeguarding Enquiry Officers. Oldham's Community Health and Social Care Services have continued to prepare for the implementation of the Liberty Protection Safeguards (LPS) which are due to replace the Deprivation of Liberty Safeguards under the Mental Capacity Amendment Act 2020.

Throughout 2019/20 a programme of activity has been undertaken to implement the recommendations of the Safeguarding Review completed in January 2019.

The following recommendations were implemented:

- Creation of a new Strategic Safeguarding Service, aligned to the Multi-Agency Safeguarding Hub (MASH), and replacing and enhancing elements of the former Quality Assurance & Safeguarding Hub. The Strategic Safeguarding Service includes Strategic Safeguarding Leads, a small team of specialist Safeguarding practitioners who provide a link between practice and strategic activity and a new Board Business Unit, to support the Board and its Sub Groups
- Removal of the dedicated Residential Safeguarding function from within existing centralised arrangement, with all residential and community safeguarding activity to be undertaken in Cluster teams, with the exception of specific scenarios to be undertaken in MASH and the Integrated Discharge Team (IDT).

## Safeguarding Adult Review Learning

One of the key areas of learning from the Safeguarding Adult Reviews (SARs) recommendations relates to how we work with our partners. We have now commenced a workplan of actions to support the public and professionals to understand the wellbeing and safeguarding work we do, to support quality safeguarding referrals to be reported and to enhance multi-agency safeguarding work. Another key area of learning from SAR recommendations has been in relation to self-neglect. Our workplans support the creation and implementation of systems across adult and children's social care and early help, which will allow practitioners to better understand self-neglect, recognise when patterns of self-neglect are occurring, report and respond to self-neglect effectively and work effectively with people who experience self-neglect to maintain their wellbeing and safety.

## Successful Multi-Agency Safeguarding Work

In October 2018, an Adult Safeguarding Review was commissioned by Mark Warren, Oldham Director of Adult Social Services (DASS) and Managing Director of the Oldham Community Health and Social Care provider, and Claire Smith, Oldham Executive Nurse. The multi-agency review concluded in January 2019. Community Health and Social Care have continued to work alongside NHS Oldham CCG to lead the implementation of the recommendations throughout 2019/20 by developing and delivering:

- a revised Board support model and way of working for the statutory Safeguarding Adults Board in Oldham
- a revised Strategic Safeguarding Service offer, including a Board Business Unit, revised DoLS/LPS function, and greater capacity for the strategic oversight of safeguarding activity
- revised processes, procedures and enablers for day to day operational adult safeguarding activity
- a revised workforce development and training offer.

## Safeguarding Priorities in 2020/21

- To continue to deliver the safeguarding review recommendations and deliver effective personalised safeguarding re-

sponses through consistent practice and making safeguarding personal

- To continue to invest in workforce capability in safeguarding adults and mental capacity and support the provider market to deliver safe, high quality care
- To continue to improve preventative safeguarding through the development of a multi-agency risk huddle model
- To embed the new Safeguarding Adults Board Business Unit and work as an effective member of the Board through leading and contributing to Sub Group activity and outcomes
- To review and improve the current DoLS system and prepare for the Liberty Protection Safeguards
- To embed organisational, partnership, regional and national learning into safeguarding systems and practice and gain an understanding of the factors influencing emergent safeguarding trends of complex and contextual abuse of adults, safeguarding transitions, transitioning, complex dependencies, self-neglect and Domestic Abuse in Oldham
- To gain an understanding of how the emergent safeguarding trends impact at both individual and systems level, and how we can prevent people from experiencing harm, respond when harm occurs and support recovery
- Continuously improve our services to support people to be safe and well.

## Key Challenges

Oldham Council will continue to deliver its statutory safeguarding functions and place human rights, wellbeing and safety at the centre of the work of Community Health and Social Care Services. We will also continue to work in partnership through making safeguarding personal, multi-agency safeguarding practice and as a member of the Board. We will learn from SAR recommendations and listen to the voices of Oldham citizens through the work of the Board. These recommendations and conversations will be used to inform and to continuously improve our systems and safeguarding practice.

The biggest challenge going forward will be the continued impact of the Covid-19 Pandemic. We have been able to respond to the Pandemic and adapt our ways of working. Whilst our statutory duties for safeguarding have not changed, they are now being delivered in a different context, which will require all those involved to continue to think creatively about how to secure the human rights, wellbeing and safety of adults with care and support needs. We are also aware of the potential for hidden harm to have occurred for adults who were not visible during the Pandemic and are preparing for increased safeguarding activity as visibility is regained. Continued monitoring of emergent safeguarding trends, and the capacity and demand on systems will be required to ensure effective responses during recovery. We recognise that times of great change bring both challenge and opportunity and continuously review how we are working, changing and evolving to ensure that opportunities are capitalised upon and new and effective ways of working are retained in order to ensure our staff are safe and individuals remain at the heart of our work.



Safeguarding is the responsibility of every member of GMP staff, from call takers, first responders, neighbourhood staff, detectives, specialist officers and MASH. Safeguarding is the foremost priority at any incident reported and staff complete the appropriate documentation to trigger the relevant referrals to multi-agency partners whose support may be required.

## Safeguarding in 2019/20

GMP faced challenges with the introduction of a new IT platform known as iOPS, which in the first few months, made the headlines for all the wrong reasons and led to the commissioning of an inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). The HMICFRS report was undertaken four months after the launch of the system and reflected a moment in time. Since that date, further advancements have been made both in the system and in staff confidence levels. The review gave us nine recommendations to consider. Since the time of the review and prior to the report being issued, seven of those had already been completed and two of them had actions already in place. One of the recommendations relevant to Adult Safeguarding was a need to develop a full understanding of the threat and risk contained within the system and in particular a review of all Domestic Abuse incidents recorded between the launch of iOPS and October 2019 to ensure that an appropriate response had been provided and referral made to the relevant agency. As the months have progressed the system has stabilised the benefits are now beginning to materialise especially in the world of vulnerability.

We have implemented a new Adult at Risk Policy that is used by frontline offices attending calls to service where they recognise vulnerability. This was implemented after much consultation especially with the DASS to ensure compatibility with all agencies. The policy has allowed us to ensure that we signpost or refer to the most appropriate agencies at the first opportunity and has ensured that the right safeguarding pathways are followed. We have also seen the introduction of Stalking Protection Orders (SPO) which are civil orders that do not need victim support to implement. Therefore, if any agency feels that an individual is at risk but is fearful to support an SPO the police can apply for one regardless. This is relatively new legislation and operates in a similar way to Domestic Violence Protection Orders.

Whilst we were inspected in December 2018 by HMICFRS in relation to our response to reports of crime involving 'Older People' as victims, the results were not provided until May 2019 and as a result a further dip sample was undertaken internally on this thematic. The inspection indicated improvement

was required by GMP overall. The sample size was extremely small and it is clear from their findings that the inspectors had limited knowledge of partnership working within the Adult arena as recommendations were made on some of the cases reviewed that were not practical.

A Stalking Scrutiny Panel took place in June 2019, made up of police, the Crown Prosecution Service (CPS) and Victim Service Coordinators. The exercise found that the CPS were receiving more stalking cases and a better explanation as to why other charges were being considered. The exercise also found some excellent investigations and tenacity of officers, good evidence of CPS and police working together on cases, some excellent statements and good applications for restraining orders. It was also found that the quality of some files were poor with little supervisory oversight and delays in responding to the CPS, there was a lack of victim care and updates and safeguarding of non-Domestic Abuse victims, some delays in initial response to these calls leading to some retractions, cases being looked at in isolation rather than understanding the history and context and not all were being risk assessed. It is expected that this will be repeated later in 2020 including multi-agency partners in the Scrutiny Panel.

Complex Safeguarding, Domestic Abuse and Child Abuse have emerged as increasing trends, during 2019/20, as a result of the Covid-19 Pandemic and were mostly hidden in the first few weeks of lockdown but are now emerging.

## Safeguarding Priorities in 2020/21 & Key Challenges

An Investigative Safeguarding Review (ISR2) is currently ongoing. This is the evaluation of the merger of the Criminal Investigation Department with the Public Protection Investigation Units. The evaluation is looking at how the separate departments used to work, what benefits have been achieved by merging them and what could be done to improve the way in which we investigate vulnerability. The evaluation is in three phases, the first is the internal survey and interview of GMP personnel, the second is the partnership consultation and the third is the delivery of the findings and recommendations which is due later in 2020.

We will continue to respond to the emerging trends of Complex Safeguarding, Domestic Abuse and Child Abuse. The increased demand particularly in these key vulnerability strands will be our key challenge. It is anticipated that we will continue to see a rise in reports due to the ongoing restrictions and a potential backlog of reports due to the Covid-19 Pandemic although this is yet to be seen within GMP. The creation of the new all age Complex Safeguarding Team is also a key partnership area for us to work on moving forward.

NHS Oldham Clinical Commissioning Group (CCG) is an organisation responsible for deciding how taxpayers' money is spent on the health of people who live in Oldham.

NHS Oldham CCG is a membership organisation, with every family doctor in Oldham as our members. The vision of NHS Oldham CCG is to improve health and healthcare for the people of Oldham by commissioning the highest quality healthcare services, provided near to the patient, in an integrated fashion and representing best value for money.

NHS Oldham CCG is accountable to NHS England and NHS Improvement which, among other roles, support us to effectively buy, or commission, services for the NHS.

## Safeguarding and NHS Oldham CCG

CCGs are one of the Board's statutory safeguarding partners and the commissioners of local health services. They are responsible for the provision of effective clinical, professional and strategic leadership in regards to safeguarding adults, including the quality assurance of safeguarding through their contractual arrangements with all provider organisations and agencies, including from independent providers.

The Safeguarding Team is a fundamental part of the CCG's commissioning and contractual process; ensuring NHS funded services are delivering safe and effective care. NHS Oldham CCG is committed to the protection of adults and preventing abuse. The Designated Nurse for Safeguarding Adults represents NHS Oldham CCG on the Board as a professional advisor and on various Sub Groups of the Board and continues as Chair of the Safeguarding Adult Review Sub Group. The Director of Nursing & Quality provides the executive level oversight on the Board.

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

## Safeguarding in 2019/20

The main safeguarding themes that emerged as a priority within 2019/20 were:

- Pressure ulcers – the Designated Nurse for Safeguarding Adults attends the Greater Manchester Collaborative and has established a local working group to review current systems and processes when safeguarding concerns arise for individuals with pressure ulcers.
- Self-neglect – the Designated Nurse for Safeguarding Adults assisted the Independent Author to undertake the Board's Thematic Review into self-neglect. This allowed the CCG to

reflect on the service provision for individuals with multiple needs as well how these services interact with Oldham residents.

- Commissioning and assurance of out of borough placements - NHS Oldham CCG faces ongoing challenges in the assurance of the safety of our residents when placed in accommodation out of the Oldham borough. This is of particular concern with the use of specialist secure facilities. Over this past year the CCG, working with the local authority commissioners, has acted to strengthen our monitoring and assurance processes for patients placed out of area.

The main safeguarding achievements during 2019/20 were:

- The Board review of current arrangements and the integration of the Local Authority and CCG safeguarding services has been a successful journey.
- The Safeguarding Team established a two-way process for information sharing between Primary Care and the Multi-Agency Risk Agency Conference (MARAC) for victims of Domestic Abuse who are at high risk of serious harm.
- The Safeguarding Team have established forums to review how safeguarding and quality can operate in a more collaborative and succinct manner.
- The Safeguarding and Quality Team have been joined by commissioning and contracts teams to review commissioning and assurance processes for Oldham residents in out of borough care placements. The aim is to strengthen ongoing activity to ensure Oldham residents receive safe and effective care.
- The Designated Nurse for Safeguarding Adults has taken the lead for the Borough for Learning Disability Mortality Reviews, ensuring completion within timescale and establishing processes by which lessons can be learned across the health and care economy.

## Safeguarding Adult Review Learning

NHS Oldham CCG has reflected upon the learning from SARs with this informing how and where the focus of activity should be. Although the CCG have recognised that the learning from SARs needs to more widely distributed across the CCG in order for the learning to be truly embedded into practice.

NHS Oldham CCG has reflected upon many areas of learning from SARs during 2019/20. One of the areas is pressure area care, as this is an area that requires further analysis and multi-agency collaboration.

Oldham residents are developing pressure ulcers on a frequent basis for a variety of reasons, yet it is the response to these wounds that requires further exploration.

A multi-agency pressure ulcer group has been established, initially to review the process for investigating pressure ulcers when they arise. The aim is for this group to develop further and devise an action plan to focus on activity from the prevention of pressure ulcers to the investigation of pressure ulcers when they arise.

## Successful Multi-Agency Safeguarding Work

At the beginning of 2019/20, the Board commissioned a Thematic Review into the response to self-neglect in the borough after the deaths of four Oldham residents. The Designated Nurse for Safeguarding Adults was the lead for this review, supporting the Independent Author.

Despite the circumstances that led to the review, the review process itself was an extremely positive piece of work undertaken by the Board. The Designated Nurse for Safeguarding Adults liaised with fifteen different agencies who took part in the review process, which involved multiple panel meetings as well as a practitioner event, which all agencies fully engaged with. Agencies identified over fifty representatives to take part in the review and all attended with the aim of reflecting on current practice to ensure detailed learning came from the review process.

The practitioner event was a success and feedback was positive. The majority of agencies highlighted that collaboratively reflecting on the details of each individual really helped to identify the learning as well as the clearly identify the restrictions within services and gaps in service provision.

## Safeguarding Priorities in 2020/21

NHS Oldham CCG is committed to the integration of health and social care services within the borough and this is a high priority for the CCG over the coming year.

NHS Oldham CCG's priorities for 2020/2021 are to:

- Continue to support the Board, including attendance at the necessary Sub Groups

- Continue and strengthen the development of the collaborative approach to assurance of out of borough placements alongside the local authority
- Ensure the learning from Oldham reviews (Safeguarding Adult Reviews, Domestic Homicide Reviews, Children's Serious Case Reviews and Learning Disability Mortality Reviews) is distributed across the health footprint with the aim that the learning is truly embedded into practice
- Review safeguarding activity from NHS services, with the aim of developing a collaborative and streamlined approach
- Continue to build on the activity from 2019/20 including a review of Safeguarding and Quality processes.

## Key Challenges

Health services have been significantly impacted in recent months by the Covid-19 Pandemic, resulting in services working in very different ways. The challenge that faces us is ensuring that all services are able to come back to full capacity, whilst recognising that these changed ways of working will continue for the foreseeable future. Whilst this clearly presents a challenge it also brings opportunities as teams and services have found ways of working more collaboratively to solve problems quickly and effectively and are working creatively to ensure access to care at the point of need, notably enhanced use of digital technology and virtual consultations.

As the easing of lockdown commences there is a constant challenge of maintaining the safety of both staff and service users and creating balance to ensure access and visibility particularly for those in extremely vulnerable circumstances.

The impact of lockdown is yet to be fully seen and appreciated and we will continue to work with partners around issues such as Domestic Abuse, Complex and Contextual safeguarding and the impact from a Mental Health and wellbeing perspective.

The learning that we can take from the global pandemic is now central to our approach as we move forward with delivering services for individuals in a much more aligned and integrated fashion. Safeguarding practice and the personalisation agenda is a vital component of this and the challenges we face are striving towards that whole system approach whilst ensuring that individual need remains a key priority. As ever, this must be done within a context of tightening purse strings and necessary savings which means the focus on safeguarding and supporting our most vulnerable is as important, if not more so, than ever.

We're here at Age UK Oldham to encourage older people to enjoy later life with gusto! But if illness and frailty strike we can help:

- from a friendly listening ear on the phone to unravelling complicated entitlements
- supporting people to plan for their future and help them understand the benefit of putting Last Powers of Attorney in place with someone they trust, to ensure their voice is always heard whatever happens
- from giving people and their families clear information and emotional support at diagnosis stages of illness or major changes or upheavals in their lives to caring for those with severe dementia
- from sharing our wide local knowledge and experience to guide people when care needs loom to making sure that residents in Residential Care Homes have the right level of care and support in place for them
- from fixing a leaky tap to educating people on avoiding being 'scammed'
- getting people out and about and reconnecting with like-minded people
- for some very isolated people just making that first connection with someone they feel they can trust can be all it takes to improve their life.

## Safeguarding and Age UK Oldham

Prevention is central to our approach; our aim is to stop abuse before it happens. We understand the legislation but recognise that for some people the boundaries of safeguarding are a mystery, leaving them to endure unacceptable situations unknowingly and accepting it as a normal part of their life.

We are attuned to the people we come into contact with and have a keen sense of knowing when 'something's not quite right' and really listen to older people when they are in conflict. Building relationships is our strength, people trust and confide in us and we have the expertise and training to make sure that we can support them to take a stance against being treated badly or taken advantage of. Our specialist staff then work to offer solutions and strategies to prevent situations escalating and often avert crises but are also very clear 'where their support ends' and when to seek help out of their scope.

We continually invest in training at all levels making sure that from shop volunteers to drivers, to external contractors and all frontline staff, they are all aware of how to recognise early warning signs and when and how to make an alert.

## Safeguarding in 2019/20

The main safeguarding achievements during 2019/20 were:

- Further development and completion of our in-house link policies, procedures and a clear flow chart which all of our staff and volunteers can clearly identify with
- Appointment of two allocated safeguarding leads within the organisation to provide support and clear guidance for all staff, volunteers, older people and their carers
- As a key member of the Board's Prevention and Wellbeing Sub Group we have been able to highlight the hardships older people are facing and we worked with our service users to initiate community engagement and begin to address the issues. Working with others to recognise and take steps to begin to really address prevention locally feels to be a massive step forward.
- Close involvement in the production and hosting of the 'Rats in the Sofa' performance gave us a real sense of achievement and recognition on behalf of the people who need our help.

## Safeguarding Adult Review Learning

Age UK Oldham's representation on the Board's SAR Sub Group helped our organisation to ensure that

- training and the confidence of staff in safeguarding is a key priority
- all our in-house policies and processes are 'fit for purpose'.
- all staff and volunteers are made fully aware of timely recognition and reporting of concerns; no matter how 'small'
- staff 'talk to others to try to protect people at risk before it is too late'. Staff make the right connections, at the right time, with other organisations on behalf of older people and/or their carers when 'things go wrong'. Improving all our communication with other agencies and partners who may be involved with people who are presenting as being 'at risk' but no one agency taking responsibility can really help to prevent situations escalating for individuals.

## Making Safeguarding Personal

Making Safeguarding Personal is a key priority for our organisation, for people to clearly understand what safeguarding actually is and for us to use clear language without jargon when helping people to understand when 'things are not quite right in their life' but also respecting their individual thoughts and cultures when making decisions.

On the occasions when things do go wrong it is of the upmost importance that we ask individual people 'what is it they would like to change about their situation' or 'what do they want to happen as a result of any concern raised'. This is in-built into our in-house 'Reporting a Concern Procedure' so that all staff and volunteers are very clearly reminded to ask these very important questions.

## Successful Multi-Agency Safeguarding Work

Age UK Oldham have continued to support residents in Care Homes by presenting their view when safeguarding concerns have been raised in Care Homes in Oldham. Our staff are invited to provide factual details at multi-agency meetings from the reviews we have carried out but also to give an independent view from the resident's perspective. As part of the investigation of specific concerns, Age UK Oldham's Review Team would undertake a series of reviews at care settings at the conclusion of a safeguarding concern as a precautionary measure for other residents in the home. We highly value the ability to represent Care Home residents in this way. This is a successful approach in providing residents and their families/carers with reassurance at troubled times.

Age UK Oldham's Chief Executive Officer continues to be a participant of the Board and we have senior management representation and participation on the individual Sub Groups including the SAR Sub Group and the new Making Safeguarding Personal and Prevention Sub Group. This is a good opportunity for our organisation to represent older people and their carers in Oldham in a very constructive way and make sure their voice is heard.

Working closely in partnership with Oldham Cares and Healthwatch Oldham on the Prevention and Wellbeing Sub Group to review Oldham's safeguarding prevention offer culminated in the 'Rats in the Sofa' production in 2019. The main theme was built around a case study that our Personal Independence Payment (PIP) workers had encountered and raised questions of omissions leading to self-neglect. The event attracted a wide audience of professionals and people with lived experience to highlight how lessons could be learned and tragedies averted.

## Safeguarding Priorities in 2020/21

Our key goal will be to secure a real commitment to prevention to ensure that vulnerable people can live in safety, free from anxiety and fear. Prevention is discussed, highlighted and revered but rarely commissioned and funded and would make such a difference to those whose lives are blighted by abuse and neglect.

## Key Challenges

The restrictions imposed by the Coronavirus epidemic on older people, especially those living with

dementia, facing physical and Mental Health issues, or caring for someone in difficult circumstances presented numerous challenges. The enforced withdrawal of our face to face services coupled with the closure of peer support groups impacted severely on both service users and carers. The isolation felt by vulnerable and 'shielded' older people is immense. As an organisation our challenge is to continue to reach and support them by working in new and innovative ways.

During lockdown we worked tirelessly to make regular contact with every person who normally used our services and those who had contacted us needing help during the crisis. Practical help was the first priority, closely followed by emotional support, with daily contact being crucial for some people.

Our challenge for the future is sustainability of

- funding for the huge increase in practical services still desperately needed by those living alone with no close support
- staff and volunteer resources available to maintain the level of support and contact still required.

We have exciting proposals to address the future issues faced by older and vulnerable people in the immediate future and have submitted modest and realistic funding bids to overcome them.

We have been faced with major challenges in all our face to face service delivery and more specifically those services we provide for the most vulnerable people in Oldham, who would usually attend dementia day care or those people caring for people with dementia in the community and would usually require home visits and those older people residing in residential Care Homes in the borough. With face to face services suspended this most vulnerable group and their carers have been a key priority for our organisation and we have continued to support them on an almost daily basis to reduce risk of carer breakdown and crisis situations occurring. We have used all our resources and tried to be creative with our initiatives to continue with our services throughout the Covid-19 Pandemic, using remote technology, where possible, particularly with care providers to carry out urgent and safeguarding work in Care Homes.

Whilst this has had a modicum of success in the care provider sector it is not an easy process for older carers or those people with severe cognitive impairment we work with, who continue to live in the local community and at this time have no access to vital services they would usually access. Different tactics have had to be put into place:

- our staff are providing regular wellbeing checks by telephone
- constant reminders of our contact details if a 'listening ear' is needed
- delivering essential packages of medication, food and information whilst maintaining social distancing
- putting a pathway in place for our staff to follow where they felt an individual situation had reached crisis and required urgent social work or Mental Health professional visit or involvement.



The Community Rehabilitation Company (CRC) is an Interserve owned company delivering probation services. We deliver group intervention work, community payback and the supervision of service users (low and medium risk) on a community order or released from prison. We also deliver through the gate resettlement services for people being released from custody.

## Safeguarding and CRC

Whilst the CRC remit is to manage low to medium risk service users, public protection remains a vital aspect of practice and requires ongoing dynamic risk assessment. Practitioners use professional judgement and discretion in their work with service users and have autonomy to implement the risk principle whereby resources, follow risk.

All staff have a key role in preventing harm or abuse occurring and acting when concerns arise. Safeguards against poor practice, abuse, neglect and exploitation are an integral part in the delivery of service and support, as well as within regulation, commissioning and contract monitoring arrangements. This is achieved through partnerships between local organisations and individuals. Any person at risk of abuse, neglect or exploitation should be able to get in touch with public organisations for appropriate interventions and to know that they will get a consistent response and that agencies will work together. Adults who have needs are entitled to support and protection through the adult safeguarding procedures.

Staff are expected to undertake mandatory training which covers adult safeguarding. Practitioners are subject to supervision and management oversight which supports the development of safeguarding practices. The CRC has a lead Community Director with responsibility for safeguarding, who oversees and facilitates the sharing of best practice principles, communicates and disseminates national and regional developments, and shares findings from Serious Further Reviews, Serious Case Reviews and Domestic Homicide Reviews.

## Safeguarding in 2019/20

A March 2020 strategic needs assessment showed that 38% of cases for Oldham have identified issues with emotional wellbeing, and 72% have identified issues with lifestyle, linked to criminality. Domestic Abuse remains a key theme with 23% of cases having a history of Domestic Abuse, as a perpetrator, linked to their assessment. Across Cheshire and Greater Manchester CRC, those with a declared disability have more of an issue with emotional wellbeing, alcohol and relationships. The following have been identified as areas for progress: ensuring all new staff attend multi-agency training and all existing staff attend a refresher and increasing the number of home visits

pre-release from custody. Key achievements during 2019/20 have been the development of better multi-agency working and the development of an operating model across teams in Oldham and Rochdale which has developed specialisms, for example, having one team who only work with female service users or service users aged 18-25 years old has helped to develop skills and knowledge with those staff.

## Safeguarding Adult Review Learning

The CRC has been involved in a number of reviews and has taken away learning and embedded in to practice immediately. A CRC manager or deputy is now present on daily risk meeting calls. This has greatly improved sharing of risk information. The CRC in Oldham has also moved to an operating model which focuses on specialisms, and we now have a team of staff who work solely with resettlement cases and therefore have a developed a better understanding of the needs of people being released from custody and how to support them, specifically around housing needs.

## Safeguarding Priorities in 2020/21

Our key priorities for 2020/21 are to increase delivery of Domestic Abuse interventions to reach a larger number of perpetrators, develop our quality assurance mechanism further to ensure that improvements in relation to safeguarding are embedded into practice and to ensure the quality assurance mechanism score for safeguarding improves.

## Key Challenges

The impact of the Covid-19 Pandemic has meant that the CRC has moved to a remote method of delivery. This has been endorsed via Her Majesty's Prison and Probation Service through contract management and is subject to regular assurance audits. Cases identified as the critical few have been receiving door step visits and will be the first group of service users invited back in to the office for face to face appointments.

Group intervention work has been put on hold, meaning that some perpetrators are likely to expire with them having not completed the intervention. Given the back log at court, we are unable to apply for extensions to these orders at this time. The interventions team are developing a recovery model and very small group work will recommence soon. They will prioritise those cases who were part way through a group, and those coming to the end of their order.



At Greater Manchester Fire and Rescue Service (GMFRS), our duty is to respond and protect the lives of the people of Greater Manchester. Our primary aim is to reduce the risk of harm from fire to those most vulnerable within the community.

## Safeguarding and GMFRS

We work to reduce fire risk by undertaking Safe and Well visits, which are person-centred fire risk assessments, providing fire safety advice and interventions tailored to the needs of the household, in order to reduce the risk of fire in the home. We work with partners represented on the Board in order to identify those at highest risk and provide the advice and support to reduce risks and improve quality of life.

## Safeguarding in 2019/20

GMFRS continues to embed the principles of Making Safeguarding Personal and Making Every Contact Count within GMFRS culture, policy and practice. Extensive partnership work has continued across the borough, in support of the GMFRS Safe and Well referral pathway, with organisations such as Adult Social Care and Pennine Care NHS Foundation Trust. Over 2220 Safe and Well visits have been undertaken in Oldham by Operational Firefighters and Community Safety Advisors during 2019/20. Our Community Safety Advisors focus on the more complex cases. This figure includes 185 referrals where there has been a threat of arson and a further 351 individuals who were deemed at an increased risk of fire.

We have learnt through our investigations into fatal fires, that fire risk and poor health outcomes have factors in common, such as alcohol, smoking, drugs and prescribed medication, living alone, mobility issues, Mental Health, self-neglect and Hoarding.

Our lead Safeguarding Officer attends regular Board meetings and any relevant learning is shared with our staff. This learning forms part of our Safeguarding information sharing sessions. In addition, the Designated Safeguarding Officer for Oldham and the Oldham Community Safety Advisors have undertaken a significant amount of training including Domestic Violence and Abuse, Mental Health First Aid, Act Awareness, Hoarding Awareness and Making Every Contact Count. Making Safeguarding Personal features within many of the training sessions attended and is a theme consistently shared with our staff to help them understand the Safeguarding process.

## Successful Multi-Agency Safeguarding Work

A safeguarding referral instigated

by our Operational Crews following their attendance at an incident is a recent example of collaborative working. They arrived to find the occupier unaware that their smoke alarms were activating and were therefore unable to evacuate. After safely dealing with the imminent fire the crew made a safeguarding referral and a link to our Community Safety team expressing concerns about the individual's capacity, Mental Health, lack of understanding around fire risk and possible lifestyle factors. Keeping Making Safeguarding Personal as the core, GMFRS undertook some partnership work with other agencies and included the individual at all stages. This resulted in a care package being put in place, alongside Care on Call and the offer of regular support. The occupier went on to remain safely in their own home and retained an element of independence.

## Safeguarding Priorities in 2020/21

It is clear that elements of our Prevention Work will be redesigned following the outcome of a Programme for Change in order to focus on highest risks within our community.

GMFRS Safeguarding Policy Review and Operational Groups will continue to meet quarterly to provide support for the Service's cohort of Lead Designated Safeguarding Officers, to increase effectiveness and support compliance of safeguarding activities and to capture emerging trends and legislative changes from local Safeguarding Boards. Staff will continue to complete mandatory annual Safeguarding training. A new training package is due imminently. The Community Safety Manager and Designated Safeguarding Officer for Oldham will continue to work closely with operational staff to raise their awareness of safeguarding, particularly around emerging themes and trends.

## Key Challenges

A Programme for Change will bring a new prevention model from April 2021. The key challenge will be to achieve more with less. In order to facilitate this we are working hard on how we can still ensure we engage with people and provide fire safety in the home advice. Due to the Covid-19 lockdown, GMFRS withdrew face to face Safe and Well visits with the exception of arson and high-risk referrals. All Safe and Well referrals were triaged over the phone and where risk reduction equipment was identified as being required Operational Crews undertook deliveries. The lack of initial face to face visits did see a temporary reduction in safeguarding referrals made however as we now progress through the lifting of lockdown we are beginning to see an increase in referrals, particularly related to Mental Health. We will continue to review safeguarding referrals and their themes at our internal safeguarding meetings. In addition, we will also work closely with the Board to report on the trends, which feature in the referrals made by our staff.



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

We have a proactive role hosting community outreach conversations with target groups and communities including Black, Asian and minority ethnic (BAME) communities, Mental Health groups, Care Homes, acute hospital settings and primary care providers. Our role is to gather feedback about people's experience of using services and respond to complaints and reported safeguarding issues. This feedback is taken up with services on both an individual basis to ensure services are reviewed based on the feedback, as well as feeding in anonymised recurring issues to key strategic personnel within Oldham Council, including Adult Social Care and NHS Oldham CCG.

## Safeguarding and Healthwatch Oldham

HWO represents the voice of service users within the Oldham area in relation to their experiences of safeguarding practice.

HWO carries out four key roles that support the safeguarding agenda. These are to:

- ensure the voices and experiences of service users are heard and fed into the planning of services
- help shape the design and delivery of health and social care services
- hold services to account
- support the resolution of any NHS complaints and ensure lessons are learnt.

HWO achieves this by:

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

HWO representation ensures compliance with the statutory Care Act requirement to include Healthwatch organisations as part of the development of strategic plans.

Through our NHS Complaints work, HWO is a key independent resource for people to report safeguarding concerns and incidents.

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

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

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

## Safeguarding in 2019/20

A central theme remains the need for person-centred approaches to be adopted by partners as part of our Care Home visits, ward 'WalkABOUTs' and service reviews, to understand how safeguarding is managed in a range of operational settings. This is a frequently raised core issue. Along with our network of Health Champions we work closely with patients, service users and their families to identify any possible safeguarding issues or preventative measures that will help to improve the experiences of service users and meet safeguarding needs for those at risk. This identifies a wide range of service specific topics to raise, feedback and at times escalate.

## Successful Multi-Agency Safeguarding Work

'Rats in the Sofa' was an original piece of music theatre to explore safeguarding issues with Oldham residents. It shared people's stories and has been a great example of how extraordinary people with their own 'lived experience' have created a show about safeguarding and used it to connect with others in similar situations. This wasn't just a performance, as by blurring the boundary between audience and performers it created a safe space for people to share their experiences and ideas about how to keep each other safe and how to support adults at risk of abuse or self-neglect.

The project was coproduced by Made by Mortals, local people, Healthwatch Oldham, Age UK Oldham and Adult Social Care and jointly funded by the Oldham Safeguarding Adults Board and Greater Manchester Health and Social Care Partnership.

We would like to thank all the talented and professional actors from the Johnny Barlow Theatre Company who brought this performance to life and created such an exciting and successful event. Paul Hine, Made by Mortals said, *“The most important thing is that the process benefits both the audience and the performers involved. This project will help professionals working in safeguarding put their work into context and consult with ‘real people’ in a meaningful and accessible way. This will hopefully lead to better services for all. This process will also help ‘real people’ experience a sense of authorship over their lives and the world in which they live.”*

## Safeguarding Priorities in 2020/21

Given the developing impacts of the Covid-19 Pandemic our priorities are under regular review and this should be a shared approach. We remain focussed on coordinating engagement

plans between partners so that they are designed to reach out to the most at-risk groups. This will include gathering views as part of the changing landscape of services as we move towards the new neighbourhood clusters. This work will also support the development of the Board and ensure we meet our statutory duty to gather service users input as part of the development of the Safeguarding Adults Strategic Plan.

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

## Key Challenges

It is starkly evident that the Covid-19 Pandemic has exacerbated inequalities in our communities. This is already impacting safeguarding issues and the capacity to review and respond to this alongside ongoing emergency work and recovery planning will be challenging.

# MioCare Group



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

## Safeguarding and MioCare Group

Safeguarding is a priority for MioCare Group and features in all elements of our operational activity, leadership and governance. We ensure that all employees are equipped with the skills, knowledge and support required in order to identify and act upon any concerns. Safeguarding training is mandatory for all roles across the MioCare Group, reiterating that all employees have a role to play in ensuring that people are safeguarded and that the safety of our service users is never compromised. We are represented at Associate Director level on the Board and it's Sub Groups.

## Safeguarding in 2019/20

The key adult safeguarding themes and trends to emerge in 2019/20 were:

- Challenges around effective transitions between different care settings
- Preparing for new requirements under the LPS framework.

Key adult safeguarding achievements and areas of progress in 2019/20 were:

- The successful repatriation achieved through effective multi-disciplinary working
- Enabling people to stay at home for longer by innovative and creative care plan design and delivery
- Twenty-two staff were supported to achieve an accredited Level 2 qualification in Understanding Dignity and Safeguarding
- The development of multi-disciplinary ways of working to ensure appropriate legal frameworks are in place to support service users and their changing needs.

## Safeguarding Priorities in 2020/21

Our key safeguarding priorities for 2020/21 will be:

- The implement of appropriate training and support for staff in line with the new LPS framework
- To continue to review and embed the approach to ensuring the appropriate legal framework is in place for service users
- To ensure advocacy services are fully engaged where required.

## Key Challenges

Our key challenges for 2020/21 will be related to the Covid-19 Pandemic. We will adjust working practices to ensure service users and staff remain safe in new operating environments and support people to live as full a life as possible in a Covid-19 world.

The Northern Care Alliance (NCA) is an NHS Group formed by bringing together two NHS Trusts, Salford Royal NHS Foundation Trust and The Pennine Acute Hospitals NHS Trust. NCA provides a range of healthcare services including The Royal Oldham Hospital and the Oldham Care Organisation. The Oldham Care Organisation is responsible for delivering safe, clean and personal care to the community it serves.

## Safeguarding and Northern Care Alliance

NCA have responsibilities to provide safe, high quality care and support. The wider safeguarding context continues to change in response to the findings of large scale enquiries and legislation such as the Care Act 2014.

To address the Oldham Adult Safeguarding Agenda, responsibility and accountability is embodied at Board level and is encompassed within the Group Chief Nurse role and responsibilities. The operational and strategic delivery of the Oldham Safeguarding Adult programme is led by the Assistant Director of Nursing for Safeguarding Adults for NCA under the Leadership of the NCA Group Associate Director of Nursing for Governance and Corporate Nursing and the Director of Nursing for NCA.

## Safeguarding in 2019/20

Recruitment has taken place to key safeguarding posts in 2019/20, the Adult Safeguarding Team currently have a full establishment of staff members to meet the health needs of the service within the Royal Oldham Care Organisation footprint.

During the period 2019/20 the Adult Safeguarding team has continued to strengthen the existing embedded Adults Safeguarding practices across the organisation. The demands on the service remain multifaceted, complex and challenging, however the Adult Safeguarding Team continue to work together with the Children's Safeguarding Agenda and multi-agency partners supporting a 'Think Family' approach.

The Adult Safeguarding Team continues with the provision of organisational support with 'Managing allegations of abuse against staff' across the Trust and community setting.

Work has been undertaken to strengthen and improve organisational links with governance teams across the Trusts to ensure safeguarding is considered within the NHS Patient Safety strategy for serious incidents. This is achieved by the implementation of alert safeguarding notification pathways and the attendance by the Adult Safeguarding Team members at relevant meetings within each organisation.

The Adult Safeguarding team have strengthened working practices with the Nursing Assessment Accreditation System (NAAS) nursing team. Key Lines of Enquiry relating to the Adult Safeguarding Agenda, MCA and DoLS have become embedded within the self-assessment audit programme across the organisation.

As part of the Adult Safeguarding Training Strategy the Adult Safeguarding Team have reviewed and updated Adult Safeguarding and MCA training packages that align with the Inter-collegiate document (2018) and developed a programme of delivery for 2020/21.

In relation to the Covid-19 Pandemic unprecedented period, despite the relaxation of some elements of the Care Act 2014, the Adult Safeguarding Team continued to operate a 'business as usual' service provision, albeit with slight amendments to the usual operational practices to encompass social distancing measures and visibility across the organisation.

From the onset of the Covid-19 Pandemic, the Adult Safeguarding Team were mindful that there were no governmental announcements declaring relaxation of the Mental Capacity Act therefore there were no changes to the application of the MCA legislation.

All MCA and Best interest decisions must be lawful, failure to comply with legislation would run the organisational risk of a human rights breach and an indefensible liability claim for a 'blanket approach' to Do Not Attempt Resuscitation/ Cardiopulmonary Resuscitation (DNAR/CPR), this accompanied with the concern that the redeployed staff may not be well accustomed to the application of MCA/DoLS within their line of work, highlighted a risk to the organisation relating to the legitimacy of the application of DNAR/CPR for patients experiencing cognitive impairment due to dementia and learning disabilities/autism.

In order to mitigate against this risk the Adult Safeguarding, Learning Disability and Cognitive Team operated collaboratively with the 'end of life team' and contacted wards and departments, on a daily basis, across the Trust to offer advice and support which included staff members who do not routinely work on the wards and departments but have been placed as part of redeployment.

The team provided assistance with the completion of Safeguarding Notifications, MCA and DoLS applications which included DNAR/CPR and Domestic Abuse, Stalking

and Honour Based Violence (DASH) risk assessments where appropriate.

## Successful Multi-Agency Safeguarding Work

A great deal of work has been undertaken to ensure that the Greater Manchester Contractual Standards for Safeguarding Children, Young People and Adults at Risk are achieved and compliance is maintained for the period 2019/20. The team meet regularly with NHS Oldham CCG to offer assurance with regards to compliance thresholds.

The service continues to review each Adult Safeguarding notification submitted by the Trust offering support to all wards and departments across the acute and community setting, Monday to Friday 9am–5pm. The Adult Safeguarding team offer multi-agency partner engagement and information gathering with section 42 enquiries in accordance with the Care Act 2014 where applicable and support with investigations accordingly.

As part of the Community Safety Partnership, the Adult Safeguarding Team are engaged with lessons learnt from serious incidents, Domestic Homicide Reviews as well as SARs.

The Adult Safeguarding Team fulfils the Trust's statutory duty in attendance at Board Sub Groups.

## Safeguarding Priorities in 2020/21

The team will continue to build on and strengthen achievements set out from the previous period of 2019/20.

There are changes to the CCG monitoring arrangements of the Greater Manchester Contractual Standards for Safeguarding Children, Young People and Adults at Risk. Future arrangements are to be implemented for 2020/21. Each organisation will be monitored by their assigned CCG, creating greater organisational insight into the associated Safeguarding and MCA risks and the monitoring of measures that have been implemented to mitigate against the identified risks.

The team will continue to work towards complete compliance of the Greater Manchester Contractual Standards for Safeguarding Children, Young People and Adults at Risk and ensure that compliance is maintained.

A key priority is the undertaking of a quality assurance of the mental capacity assessments within the organisation via random dip sampling of the MCA assessments, complimented by the implementation of an MCA Audit programme. A quality review of the random sampling and audit analysis will inform the MCA Training and target areas for improvement.

As per the Adult Safeguarding, Learning Disability, Autism, Dementia and Falls Service interlink of working arrangements the Learning Disability, Autism and Dementia Service are to include the MCA element to their training strategy. This strategy has been designed to meet the needs of the NCA requirements, the team are currently in the process of adapting the existing training programmes to accommodate the new social distancing programmes during the recovery phase of the Covid-19 Pandemic measures. The team are currently in the process of working with the Learning and Development Service and Internal Medicine Training (IMT) to develop an IT platform which will meet the requirements for training programme delivery across all sites. This is already a key feature in the falls training strategy across the NCA.

The Department of Health and Social Care announced the intention to replace the DoLS with a new initiative: LPS. Due to the Covid-19 outbreak the implementation of the LPS programme has paused, however the government are considering the announcement of a new timetable for implementation. Once this has been announced the implementation strategy for LPS will form the priorities for 2020/21.

## Key Challenges

The Self-Neglect/Non-concordance element of the Adult Safeguarding Thematic Review is a key feature identified within the majority of NCA commissioned SARs and is a key priority for the Board. To address this issue, considerable effort has been undertaken with the development of an NCA non-concordance pathway. The challenge and priority for 2020/21 is to embed the non-concordance pathway in everyday practices across the NCA footprint for both the acute and community settings.

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

The National Probation Service is a statutory criminal justice service that supervises high-risk offenders released into the community. We work in partnership with the CRCs, with the courts, police and with private and voluntary sector partners in order to manage offenders safely and effectively. Our priority is to protect the public by the effective rehabilitation of high risk offenders, by tackling the causes of offending and enabling offenders to turn their lives around.

## Safeguarding in 2019/20

As part of the NPS North West Business Plan, a key objective linked to safeguarding was the reduction in the number of short custodial sentences. Wider focus was also on BAME and women service users too. Other priorities were linked to the ongoing probation reform programme and ensuring that staff receive greater professional support. Additional actions were set to have a greater understanding of our violent offender cohort in order to develop our approaches to improve outcomes for this group.

We continued to build upon localised links to improve service user stability upon release from custody with sustained focus on partnership working to address the needs for homeless individuals and addressing complex dependences.

All staff have completed mandatory e-learning on Safeguarding Adults, Safeguarding Children and Domestic Abuse. Mandated Continuous Professional Development days in Oldham have continued and adult safeguarding sessions this year have focused on Care Leavers, findings from Domestic Homicide Reviews and SARs, including themes from the self-neglect Thematic Review, information pertaining to the assessment of capacity featured within this and interventions for men who commit sexual offences. A CPD session was run looking at subjectivity in recall decision making, a pilot commencing late in the year pertaining to effective licence management. We have had over 97% attendance.

In addition, we have engaged in briefing staff in respect of professional curiosity, working with difficult to engage individuals and knife crime. All practice staff have also completed training in conscious and unconscious bias. Professional development sessions have focused on Transactional Analysis, working with life sentenced prisoners, 'hopelessness in clients and in you' and learning from lived experience. Community based psychological interventions for Personality Disorder and Substance misuse: Chemsex then alcohol and offending sessions have also taken place.

Criminal exploitation has been another theme of localised learning, involving the NPS working with other agencies to safeguard vulnerable adults at risk of exploitation. We also remain active within Channel and work with Counter Terror-

ism colleagues with regard to Pathfinder cases held locally. A professional development session was held in respect of suicide prevention and we continue to review all deaths under supervision, sharing learning as required with all practitioners.

The NPS contributes to the early identification of care and support needs for service users in the community. In addition, new material was added to interventions for working with young adults in transition and those aged under 25 years old. This remains a mandated package of work which can be tailored to meet individual need. Risk and quality assurance reviews into this work shows high levels of service user engagement. We currently second one Probation Officer into Oldham Youth Justice Service to work with all transition cases.

Reflective supervision has been a focus this year with the introduction of Skills for Effective Engagement Development (SEEDS) as a means of engaging staff, with line managers undertaking practice observations, as well as there being management oversight of all Multi-Agency Public Protection Arrangements (MAPPAs) service users. Reflective case management is enhanced via input of the Insight Personality Disorder team and the psychotherapist who leads on professional development groups monthly too. There is ongoing engagement between MARAC (risk conferences linked to high-risk Domestic Violence cases) and the NPS to maintain local coordination and responsible authority chairing of MAPPAs. Training is undertaken annually for Duty to Cooperate agencies. MAPPAs Chair Training for GMP colleagues who are a Responsible Authority, has also been refreshed during the year.

## Safeguarding Priorities in 2020/21

The end of 2019/20 saw a change to management via an Exceptional Delivery Model in light of the Covid-19 Pandemic. This resulted in the identification of priority groups which not only included those posing a high/very high risk of serious harm, but other cohorts where there were identified vulnerabilities linked either to the service user or others they were resident with. The recovery planning phase will be a significant focus of the next year.

The Probation Reform programme with the unification of the CRC and the NPS will be a substantive focus of the next twelve months. Collaboration with partners within Greater Manchester should be enhanced by the closer alignment of the newly formed NPS which will see a separation of Manchester offices from the North West.

Training in the next year will focus on Honour Based Abuse with further input on capacity in respect of adult safeguarding.

Pennine Care NHS Foundation Trust (PCFT) is proud to provide services to people across Greater Manchester. We serve a population of 1.3million and our vision is a happier and more hopeful life for everyone in our communities. More than 4000 dedicated and skilled staff deliver care from around 200 different locations in five boroughs.

In Oldham, PCFT delivers Mental Health and Learning Disability services for children and adults. Our mental health teams provide care and treatment for people with mild to moderate conditions such as depression, anxiety or dementia, or more serious mental health illnesses such as schizophrenia and bipolar disorder. Our services include Healthy Minds, psychological therapies, psychiatric intensive care, and rehabilitation services. Our Learning Disability services are for people with a moderate to profound level of Learning Disability, such as those with Down Syndrome.

## Safeguarding and PCFT

PCFT continues to be committed to ensuring the principles and duties of safeguarding adults at risk are holistically, consistently and conscientiously applied at the centre of what we do. Safeguarding adults is 'everyone's responsibility'. The Trust Safeguarding Strategy recognises a 'Think Family' approach as children, adults and their families and carers do not exist or operate in isolation. The transfer of Community Services from the Trust in July 2019 had an immediate impact on the safeguarding resource and workload which required the development of a revised safeguarding model. The smaller safeguarding team based in Oldham transferred with community services therefore, from July 2019, advice support and guidance for Oldham frontline practitioners was provided as part of the revised model by Trust Central Safeguarding Team. The Central Safeguarding Team is now fully established with a Head of Safeguarding, Named Nurse for Safeguarding Children and Looked after Children, Named Professional for Safeguarding Adults and seven Safeguarding Families Practitioners, working across the PCFT footprint.

The team remains committed to being involved and playing an active part in ensuring that citizens live fulfilled lives and are free from abuse and neglect. The Trust has been committed to continue to be involved in the Board and Sub Groups. The team are focused on promoting all development and learning from this forum to enhance safe practice and ensure safeguarding of our patient group. The Community Mental Health Team (CMHT) are responsible for the Patient Safety and the clinical risk manager is responsible for coordi-

inating risk management activity within the Trust. Moreover, there are regular opportunities for practitioners to discuss assessment and care planning within a multi-disciplinary team.

CMHT offer a specialist service to patients experiencing severe and enduring Mental Health with complex needs. CMHT is an integrated model with the emphasis on integrated and holistic assessment and interventions by the worker best placed to carry out the function while operating under both PCFT and Multi-Agency Safeguarding Policies and Procedures. All staff have the responsibility to promote the welfare of any child, young person or vulnerable adult they come into contact with and in cases where there are safeguarding concerns, to act upon them and protect the individual from harm under the Care Act 2014. CMHT make enquires to establish whether any action needs to be taken to prevent or stop abuse or neglect, and if so, by whom. All staff within CMHT should refer any safeguarding concern to their line manager and escalate accordingly in line with the Trust Safeguarding Families Policy and Safeguarding Board Processes. Moreover, the CMHT support with ongoing duty work, information gathering, Making Safeguarding Personal, supporting individuals and families, working with providers, attending strategy meetings, organising and attending case conference meetings along with the management team and taking on the role of Safeguarding Adults Manager.

In addition, Oldham CMHT continue to support the operational function of MARAC and attend Safeguarding learning forums and Board meetings. The Trust has quality leads for each area, their role involves dealing with day to day incidents and contact with clinical staff and reviewing all reported incidents, ensuring that the incident form is completed properly, and the relevant people have been notified. The quality lead also offers general safeguarding advice to clinical staff on an ad hoc basis. The quality lead oversees all patient safety and complaint investigations within the borough but do not oversee HR investigations. If an allegation of abuse against staff is made a HR investigation is commissioned. When completing patient safety or complaint investigations, if there are signs of neglect, acts of omission, significant harm or there is a pattern of such incidents, PCFT would report these to the Local Authority.

## Safeguarding in 2019/20

The key adult safeguarding themes and trends to emerge in 2019/20 were:

- Poor implementation of Mental Capacity Act particularly in relation to capacity assessments and the interface with the Mental Health Act
- Recognising, understanding and use of 'self-neglect' pathways when adults are considered to be making unwise decisions



- Responses to self-discharge, especially when risks are significant and repeating and reliance of adults to self-refer to services such as drug and alcohol services to receive appropriate support
- Routine enquiry and responding to disclosures of Domestic Abuse.

Key adult safeguarding achievements and areas of progress in 2019/20 were:

- Successfully transferred community services and development of a central safeguarding team to provide advice support and guidance to frontline staff
- Establishment of Level 3 adult safeguarding mandatory training programme embedded in a 'think family' model
- Development of Trust Mental Capacity Act 2005 and Deprivation of Liberty Safeguards Policy
- Development of Domestic Violence and Abuse Policy: Support for Managers and Staff.

## Making Safeguarding Personal

The Central Safeguarding Team are committed to embedding Making Safeguarding Personal as a key part of our everyday core business, and when delivering the Level 3 training. When the safeguarding team give advice and guidance to practitioners across Oldham they ensure that making safeguarding personal is embedded.

## Successful Multi-Agency Safeguarding Work

A recent example of Multi-Agency work involved a Joint Service/Patient Wellbeing Care Plan for a high-risk patient with recorded alcohol misuse, an eating disorder, an Emotionally Unstable Personality Disorder, complex, chaotic presentation and a risk to themselves. There was an increased risk of accidental suicide when the patient was intoxicated with increased risky behaviour, complicated with fluctuating capacity. The patient was a frequent caller to emergency services and also attended A&E frequently. Due to the patient's risk history of self-harm, chaotic lifestyle and self-neglect, a multi-agency approach was critical to person-centred care planning and safeguarding service delivery.

Various legislative frameworks were embedded to safeguard the patient including the Mental Capacity Act, the Care Act 2014 and the Mental Health Act 2007. The care was underpinned by local safeguarding policy and the Care Programme approach. All services, ranging from the Ambulance service, police, the Samaritans, CMHT, the MASH Team, the Emergency duty team, the approved Mental Health practitioner service, A&E, Liaison and Acute services, eating disorder service

and the Drug and Alcohol service, maintained regular communication, reviews and the care planning approach. This approach supported the holistic person-centred approach that enabled the patient to engage with their own care and support needs with safeguarding measures in place. Communication and the development of SMART (Specific, Measurable, Achievable, Relevant and Time-based) goals also encouraged the agencies working with the patient.

## Safeguarding Priorities in 2020/21

PCFT's priorities for 2020/21 are to:

- ensure the Trust fulfils its statutory responsibilities in supporting the Board
- continue the provision of safeguarding advice, support and guidance and oversight of adult safeguarding incidents within the Trust
- establish mechanisms within the Trust to ensure lessons learnt from reviews can be shared with frontline practitioners
- continue to work with the Board to identify themes and improve outcomes for adults at risk using our services
- continue to work with Adult Social Care to ensure that there is comprehensive safeguarding partnership and multi-agency working.

## Key Challenges

Our key challenges for 2020/21 will be to:

- continue to support the Board including representation at all relevant forums to reduce the risk of harm and ill treatment of adults at risk and continue to promote the safeguarding adult agenda across the workforce
- ensure representation at Board meetings and it's Sub Groups; this will be reviewed to ensure consistent attendance
- develop a skilled and knowledgeable workforce that is able to competently and confidently support with Section 42 (The Care Act, 2014) adult safeguarding enquiries.
- develop the offer of safeguarding supervision within adult Mental Health and Learning Disabilities services and embed a culture of reflection and learning in relation to safeguarding work.
- continue to deliver the Level 3 Safeguarding Families Training, virtually, going forward and how as a Trust we can ensure all our staff are compliant and confident in safeguarding the citizens of Oldham
- ensure continued commitment to the Board following the implementation of a new Trust Integrated Leadership Model.

# Positive Steps



Positive Steps is a charitable organisation with its head office in Oldham. Positive Steps delivers a range of targeted and integrated services for young people, adults and families that recognises the diversity of the people with whom we work. We are a unique organisation delivering a combination of statutory, voluntary and traded services where all profits fund our charitable activity. Our vision is: People and Communities inspired to take control of their lives.

Our service areas include:

- Family Support. Help for families in Oldham who have difficulties such as housing, money, parenting, confidence, looking for work or health related issues.
- Careers Guidance. We provide the careers information, advice and guidance service in Oldham.
- Volunteering. We arrange volunteering for over 200 people every year, allowing people to give back to the community, gain qualifications and get valuable work experience.
- Traded Services. We offer a range of services including room hire, IT support and DBS checking.
- IT support. Professional support and data back-up services.
- Work Programme. Support, work experience and training for up to two years to help people find and stay in work.

## Safeguarding and Positive Steps

Effective Safeguarding is a core function of our work with adults, families and young people. As such we have an internal safeguarding management group to ensure that our policies and practice fits within local and national standards and that we are able to respond to emerging needs in the communities we serve.

## Safeguarding in 2019/20

The key adult safeguarding themes and trends to emerge in 2019/20 were:

- Mental Health; suicide prevention in particular
- Dual diagnosis
- Self-neglect
- Older adults with learning disabilities trying to live independently.

Key adult safeguarding achievements and areas of progress in 2019/20 were:

- Social Care Institute for Excellence (SCIE) training in Adult Safeguarding for Early Help staff in order to support the identification of safeguarding concerns
- Suicide Prevention training for all staff and a new Suicide risk response protocol

- Development of the Oldham Safe Haven. Positive Steps staff involved in the delivery of support to adults at risk of suicide
- Updates made to the Positive Steps Safeguarding Policy to include adults
- Early Help staff took a strengths-based engagement approach with all clients. For example, staff are currently working with an individual with dual diagnosis and are using an engagement approach to stay involved and refusing to walk away.

## Successful Multi-Agency Safeguarding Work

Our Early Help Team Manager has been involved in the Making Safeguarding Personal and Prevention Sub Group this year. The group has looked at numerous case studies from Early Help, Age UK and other providers to assess what Prevention looks like and how all providers respond.

## Safeguarding Priorities in 2020/21

Priorities for Positive Steps during 2020/21 will include linking with teams in the Community Health and Adult Social Care Service (CHASC) and ensuring that early intervention and prevention approaches are embedded.

Positive Steps will continue to ensure that all staff receive suicide prevention training and Adult Safeguarding training. 'Connect 5' training will also be provided to staff. Connect 5 is a Mental Health promotion training programme based on the latest evidence base and designed to increase the confidence and core skills of front line staff so they are more effective in having conversations about Mental Health and wellbeing. It has been designed to help people manage stress and distress and increase their resilience and mental wellbeing through positive change.

## Key Challenges

The main challenges for Positive Steps are expected to be linked to the Covid-19 Pandemic as the service deals with increased referrals and safeguarding concerns, such as Mental Health in the wake of Covid-19 lockdown. We will ensure staff are trained in 'Connect 5' and suicide prevention and work closely working with Mental Health services and the MASH.

A further challenge is expected to be trying to engage with clients and support them effectively when their cases are below the thresholds for Adult Social Care. We will work with Adult Social Care and the Council to ensure there is a clear escalation policy for adults which mirrors that in Children and Families.

Turning Point, Rochdale and Oldham Active Recovery (ROAR), is a community substance misuse service. The service offers a variety of support interventions for people that are affected by drugs and alcohol.

Interventions include a range of group work, one to one recovery worker support, substitute prescribing, health and wellbeing, harm reduction, relapse prevention, needle exchange and support with employment and housing.

The service also offers support for families and carers. Detoxification is provided at the service in a combination of ambulatory and home detoxification.

A recent inspection of the service by the Care Quality Commission (CQC) has rated the service Good with Outstanding leadership.

## Safeguarding and Turning Point

Turning Point is committed to the wellbeing of the people who use our services and safeguarding adults at risk of abuse or neglect.

As part of this commitment we observe the six key principles that underpin all safeguarding work:

- Empowerment - Personalisation and the presumption of person-led decisions and informed consent.
- Prevention - It is better to take action before harm occurs.
- Proportionality - Proportionate and least intrusive response appropriate to the risk presented.
- Protection - Support and representation for those in greatest need.
- Partnership - Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse.
- Accountability - Accountability and transparency in delivering safeguarding.

We also:

- Ensure that services understand and follow the Multi-Agency Safeguarding Adults Policy and Procedures
- Ensure people supported by Turning Point and their families have access to information about safeguarding and are able to raise concerns
- Work collaboratively with other agencies to prevent, identify and respond to abuse and neglect
- Ensure that all employees are fit and proper to work for Turning Point have been through appropriate checks, as detailed in our recruitment policy and through subsequent checks and contractual responsibilities such as employee's duty to inform Turning Point of changes to their circumstances

- Include continuous risk assessment within our work with families
- Ensure that people working within adult services are trained in safeguarding adults and are competent to work with adults at risk.

## Safeguarding in 2019/20

The key adult safeguarding themes and trends to emerge in 2019/20 were:

- More reports from male victims of Domestic Violence and people from the transgender community
- Alcohol exposed pregnancy for women aged 18-44 years old
- People with multiple complex needs (Mental Health, Substance Misuse Services and Offending)
- Self-Neglect and MCA
- Homelessness overdose prevention and suicide prevention
- Covid-19 – service users with long term conditions
- Covid-19 – service users over 60/70 years old.

During 2019/20:

- Turning Point reviewed and updated our safeguarding training for managers and for frontline staff.
- Turning Point has designated Safeguarding leads in each service with links to other Safeguarding Leads in other services.
- Turning Point have a Prevent lead organisationally and we have raised the profile of Prevent across substance misuse services following some very positive involvement with Channel in other areas.
- We have specific MCA training for substance misuse services.
- We have established strong and consistent links to MARAC, locally, and we ensure fortnightly attendance at MARAC across Rochdale and Oldham.
- A self-neglect screening tool was rolled out to staff across both Oldham and Rochdale.
- Staff were involved in complex needs meetings prior to Professionals meetings.
- Safeguarding audits were completed via Safeguarding Lead and in supervisions.
- Safeguarding briefings were delivered including quarterly newsletters on multi-agency risk management, Disguised Compliance and Domestic Violence - safety planning, Domestic Violence disclosure scheme and Report Writing for Conferences and Core Groups.

- Turning Point ROAR was represented at all Board SAR screening meetings and SAR learning was shared via bi-monthly Clinical Governance Meetings
- The ROAR Staff Away Day in December 2019 included a safeguarding workshop using case studies.

## Successful Multi-Agency Safeguarding Work

- Turning Point ROAR are part of an Alcohol Exposed Pregnancy FASD (Foetal alcohol spectrum disorders) pilot with Greater Manchester Health & Social Care Partnership and staff received appropriate awareness training and support so that interventions can be delivered to our client group by our team of FASD champions. A FASD Awareness Day was held in the services in September 2019.
- We partnered in the 'White Ribbon Campaign' in October/November 2019 aimed at ending male violence to women and children.
- We partnered in developing the Oldham Domestic Abuse strategy workshop.
- Turning Point ROAR financially supported (over £1000) the successful 'Rats in the Sofa' production, a play delivered by a theatre company working with vulnerable adults
- Turning Point also delivered a play called 'DRY' by Human Story Theatre Company which toured nationally and was well attended in Oldham and Rochdale and raised the profile of drinking in the family.
- We co-facilitated safeguarding and parental substance misuse training for Oldham Safeguarding Board.
- We delivered more than 500 Lock Boxes to all service users with dependent children who are in receipt of methadone.
- We delivered overdose prevention training and naloxone (opiate agonist) to all supported accommodation providers including the Greater Manchester 'A Bed Every Night' scheme and homelessness hostels across Oldham.
- We appointed two support workers to provide in reach liaison and support to all hostels and 'A Bed Every Night' services in Oldham.

## Safeguarding Priorities in 2020/21

Turning Point's priorities for 2020/21 are to:

- Develop work with partners on complex needs

- Further develop support for hostels and homelessness services in overdose prevention
- The launch of the Public Health England Flu and Immunisation Programme
- Covid-19 asymptomatic testing for ROAR Substance Misuse Services users
- Continue overdose prevention work with partners and utilise new digital deliver applications, click and deliver for Naloxone, HCV (hepatitis C) screening and needle exchange provision
- Training and development as a continuing need and challenge in Making Safeguarding Personal and embedding Making Safeguarding Personal into the mainstream work of staff and recovery workers and achieving better outcomes for people needing care and support who have experienced abuse or neglect
- Ensure our practice focuses on achieving meaningful improvement to people's circumstances rather than just on 'investigation' and 'conclusion'
- Ongoing specialist Domestic Abuse training for recovery workers and embedding Domestic Violence work in all case work.

## Key Challenges

Our key challenges for 2020/21 will be:

- Potential increases in Domestic Violence and women fleeing Domestic Violence and family homes
- Rise in alcohol use in people who were previously drinking harmfully and hazardously
- Our current response to the Covid-19 Pandemic, taking the best of what we have introduced into a new 'business as usual'
- Development of a simple model which allows us to scale up and down delivery depending on the level of Covid-19 as per the government alert levels. This will provide simple steps that ensure that services understand what to stop doing, or do differently, if the rate of infection increases and then subsequently decreases
- Making it easier for people we support to get in touch with us
- Staff working from home more of the time
- Reaching individuals and groups via video links and technology.

# Thank you from us

