

Oldham

Adult Safeguarding Board



Business Plan

April 2019 – March 2020

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1. Introduction

The context of Adult Safeguarding in Oldham:

The local integration of commissioning and health and social care services in Oldham was implemented in 2018. Alongside significant benefits the need for a full review of Oldham's Safeguarding Adults arrangements was recognised as an outcome of integration. Further to this, the Mental Capacity (Amendment) Act has come into legislation in 2019.

This safeguarding review was delivered from November 2018 and concluded in January 2019 at Oldham Safeguarding Adults Board (OSAB) development day. 22 individual recommendations were made regarding how the current local model can be strengthened and improved. These can be summarised as:

- Recommendations regarding our local implementation of our statutory requirements for a Safeguarding Adults Board, including changes to format, frequency, support, and communications. These include proposals for a twice annual joint Safeguarding Forum with Children's safeguarding colleagues, examining the overlapping elements of our agendas, and a refresh of Sub Groups.
- Recommendations regarding the establishment of a multi-agency Strategic Safeguarding service to replace the current service that sits with Commissioning. This will be aligned to the Multi Agency Safeguarding Hub (MASH), but provide greater strategic capacity for policy, audit, workforce development and assurance. A refreshed Deprivation of Liberty function, and a Board Business Unit will also feature.
- Recommendations relating to operational adult safeguarding activity, such as referral pathways, expanding our local approach to the management of safeguarding activity to include NHS-employed colleagues, and the role of the MASH and the hospital-based Integrated Discharge Team.
- Recommendations relating to workforce development and training for adult safeguarding and mental capacity.

All recommendations were endorsed by the Board and delivery will take place through three phases of activity: an initial mobilisation phase, a second transition phase, and a third and final consolidation phase. A programme team, including Programme Board arrangements are in place to direct, coordinate and deliver the programme. The Programme Board will report directly to the OSAB for the duration of its meeting.

The Oldham Safeguarding Adults Board (OSAB) has identified its strategic objectives, priorities and areas of focus within the OSAB Three-Year Strategy Statement April 2018 – March 2021. These are as follows:

1.1. Strategic Objectives

As a partnership we will:

1.1.1. Focus on Safety & Wellbeing

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

1.1.2. Seeks Assurance of Effective Leadership & Partnership Working

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.

1.1.3. Raise the Profile of Making Safeguarding Personal

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

1.1.4. Promote Participation

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.

1.1.5. Raise the Public Profile of Adult Safeguarding

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

1.1.6. Ensure Safeguarding Adults is a Key Part of the Integration Agenda

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.

1.2. Priorities.

1.2.1. Prevention and wellbeing

Prevention of abuse is a vital part of the boards three year strategy. The board recognises that preventative safeguarding protects adults from neglect and has the capacity to enhance resilience enabling individuals and communities to identify and prevent abuse and safeguard themselves.

In 2018 – 19 the creation of a prevention and wellbeing board subgroup has supported the prioritisation of this objective. Subgroup activity has focused on research on lessons learnt from safeguarding cases and building close links to the making safeguarding personal subgroup. Phase 1 activity has set the foundations in place to support an understanding of what good preventative safeguarding looks like locally.

For 2019 – 20 the board continues to give priority to a safeguarding prevention strategy. It will focus on prevention through community engagement which supports early identification of new safeguarding issues, engagement with the universal prevention offer for adults across Oldham, promoting approaches to enable adults to protect themselves, and consistent approaches to information sharing, training and delivery of key messages to multi-agency front line staff.

1.2.2. Transitions

Throughout 2018 – 19 the board have maintained oversight of the transitions agenda via links to existing working groups.

In 2019 – 20 the board will expand its prioritisation of this area. A continued focus on learning disabilities will be maintained, whilst emerging priorities from the prevention and wellbeing sub groups' research activity will support identification and prioritisation of further key areas of transition from an adult safeguarding perspective. The board have now committed to a joint transitions subgroup with the Local Safeguarding Children's Board which will act in a co-ordinating role to identify the robustness and sustainability of current transitions offers, develop focus, and ensure accountability in delivery across partnership organisations.

1.2.3. Making safeguarding personal

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

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

In 2018 – 19 the creation of a making safeguarding personal board subgroup has supported the prioritisation of this objective. Subgroup activity focusing on establishing terms of reference, mapping existing service user engagement across the safeguarding partnership, developing an action plan and building close links to the prevention subgroup has prepared the way for the next phase of activity.

In 2019 – 20 phase two activity will focus on service user and carer engagement, the co-production of a local making safeguarding personal model, support delivery through front line practice and the continued drive towards culture change.

1.2.4. Integration and safeguarding

The integration of community health and social care services across Oldham took place in 2018 as part of the development of the Oldham Cares Integrated Care Organisation.

The launch of the Oldham Cares ICO has seen the integration of CCG and social care commissioning, which in Oldham currently includes strategic adult safeguarding services.

Operationally safeguarding is now delivered through a generic model by integrated community health and social care services on a locality basis. This integration activity has seen teams collocated across five locality 'clusters', alongside centralised health and social care teams for Learning Disability and Mental Health and an Integrated & Urgent Care team based at the Royal Oldham Hospital.

Where all current safeguarding arrangements are considered transitional Oldham has taken a proactive approach to defining its ambitions for an integrated approach to adult safeguarding through external peer review with Stockport in 2018 and a full internal review of its safeguarding systems in November 2018 - January 2019.

The ambition to enhance the current safeguarding system through deeper integration is now endorsed by the safeguarding adults boards support for:

- The creation of a new strategic safeguarding service.
- Building the confidence and knowledge required to expand safeguarding enquiry delivery responsibility more widely across the borough
- Exploring additional integration opportunities and alignment with Children's Safeguarding.

A safeguarding review Implementation group will now act as working group to drive the implementation of the safeguarding review recommendations and report and be accountable to the board for its progress.

In order to ensure that safeguarding adults remains a key consideration for the Integration agenda the board will continue to lead dialogue to develop on the opportunities and address the challenge which arise as integrated health and social care services are defined and delivered in Oldham. This work will be informed through ongoing engagement in horizon scanning and through a developing understanding of a wider evidence base around integration both locally and nationally.

1.2.5. Domestic abuse

Throughout 2018 -19 the board has maintained oversight of the domestic abuse agenda and its priorities via links to existing working groups and through quality audits focusing on domestic abuse.

Phase 2 activity for 2019-20 supports additional focus on this priority area. The board have endorsed the ambition to enhance focus in this area through agreement to establish a joint domestic abuse subgroup with the Local Safeguarding Children's Board.

1.2.6 Prevent

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

2. Delivery of the Business Plan

This Business Plan details how these strategic objectives, priorities and areas of focus will be delivered upon over the 2019/2020 financial year.

2.1. Delivery of the Business Plan

Delivery of these strategic objectives and priorities will be driven by the following sub-groups, supported by the Safeguarding Adults Board Manager, the SAB Executive and following the implementation of the safeguarding adults review recommendations the Strategic Safeguarding Forum. In order to link the agendas and priorities across the OSAB and the LSCB, joint sub-groups, where appropriate, are in place. The sub-groups are as follows:

Adult subgroups

- 2.1.1. Safeguarding Adult Review – Chair Janine Campbell (Oldham Cares)
- 2.1.2. Performance – Chair Matt Drogan (OMBC)
- 2.1.3. Making Safeguarding Personal – Chair Karen Lloyd (Oldham Cares)
- 2.1.4. Quality Assurance and Audit – Chair Abigail Pemberton (Oldham Cares)
- 2.1.5. Operational, Policy & Procedure – Chair Janine Campbell (Oldham Cares)
- 2.1.6. Prevention & Wellbeing – Leads Julie Farley (Health watch) & Yvonne Lee (Oldham Age UK)

Existing joint subgroups

- 2.1.7. Workforce Development – Joint Chair Sue Massell (Oldham Cares) (Joint with LSCB)
- 2.1.8. PR and Comms – Chair Danny Inglis (GMP) (Joint with LSCB)
- 2.1.9. Transitions - Chair Merlyn Joseph (OMBC) (Joint with the LSCB)

Each sub-group will have in place a delivery plan, demonstrating how it will deliver on its priorities and monitoring progress.

Delivery of these strategic objectives and priorities will be further enhanced through the creation of the following new joint sub-groups:

- 2.1.10 Domestic Abuse - Chair (to be confirmed)

2.1.11 Complex safeguarding– Chair (to be confirmed)

2.1.12 Mental capacity - Chair (to be confirmed)

2.1.13 Early Help and MASH – Chair (to be confirmed)

Each sub-group will put in place terms of reference, identify priority areas for phase two activity, and develop an action and delivery plan, demonstrating how it will deliver on its priorities and monitor progress.

Where additional delivery groups are already established, these will report back to the SAB via the nominated board member, through the safeguarding Adults Board Manager, SAB Executive and Strategic Safeguarding Forum. These include groups in relation to:

2.1.14 Integration & Safeguarding - Lead Mark Warren (Oldham Cares)

2.1.15 Domestic Abuse – Bruce Penhale (OMBC)

2.1.16 Prevent - Lead Bruce Penhale (OMBC)

2.1.17 Safeguarding Review Implementation Group – Lead Lia Chelminiak (Oldham Cares)

2.2 Reporting

Reporting on Business Plan progress will be undertaken on a regular basis via the Board Manager, Executive Board and Strategic Safeguarding Forum. Sub-groups will be required to submit bimonthly highlight & exception reports for review and, where required, discussion. Groups and areas of work around priorities will be required to report on an appropriate basis, as agreed separately with the Chair.

3. Business Plan

Priority areas not covered by board sub groups

INTEGRATION & SAFEGUARDING						
	Strategic Objectives Linkage	Key Actions	Date	Lead Body & Representative	Outcomes of delivery	RAG
	Ensure Safeguarding Adults is a Key Part of the Integration Agenda	<p>Responsibility for policy and board arrangements for safeguarding adults will transfer to a new integrated strategic safeguarding service which will further bring together the OMBC and CCG strategic safeguarding functions.</p> <p>The local authority's statutory requirements in relation to safeguarding as set out in the Care Act 2014 (and Mental Capacity Act 2005) continue to be the responsibility of the DASS, with the integration of safeguarding arrangements built into the Safeguarding Adult Board three year strategy and twelve month business plan. Monthly meetings between the DASS and the independent chair of the board will provide additional assurance around integration and safeguarding.</p>	From April 2019 onwards	Oldham Cares Review implementation working group	Strategic Safeguarding Service will be in place and delivering safeguarding review recommendations	

	Ensure Safeguarding Adults is a Key Part of the Integration Agenda	Opportunities to improve safeguarding performance, activity and processes arising from the creation of the strategic safeguarding service and safeguarding review recommendations implementation are identified and acted upon, in the best interests of the partnership, and with Making Safeguarding Personal at the core.	Ongoing	Oldham Cares Review implementation working group		
		All newly develop contractual requirements and specifications, for jointly commissioned services, reflect responsibilities of both commissioners and providers in relation to safeguarding	Ongoing	Oldham Cares Strategic Commissioning Function – Helen Ramsden	Planning in progress for new jointly commissioned contracts for care home placements, care at home and extra care housing, to be implemented from April 2019.	
		Activity relating to safeguarding and quality concerns in care homes is improved by benefiting from cluster alignment and co-located expertise working in a more co-ordinated way	Ongoing	Oldham Cares Strategic Commissioning Function – Helen Ramsden	Improved outcomes for providers and residents.	
	Ensure Safeguarding Adults is a Key Part of the Integration Agenda	Mental Health Integration: health & social care have been integrated for a number of years, but the precise structure continues to be reviewed and will be further linked to the primary care clusters as part of overarching integration of Oldham Cares.	March 2019	OMBC / Oldham Cares Strategic safeguarding Service John Moran	Identification of revised system and data arrangements. Updated training timetable.	
	Seeks Assurance of Effective Leadership & Partnership Working	A Mental Health Review was undertaken in 2017 and improvements to safeguarding were identified as a key area, with specific requirements for data improvements and training.				

		Monthly meetings between the DASS and the independent chair of the board will provide additional assurance.				
	Ensure Safeguarding Adults is a Key Part of the Integration Agenda	<p>Learning Disability services integration – the service, collocated in October 2017 will, through a workforce redesign, be a single line managed service, with PCFT as lead provider. An audit of safeguarding practise will be undertaken and appropriate training and guidance provided to ensure statutory responsibilities are met.</p> <p>Monthly meetings between the DASS and the independent chair of the board will provide additional assurance.</p>	Ongoing	Oldham Cares	<p>Teams co-located from October 2017. Recruitment ongoing.</p> <p>Statutory safeguarding duties and policy and procedure requirements met.</p> <p>Individuals supported to live safely free from abuse and neglect.</p>	
	Ensure Safeguarding Adults is a Key Part of the Integration Agenda	<p>5 integrated clusters have been in place from July 2018, the clusters will consist of health and social care staff. Cluster based working across health and social care will ensure those Oldham residents at risk of harm in the community are supported with a person centred integrated approach. Ensuring making safeguarding personal is central to good practice.</p> <p>Monthly meetings between the DASS and the independent chair of the board will provide additional assurance.</p>	Ongoing	Oldham Cares & PAHT Jayne Ratcliffe	<p>Statutory safeguarding duties and policy and procedure requirements met.</p> <p>Individuals supported to live safely free from abuse and neglect.</p>	

	<p>Ensure Safeguarding Adults is a Key Part of the Integration Agenda</p>	<p>The Social care Lead at the hospital will raise the profile of the safeguarding adult's agenda across all hospital wards. This includes working with health colleagues to identify pathways to the Integrated Discharge team (IDT). Safeguarding Adults will be highlighted as one of the pathways to ensure the patients are referred to the team is a safeguarding concern is identified</p> <p>The integration activity will seek to ensure safeguarding (including referrals, responses, communication with those involved) continues to be prioritised</p> <p>Monthly meetings between the DASS and the independent chair of the board will provide additional assurance.</p>	<p>March 2019</p>	<p>Oldham Cares & PAHT</p> <p>Jayne Ratcliffe</p>	<p>Referral pathway for safeguarding referrals clear and visible for all referrers and alerters.</p> <p>Safeguarding pathways in place to identify the links between the MASH, IDT, specialist teams and the clusters.</p> <p>Safeguarding concerns responded to effectively across the partnership in accordance with statutory requirements, policy and procedure.</p> <p>Individuals are supported to live safely free from abuse and neglect.</p>	
	<p>Seeks Assurance of Effective Leadership & Partnership Working</p>					
	<p>Ensure Safeguarding Adults is a Key Part of the Integration Agenda</p>	<p>Ensure all social care staff receive mandatory safeguarding training from April 2019</p>	<p>April - Sept 2019</p>	<p>Oldham Cares</p>	<p>Well trained workforce evidenced via training take-up updates</p>	
	<p>Ensure Safeguarding Adults is a Key Part of the Integration Agenda</p>	<p>Ongoing audit of the impact of integration on the safeguarding agenda in Oldham</p>	<p>Sept 2019</p>	<p>Oldham Cares</p>	<p>There is potential for the Policy, Procedures & operational Sub-Group to support in providing tests and questions that support the audit</p>	

DOMESTIC ABUSE						
	Strategic Priority Linkage	Key Actions	Date	Lead Body & Representative	Evidence of Action Taken and Date	RAG
1	Seeks assurance of effective leadership and partnership working	Prepare domestic abuse partnership annual report	May 2019	Domestic Violence and Abuse Partnership (DVAP), Bruce Penhale		
2	Promote participation	Secure White Ribbon Award for the Partnership as part of raising awareness about violence against women and girls, and responding effectively to this	Dec 2019	Domestic Violence and Abuse Partnership (DVAP), Bruce Penhale		
3	Focus on Safety and Wellbeing Promote participation	Produce and make publicly available a clear guide setting out the support offer available to victims at different levels of risk.	Sept 2019	Domestic Violence and Abuse Partnership (DVAP), Tanya Farrugia		
4	Focus on Safety and Wellbeing Seeks assurance of effective leadership and partnership working	Undertake a desktop audit of agencies' use of the DASH risk assessment for domestic abuse and the outcomes following the assessment to ensure that all agencies are appropriately assessing the risk associated with domestic abuse and referring families appropriately for support	July 2019	Learning and Improvement Subgroup		
5	Focus on Safety and Wellbeing Seeks assurance of effective leadership and partnership working	Review participation in multi-agency domestic abuse training and undertake an evaluation of the impact of the training on practice	Dec 2019	Workforce Development and Training subgroup		

PREVENT						
	Strategic Priority Linkage	Key Actions	Date	Lead Body & Representative	Outcomes of delivery	RAG
	Seeks assurance of effective leadership and partnership working	Annual report on Prevent to Safeguarding Adults Board	May 2019	Preventing Extremism and Promoting Social Cohesion (PEPSC) Steering Group, Bruce Penhale		
	Focus on safety and wellbeing	Implement the Greater Manchester rollout of Operation Dovetail in Oldham (local authority led approach to Prevent safeguarding) <ul style="list-style-type: none"> • Build links with GM Channel team, particularly Channel Co-ordinator responsible for Oldham and handover open cases • Amend Oldham Prevent safeguarding policy and procedures to reflect new Greater Manchester model and Counter-Terrorism and Border Security Act 2019 • Establish standing Channel Panel to replace existing arrangements • Working with other GM districts, develop Prevent quality assurance arrangements 	Sept 2019	PEPSC Steering Group, Bruce Penhale		
	Promote participation Raise public profile of adult safeguarding	Undertake programme of engagement activity to build community understanding and confidence in Prevent	March 2020	PEPSC Steering Group, Bruce Penhale		

PREVENT						
	Strategic Priority Linkage	Key Actions	Date	Lead Body & Representative	Outcomes of delivery	RAG
	Focus on safety and wellbeing	Deliver programme of training for staff in partner organisations to ensure understand of their responsibilities for Prevent safeguarding	March 2020	PEPSC Steering Group, Bruce Penhale		
	Focus on safety and wellbeing	Establish system for evaluating impact of Prevent training	March 2020	PEPSC Steering Group, Bruce Penhale		

Sub Group 1: Safeguarding Adult Reviews					
Strategic Objectives Linkage	Key Actions	Date	Lead Body & Representative	Outcomes from delivery	Progress and Evidence (Review at 6 months) RAG
Seeks Assurance of Effective Leadership & Partnership Working	SAR models and approaches to be brought to board for discussion and decision on which models will be used going forward.	March 2019	SAR sub group Janine Campbell	Confirmed SAR model agreed for local use	Model to be agreed per review.
Seeks Assurance of Effective Leadership & Partnership Working	Update SAR protocols and processes to support a robust approach and incorporate additional forms of review.	April 2019	SAR sub group Janine Campbell	Confirmed protocols and procedures agreed and visible to all partners	Policy in place. Awaiting development of SAB webpage. All partners have received a copy of the policy and templates.
Seeks Assurance of Effective Leadership & Partnership Working	Share learning from 2018 -19 SARs across Safeguarding partnership	April 2019	SAR sub group Janine Campbell	Learning actions incorporated into partnerships safeguarding strategy	Recommendations from previous reviews need to be reviewed and updates provided to SAB.
Seeks Assurance of Effective Leadership & Partnership Working	Consider all SAR referrals and conduct SAR when statutory criteria is met	ongoing	SAR sub group Janine Campbell	Promote effective learning and improvement action to prevent future deaths or serious harm occurring again	Ongoing SAR's and regular screening of referrals.

Focus on safety and wellbeing	SAR subgroup chair to present completed SAR case studies at cluster leads meeting.	ongoing	SAR sub group Janine Campbell	Promote effective learning and improvement action to prevent future deaths or serious harm occurring again	Outstanding action.
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SUB GROUP 2: PERFORMANCE						
	Strategic Objectives	Key Actions	Date	Lead Body & Representative	Outcomes from delivery	Progress and Evidence (Review at 6 months) RAG
	To provide intelligence leadership across the partnership, inform practice and service improvements	Review performance products including dashboard and indicator suites to ensure fit for purpose and in line with new OSAB priorities	July 2019	Performance Sub Group Matt Drogan (Chair)	Tailored and streamlined documentation to improve areas of focus and decision making.	Revised products to be brought to Board on 13 th November
		Continue to provide a Performance Dashboards on a quarterly basis to the Board, identifying performance trends and highlighting data quality issues.	May 2019 – report for Q4 July 2019 – report for Q1	Performance Sub Group Matt Drogan (Chair)	Dashboard reports and supporting analysis	May – Complete July – Complete November – on target for

			November 2019 – report for Q2 March 2019 – report for Q3			13 th Nov meeting
		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.	Quarterly	Performance Sub Group Matt Drogan (Chair) and Team Managers	Improvements to understanding of performance issues and potential solutions	Has been done through performance clinics at Q1
		Refer key areas of enquiry to the Quality Assurance and Audit Sub Group Chair to determine appropriate areas for audit based on emerging hypothesis	Quarterly	Performance Sub Group/Audit Sub Group Matt Drogan (Chair)	Audits identified and undertaken by Audit and Scrutiny Sub Group and the results of which fed back in to performance sub group, training and workforce development sub group, operations, policy and procedures sub group and/or Board depending on risk likelihood and impact.	Matters have been referred – audits on hold at present
		Share timely Adult Safeguarding intelligence and comparator information from Safeguarding Adults Collection (SAC) highlighting key issues for Oldham	November 2019	Performance Sub Group Matt Drogan (Chair)	Benchmarking to help support potential future improvements	Work still to be undertaken on this
		Provide a summary of 2018/2019 updates on delivery against Annual Business Plans	January 2019	Performance Sub Group Matt Drogan (Chair)	Annual Performance report	To be provided in Jan

Subgroup 3: Making Safeguarding Personal						
	Strategic Objectives Linkage	Key Actions	Date	Lead Body & Representative	Outcomes from delivery	Progress and Evidence (Review at 6 months) RAG
	Raise the profile of making Safeguarding Personal	Enable service users and carers to evaluate and audit the Oldham MSP model to ensure meaningful personalised outcomes for service users.	Sept/Oct 2019	MSP subgroup with the support of the Prevention and Wellbeing subgroup Karen Lloyd Julie Farley Yvonne Lee	Group of people with lived experience was identified and attended the Rats in the Sofa Event	G
	Promote participation	Define the MSP target groups and levels of safeguarding incidents by group to provide a framework to map existing service user engagement groups and services.	March 2019	MSP subgroup with the support of the Prevention and Wellbeing subgroup Karen Lloyd Julie Farley Yvonne Lee	As above	G
		Review and assess findings from the mapping exercise and determine what service user groups could be engaged by the OSAB.	March 2019	MSP subgroup with the support of the Prevention and Wellbeing subgroup	People with lived experience have been identified and will be contacted to complete ongoing user participation	G

				Karen Lloyd Julie Farley Yvonne Lee		
		Host an event to enable service users and carers to review and shape the Oldham safeguarding model	Sept/Oct 2019		Aims and learning outcomes for the Rats in the Sofa event were developed and used at the event	G
		Involve service users in discussions about how to support and empower people to resolve circumstances that put them at risk.	Sept/Oct 2019		Consultation has commenced and will progress in the next quarter	A
		Support the development of Safeguarding Adults/MSP champions within the partnership.	Dec 2019			R
		Support the development of practice guidance to support practitioners in ensuring MSP is applied across a range of agencies.	Dec 2019			R
		Support the link MSP has with the wider personalisation, engagement with service users and prevention agendas.			The Exec subgroup have agreed for the Prevention and Wellbeing and MSP subgroups to become one subgroup of the Board	A
		Make links with other sub groups of the OSAB where necessary.	Ongoing	Links have been made and are being utilised	As above	G
		Support the evaluation and audit of the implementation of the MSP model.	Dec 2019			R

Sub Group 4: QUALITY ASSURANCE & AUDIT						
	Strategic Objectives Linkage	Key Actions	Date	Lead Body & Representative	Outcomes from delivery	Progress and Evidence (Review at 6 months) RAG
	Seeks Assurance of Effective Leadership & Partnership Working	Agree updated Terms of Reference	April 2019	QA & A Sub Group	Confirmed or updated Terms of Reference	The Q&A subgroup has been placed on hold due to capacity for delivery. single agency Q&A reporting to board for assurance purposes

	Seeks Assurance of Effective Leadership & Partnership Working	Establish forward dates of Sub Group meetings	April 2019	QA & A Sub Group	Schedule of meetings confirmed	
	Seeks Assurance of Effective Leadership & Partnership Working	Develop a Sub Group Communications Strategy & Plan to communicate the work of the Sub Group to partner practitioners	May 2019	QA & A Sub Group	Communications Strategy & Plan	
	Seeks Assurance of Effective Leadership & Partnership Working	Agree an indicative forward plan of Case File Audits for the coming year. These are expected to include MCA and DoLS, and MSP in the first instance	May 2019	QA & A Sub Group	Indicative forward plan of case file audit themes	
	Seeks Assurance of Effective Leadership & Partnership Working	Complete the delivery of the first case file audit (theme TBC)	June 2019	QA & A Sub Group	Case file audit findings report	
	Seeks Assurance of Effective Leadership & Partnership Working	Complete the delivery of the first case file audit (theme TBC)	Sept 2019	QA & A Sub Group	Case file audit findings report	
	Seeks Assurance of Effective Leadership & Partnership Working	Complete the delivery of the first case file audit (theme TBC)	Dec 2019	QA & A Sub Group	Case file audit findings report	
	Seeks Assurance of Effective Leadership & Partnership Working	Complete the delivery of the first case file audit (theme TBC)	March 2020	QA & A Sub Group	Case file audit findings report	
	Seeks Assurance of Effective Leadership & Partnership Working	The sub group will deliver on the following SAR recommendations: Following the roll out of self-neglect training offer by the workforce development sub group establish a cycle of audits to assess the impact of training.	ongoing	QA & A Sub Group	Case file audit findings report Promote effective learning and improvement in service delivery to prevent future deaths or serious harm occurring again.	

		<p>Agencies to provide assurance that the Mental Capacity Act is embedded into practice via the subgroup completing a Mental Capacity and best interests focused audit.</p> <p>Established baseline for Mental Capacity Act compliance and quality and work with the mental capacity sub group re the findings and the development of an action plan of requirements.</p>				
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SUB GROUP 5 : OPERATIONAL, POLICY & PROCEDURE						
	Strategic Objectives Linkage	Key Actions	Date	Lead Body & Representative	Outcomes from delivery	RAG
	Focus on Safety & Wellbeing	Review membership and terms of reference of operational, policy and procedure subgroup	April 2019	Operational , Policy and Procedure subgroup Janine Campbell	Engagement event booked for March 2019.	
	Focus on Safety & Wellbeing	Establish forward dates of Sub Group meetings	April 2019	Operational , Policy and Procedure subgroup Janine Campbell	Schedule of meetings confirmed	

	Focus on Safety & Wellbeing	To review the revised safeguarding procedures and materials, with a focus on implications for wider multi-agency policies, and any required adaptations as health and social care integration continues	Ongoing	Operational, Policy and Procedure Subgroup Janine Campbell	Review paper summarising reflections and recommendations	
	Focus on Safety & Wellbeing	To review any multi-agency policies and procedures as agreed by the SAB.	Ongoing	Operational Subgroup Janine Campbell	Self-neglect policy and procedure commenced and ongoing. Person in a Position of Trust policy and procedure commenced and ongoing. Multiagency risk assessment tool and procedure commenced and ongoing.	
	Focus on Safety & Wellbeing	To ensure collaboration with the relevant subgroups in order to publicise new policies and agree any learning requirements.	Ongoing	Operational Subgroup Janine Campbell	Link to new MCA subgroup to publish and review existing policy and procedure.	
	Focus on Safety & Wellbeing	The Subgroup will discuss operational topics and areas for development. Any potential organisational concerns will be escalated to the executive subgroup as will any barriers to improving outcomes for adult at risk in Oldham.	Ongoing	Operational Subgroup Janine Campbell	Exception and highlight reporting	
	Focus on Safety & Wellbeing	The sub group will work with the appropriate agencies to deliver on the following SAR recommendations: The development of a multiagency forum to discuss adults who are or may be at high risk of harm.	Ongoing	Operational Subgroup Janine Campbell	Promote effective learning and improvement in service delivery to prevent future deaths or serious harm occurring again.	Ongoing progress. MRM protocol and meetings being established. However will require the

		<p>Increase adult safeguarding health and mental health representation in MASH.</p> <p>RAID and CMHT to attend and have regular input into cluster meetings.</p> <p>The sub group will maintain contact with appropriate agencies to obtain the outcomes of:</p> <p>EEPPA review – Oldham Cares</p> <p>End of life care review – Health watch</p> <p>And share these outcomes with board.</p> <p>Specific mental capacity and consent training for primary care.</p> <p>Making Safeguarding personal briefings for primary care.</p> <p>Review of information sharing policy and procedure between Police and social care.</p> <p>Review existing provision of directory of Oldham services, recommendations made for any further development needed, and information made available to the multi-agency safeguarding partnership.</p> <p>The sub group will deliver on the following SAR recommendations:</p> <p>Multi agency safeguarding policy and procedure to be reviewed and revised as appropriate and work with the PR and</p>	Ongoing	<p>Operational Subgroup</p> <p>Janine Campbell</p>	<p>Promote effective learning and improvement in service delivery to prevent future deaths or serious harm occurring again.</p>	<p>strategic safeguarding service before dissemination of protocol.</p> <p>MCA and consent training delivered to 4/5 GP clusters. Just awaiting a date for the 5th GP cluster.</p> <p>Self-neglect policy finalised. Awaiting strategic safeguarding service before implementation.</p>
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		<p>Comms subgroup to communicate any changes.</p> <p>Development of a multiagency self-neglect policy and risk management protocol and work with the PR and Comms subgroup to roll out.</p> <p>SAB receive assurance that all agencies have a proactive approach to working with families.</p> <p>Development of 7-minute briefings for all completed SARs and work with the PR and Comms subgroup to roll out.</p> <p>Multiagency MCA policy reviewed, updated and published.</p>				
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Sub Group 6: PREVENTION AND WELLBEING

	Strategic Objectives	Key Actions	Date	Lead Body & Representative	Outcomes from delivery	Progress and Evidence (Review at 6 months) RAG
	Seek Assurance of Effective Leadership and Partnership Working	<p>Produce a framework for the Adults Safeguarding Prevention Strategy clearly setting out target groups and codesign a vision of what good preventative safeguarding looks like in practice.</p> <p>The framework will identify the principles for delivering safeguarding prevention in partnership with individuals, communities and partner agencies across Oldham</p> <p>Framework to include:</p> <ul style="list-style-type: none"> • Sample review of case studies to identify types and optimum point of prevention intervention that could have avoided/enabled earlier identification of safeguarding situation. • Data on types of abuse, reported incident levels over 3 years and profile by cluster to identify intelligence led trends and provide baseline measuring effectiveness of prevention over time. 	<p>December 2019</p> <p>May 2019</p> <p>June 2019</p>	<p>P&W Sub Group And MSP Sub Group</p> <p>Sub Group</p> <p>Lia /Abi/Julie</p>	<p>The process to agree the vision for what good preventative safeguarding looks like in Oldham is led and shaped by vulnerable adults/adults with lived experience, carers and families.</p> <p>The Oldham Safeguarding Prevention Strategy reduces safeguarding incidents by influencing and shaping commissioning decisions, informing public campaigns and workforce training to support early identification and prevention.</p>	

		<ul style="list-style-type: none"> In partnership with MSP Sub Group host a series of engagement events with vulnerable adults, carers and family to roll play safeguarding examples and solutions and agree vision of what good safeguarding looks like. 	June 2019	MSP Sub Group Made by Mortals		
	Focus on Safety & Wellbeing	Map the outcomes and commissioning intentions from the Early Help Review and community based initiatives, against the Safeguarding Prevention Framework. Summarise the findings.	July 2019	Bruce Penhale Chair JF	To integrate the principles of preventative safeguarding into mainstream preventative commissioning decision making processes.	
	Focus on Safety & Wellbeing	Review and map the current Thriving Communities and community enablement work against the Safeguarding Prevention Framework. Summarise the findings.	July 2019	Yvonne Lee Chair JF	To integrate the principles of preventative safeguarding into mainstream community enablement/development work.	
	Focus on Safety & Wellbeing	Review and map the current safeguarding prevention offer/policies in place across Social Care, Primary Care and ROH and Pennine Acute hospital settings	September 2019	Healthwatch Chair JF	To integrate the principles of preventative safeguarding into mainstream acute health service provision.	
	Seek Assurance of Effective Leadership and Partnership Working	<p>Assess the potential impact of the SAB wider work streams on adult safeguarding prevention intentions.</p> <p>Finalise the Safeguarding Prevention Strategy. The strategy will include target</p>	December 2019	W&P Sub Group Chair JF	To summarise the vision and findings from the mapping and casework review as a strategy to inform the future direction of the OSAB prevention workstream.	

		groups, coproduced vision for what good safeguarding looks like, intelligence led data, summary of all the findings, recommended actions to address gaps through preventative commissioning, public campaigns, training, key timelines and accountable leads.		Abi Pemberton /Lia Chelminiak	The Strategy will feedback the view of vulnerable adults, carers and families to ensure their voices are heard and to show how their views have made a difference.	
	Focus on Safety & Wellbeing	Implement the Safeguarding Prevention Delivery Plan which will set out contributions to the Early Help and Thriving Communities prevention offer through community engagement work streams and dates to review impact. The DP will also support consistent awareness raising, training, public campaigns and key messages to front line staff across voluntary and statutory partner agencies.	Ongoing	W&P Sub Group Chair JF	Reduction in the number of safeguarding incidents.	

SUB GROUP 7: WORKFORCE DEVELOPMENT						
	Strategic Objectives Linkage	Key Actions	Date	Lead Body & Representative	Outcomes from delivery	RAG
	Focus on safety and wellbeing	To raise awareness of and embed the multi-agency Safeguarding Adults Policy, Procedures and practice Guidance	ongoing	Workforce development subgroup and all partner organisations	Updated safeguarding Adults Policy, Procedures and practice guidance visible and accessible to front line practitioners. Quality audits evidence best practice.	
		To raise awareness of the National Competency Framework for Safeguarding Adults and the Mental Capacity Act	ongoing	Workforce development sub group and all partner organisations	National competency framework incorporated into health and social care supervision.	
	Seeks Assurance of Effective Leadership & Partnership Working	To develop a robust evaluation of all safeguarding adults learning and development across the partnership	ongoing	Members of the SA WD subgroup with the support of the Performance subgroup	Baseline of all learning and development used to inform further strategy.	
		To develop a recording procedure to capture how partnership organisations ensure their workforce is competent in safeguarding adults work	ongoing	Members of the SA WD subgroup with the support of the Performance subgroup	Partnership organisations are accountable for supporting workforce competence and are able to assure the board of the competency of their workforce.	
	Focus on safety and wellbeing	Develop a safeguarding and MCA training framework tailored to different levels of responsibility	April 2019 ongoing	Workforce development subgroup and strategic safeguarding service	Safeguarding and MCA training framework informing the delivery of safeguarding and MCA training across the partnership.	

	Focus on safety and wellbeing	Develop a safeguarding and MCA workforce development offer around initial training, refresher training, and workforce support and development	April 2019 ongoing	Workforce development subgroup and strategic safeguarding service	Enhanced training re commissioned and delivered. Training for referrer, alerter, enquiry officer, mca assessors and SAM roles commissioned.	
	Seeks Assurance of Effective Leadership & Partnership Working	Identify safeguarding, MCA and Best Interest workforce development and training coordination capacity for the Business Unit	April 2019 ongoing	Review implementation group and strategic safeguarding service		
	Seeks Assurance of Effective Leadership & Partnership Working	Establish a differentiated workforce development and training resourcing model whereby statutory partners fund SAM and Enquiry Officer training with wider partnership funding for referrer training (plus an equivalent for MCA)	April 2019 ongoing	Review implementation group and strategic safeguarding service	Partnership funded workforce development strategy	
	Focus on safety and wellbeing	<p>The sub group will deliver on the following SAR recommendations:</p> <p>To develop a multi-agency self-neglect workforce development offer and work with the quality and audit subgroup to establish a cycle of audits to assess the impact of training.</p> <p>To develop a multi-agency safeguarding training offer.</p> <p>To develop multi agency safeguarding supervision sessions.</p>	ongoing	Workforce development subgroup and strategic safeguarding service	Promote effective learning and improvement in service delivery to prevent future deaths or serious harm occurring again.	

Sub Group 8: PR and Communications						
	Strategic Objectives Linkage	Key Actions	Date	Lead Body & Representative	Outcome form delivery	RAG
	Raise the Profile of Making Safeguarding Personal Raise the Public Profile of Adult Safeguarding Promote Participation Promote Participation	To develop a multi-agency brand for the board; promoting its purpose. Initially this will be through revision of the website	tbc	PR & Comms Sub Group	Brand guidelines including logo and colour palette	
		Develop a safeguarding communications and engagement strategy based on the 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	tbc	PR & Comms Sub Group	Communications Strategy & Plan	
		Develop a dedicated website, structured to facilitate the communications priorities outlined in the strategy	tbc	PR & Comms Sub Group	New website	
		Explore potential for linking a public site with a portal arrangement for specified members to access shared resources Incorporate web analytics into the site design, to enable tracking of access and use of site pages, and review as required	tbc	PR & Comms Sub Group	Private domain of the website for practitioners	

		Deliver a public awareness campaign regarding identifying adult safeguarding, and how to report concerns	tbc		Campaign materials	
		Development of communication materials, as required, in appropriate formats as per the Strategy	tbc	PR & Comms Sub Group	Campaign materials	

Subgroup 9 : TRANSITIONS						
	Strategic Priority Linkage	Key Actions	Date	Lead Body & Representative	Outcome from delivery	RAG
	Focus on safety and wellbeing	Maintain a continued focus on children's with disabilities to adult social care transitions commencing through mapping of the current transitional offer.	March 2019	Transitions sub group and PMO support	Review on robustness and sustainability of current transitions offers available to board.	
	Seeks Assurance of Effective Leadership & Partnership Working	Co-ordinate existing children's and adults social care working groups to develop focused activity, promote positive outcomes and ensure accountability across partnership organisations.	April 2019	Transitions sub group and PMO support	Highlight reports to board	
	Focus on safety and wellbeing	Identify other emerging transitions priorities through consideration of LSCB transitions priorities, partnership contributions and the prevention and wellbeing sub groups' research activity.	March 2019 ongoing	Safeguarding adults board Prevention and Wellbeing subgroup	SAB agree further strands of transition to focus on through strategic plans.	
	Focus on safety and wellbeing	Map the current transitional offers for additional transitions priorities as agreed by board	May 2019	Transitions sub group and PMO support	Review on robustness and sustainability of current transitions offers available to board.	
	Seeks Assurance of Effective Leadership & Partnership Working	Co-ordinate the work of existing working groups to develop focused activity, promote positive outcomes and ensure accountability across partnership organisations	July 2019	Transitions sub group and PMO support	Highlight reports to board	

Additional subgroup plans will be added throughout 2019 – 20 upon creation of the follow joint subgroups with the Local safeguarding Children's Board:

Mental Capacity Act and Liberty Protection Safeguards

Complex and Contextual Safeguarding

Early Help / MASH