

## Oxfordshire Safeguarding Self-Assessment 2018

**Agency: Oxford City Council**

**Completed By: Rosie Woollcott**

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This template incorporates the standards from the safeguarding self-assessment against the Children Act 2004 (known as the Section 11 audit) carried out by the OSCB as well as the standards developed by the LGA for Adult Services and published within the LGA Adult Safeguarding Improvement Tool.

This combined audit covers both safeguarding children and adults with care and support needs and adults at risk, recognising that most agencies attending the Safeguarding Boards provide services to both children and adults with care and support needs.

The standards are broken down into four areas:

1. Leadership, Strategy and Working Together
  - a. Senior management have commitment to the importance of safeguarding and promoting the welfare of children and adults with care and support needs
  - b. There is a clear statement of the agency's responsibility towards children and adults with care and support needs and this is available to all staff
  - c. Local Safeguarding Board Effectiveness
2. Commissioning, Service Delivery and Effective Practice
  - a. Service development takes into account the need to safeguard and promote welfare and is informed, where appropriate, by the views of children and adults with care and support needs & families
  - b. There is effective inter-agency working to safeguard & promote the welfare of children and adults with care and support needs
  - c. Commissioning arrangements are robust, effective and cost-effective
3. Performance & Resource Management
  - a. There is effective training on safeguarding & promoting the welfare of children and adults with care and support needs for all staff working with or, depending on the agency's primary functions, in contact with children and adults with care and support needs
  - b. Safer recruitment procedures including vetting procedures and those for managing allegations are in place
4. Outcomes for, and Experiences of, People Who Use Statutory Services
  - a. People's experiences of safeguarding
5. Impact assessment

### **Timescales and deadlines**

The self-assessment will be circulated in August 2018 for **return by Monday 3rd December 2018**. All returns must be sent back to [oscb@oxfordshire.gov.uk](mailto:oscb@oxfordshire.gov.uk) and [osab@oxfordshire.gov.uk](mailto:osab@oxfordshire.gov.uk). An initial analysis will be completed in **January 2019** which will inform the **Peer Review** event to be held in early 2019. Invitations to the Peer Review will be sent soon. You must ensure that the person completing the form attends the peer review and please email [osab@oxfordshire.gov.uk](mailto:osab@oxfordshire.gov.uk) if you have not received an invitation by the end of August. A final analysis report will be produced in **March 2019**.

### **Guidance on completing the self-assessment**

Guidance on the rating system can be found on page 2 of this document.

Separate guidance has been produced on completing the Provider form and is included in the circulated documents.

## **Safeguarding Self-Assessment Practitioner Questionnaire**

**Note:** The practitioner questionnaire should be used with a number of frontline staff. We would like to hear from at least 10% of the frontline workforce. As responses to electronic surveys are known to be around 10%-20% of those asked, this means the questionnaire should be aimed at all frontline staff. Please arrange for the link to be circulated to your frontline teams. **To obtain a blue rating** you need to have completed this or an alternative safeguarding questionnaire, which helps you assess the effectiveness of strategic arrangements for safeguarding children and adults with care and support needs. Results will be collated by the Safeguarding Board and agency leads will be sent the collated returns for their agency. Agencies are expected to provide a summary of the findings from your agency.

The link to circulate to frontline staff is: <https://www.surveymonkey.co.uk/r/3YWNXLV> all responses are anonymous. The survey should take 15-20 minutes to complete.

## Guidance notes to support the completion of the self-assessment tool

This assessment tool has been designed to provide agencies with the opportunity to highlight areas of strength and to identify areas for development in respect of their Section 11 duties and responsibilities as well as the expectations from the LGA in regards to their duties towards adults with care and support needs.

**In completing the assessment tool please note if an agency decides that a strand within the assessment tool is not applicable the agency must set out why the standard is not relevant (e.g. where the strand states it is for 'Commissioners Only' and your service does not commission any external people or agencies).**

This tool covers the continuum of safeguarding need from early safeguarding provision to statutory protection processes.

### BRAG rating and evidencing the standards

The form uses the BRAG colour rating. These are as follows:

**Blue** – the standard/compliance point is fully met and can be evidenced as completed. **Organisations cannot rate themselves as Blue unless they can evidence all elements in the standard and have completed a safeguarding practitioner questionnaire.**

**Green** – the standard/compliance point is near completion or fully met but cannot be evidenced at this point.

**Amber** – the standard/compliance point is not met but work has begun, or work is underway but has experienced delays in completion.

**Red** – the standard/compliance point is not met, work is not underway and there are issues with commencing work.

When providing evidence to support compliance with standards you must be assured that statements made within the completed tool are correct and based on **accessible evidence**. This self-assessment tool does not require agencies to submit documentation as evidence; however, evidence may be subsequently requested.

The self-assessment must demonstrate the **impact** of policies and practice on identifiable improved outcomes for children and adults with care and support needs, for which evidence is available. Standards rated as Blue or Green will be downgraded to Amber if they do not complete the two follow-up sections "describe / identify how your organisation meets this standard" and "what impact has this had on outcomes for children and adults with care and support needs" addressing all the points in the compliance checklist (where they are relevant).



**Part 1: Leadership, Strategy and Working Together  
CHECKLIST**

<b>Compliance Criteria</b>	<b>Response</b>
There is a named person at senior level responsible for safeguarding and championing safeguarding is clearly in their job description, and they understand and undertake their responsibilities	Yes
Strategies and plans include reference to safeguarding and are clear about responsibilities in relation to: <ul style="list-style-type: none"> <li>a. the impact of our services in safeguarding children and adults with care and support needs</li> <li>b. what the criteria are for deciding who we work with</li> <li>c. the quality of our work</li> <li>d. whether the timing of our interventions, where measured, is appropriate for the safety of the child or adult with care and support needs</li> </ul>	Yes
There are clearly documented lines of accountability from staff through the organisation to the named person, a clear escalation and whistleblowing policy and a clear complaints procedure.	Yes
Anyone who comes into contact with children and adults with care and support needs or their families has their responsibility towards the person's welfare explicitly stated in job description and this is reviewed in appraisals and one to ones.	Yes
Senior managers demonstrate good understanding of safeguarding, keeping abreast of local and national developments and learning, to ensure that practice continues to improve.	Yes
Your representative on the Safeguarding Boards (SB) is sufficiently senior, ensuring effective leadership and coordination in the delivery of safeguarding policy and practice.	Yes
You contribute human and financial resources to the Safeguarding Boards to enable them to function effectively.	Yes
You contribute towards the Safeguarding Boards' multi-agency safeguarding training agenda.	Yes
You provide challenge at the SBs, ensuring the impact and effectiveness of service delivery.	Yes
You contribute towards the SBs' understanding of how well they are performing and what difference they make through regular self-assessment and benchmarking, and have a positive attitude to learning and improving across partners.	Yes
You contribute towards the SBs' duties to safeguard children and adults with care and support needs both proactively, through awareness raising and prevention of abuse and neglect, and responsively, by creating frameworks to respond effectively once concerns are raised.	Yes
You act upon data, information and intelligence gathered by the SBs to identify risk and trends and formulates action in response to these.	Yes
You share issues raised at the board with your organisation	Yes
You consider the SBs to have good quality specialist advice e.g. legal, medical or social work, when necessary.	Yes
You understand the links between the Safeguarding Adults Board, Children's Safeguarding Board, Health and Wellbeing Board & Community Safety Partnerships and reporting mechanisms (to the SBs, between the SBs and the boards of partner organisations) are clear and effective.	Yes
There are clear protocols in place that integrate different agency procedures for reporting serious incidents.	Yes
There are mechanisms in place to ensure that the views of people who are in situations that place them at risk of abuse, and carers, inform the work of the SBs.	Yes



### Part 1: Leadership, Strategy and Working Together

1 - Senior management have commitment to the importance of safeguarding and there is a clear line of accountability and a clear statement of the agency's responsibility towards children and adults with care and support needs				
How clearly are the agency's responsibilities towards children and adults with care and support needs communicated to all staff and how clear are the lines of accountability within the organisation for work on safeguarding & promoting welfare?				
Compliance checklist – policies & procedures, organisational arrangements	Describe / identify how your organisation meets this standard.	What impact has this had on outcomes for children and adults with care and support needs?	Actions required to raise to green/blue	Lead and Timescale
<p>1. Safeguarding activity is routinely monitored within the organisation, issues are identified at the appropriate level and resources are put in place to resolve them. We can explain (a) our agency's internal escalation arrangements for safeguarding concerns and (b) how we know that they are complied with</p>	<p>Safeguarding activity is monitored within Oxford City Council in the following ways:</p> <p><u>Strategic Safeguarding Group</u> Quarterly meeting chaired by the Head of Business Improvement. Terms of reference, meeting notes and resources are available.</p> <p><u>Safeguarding Champions Network</u> Quarterly meetings chaired by the Safeguarding Coordinator. Terms of reference, meeting notes and resources are available.</p> <p><u>Safeguarding Training Sub-Group</u> Quarterly meetings to address training concerns. Annual review of safeguarding briefing.</p> <p><u>Safeguarding Coordinator</u> Responsibilities include ensuring we have best practice in safeguarding children and adults across all of the City Council services and within the community services that we commission.</p> <p><u>City Executive Board</u> Annual safeguarding report and action plan submitted to City Executive Board. The City Executive Board member with responsibility for safeguarding children and adults with care and support needs is Cllr Tom Hayes - Safer Greener Communities.</p> <p><u>MyConcern</u> All safeguarding concerns raised</p>	<p>Safeguarding figures are fed back to the heads of service at the strategic group meeting. As well as a corporate overview of safeguarding the heads of service are updated on their departments referral rates and training figures.</p> <p>In August 2018 Oxford City Council implemented a new central reporting system for safeguarding concerns called MyConcern. In the first quarter Aug-Oct there were 48 safeguarding concerns, an average of 16 per month. Before MyConcern the Safeguarding Coordinator would be alerted to 5 or 6 concerns a month.</p> <p>Of the 48 concerns raised 13 were children and 34 were adults. 6 have resulted in referrals to MASH; 3 have gone through LCSS; 4 concerns have gone straight to adult safeguarding; and 5 care assessments have been requested. A further 5 have resulted in the police or ambulance being called. The system is not used to manage all work at the council that involves an element of safeguarding. Teams managing vulnerable people and complex situations have their own case management systems. MyConcern is used to record new safeguarding concerns that may then become part of ongoing case management. The advantage of MyConcern is that everyone has access to it. All staff are required to do safeguarding awareness training so all staff have the ability to record their concerns centrally. The system is monitored by a core group of safeguarding officers; when a report is entered that requires further investigation it will be redirected to the appropriate team to manage.</p> <p>MyConcern creates a culture of inclusion: safeguarding is everybody's business. It is important that people understand what has happened to their concerns once they have been</p>		

	<p>within the City Council are recorded on MyConcern. Line managers and safeguarding leads are alerted to all new concerns. The system is monitored by the Safeguarding Coordinator. Quarterly figures and reporting trends are discussed at the strategic group meeting.</p> <p>(a) Our agency's internal escalation arrangements for safeguarding concerns: Our agency escalation lead is the Policy and Partnership Team Manager. Escalation policies and procedures (internal and external) are available on the 'Keeping People Safe' page of the intranet. Employees must inform their line manager before requesting escalation through the Policy and Partnership Team Manager.</p> <p>(b) How we know that they are complied with: Escalated matters are managed by the Policy and Partnership Manager. Escalations are raised to the appropriate service manager and if required to executive board. 2018 has seen 3 concerns raised to service manager level and resolved at this point.</p>	<p>raised and what the outcome is.</p>		
<p>2. Senior managers communicate to their organisation that safeguarding is core business and can demonstrate that staff are aware of their individual responsibilities.</p>	<p>The Assistant Chief Executive has overall responsibility for safeguarding at Oxford City Council. Both the Policy and Partnership Team Manager and Safeguarding Coordinator sit in the Assistant Chief Executive Directorate and continue to perform a corporate role in strategic safeguarding and coordination across the service areas.</p> <p>The Assistant Chief Executive is supported by four Designated Lead</p>	<p>In August 2018 Oxford City Council implemented a new central reporting system for safeguarding concerns. The implementation strategy was managed by the Safeguarding Coordinator and included</p> <ul style="list-style-type: none"> <li>● System presentation to department heads to ensure 'buy in' and cooperation</li> <li>● Network lunch and partners presentation</li> <li>● System presentation at department meetings</li> <li>● Attendance at team meetings</li> <li>● System training drop-in sessions</li> <li>● Communication plan</li> </ul>		

	<p>Officers from:</p> <ul style="list-style-type: none"> <li>• Policy, Partnerships and Communications</li> <li>• Housing Services</li> <li>• Business Improvement</li> <li>• Law and Governance</li> </ul> <p>The Safeguarding Champions' Network communicates information, gives support and manages concerns from their service areas. Champions report to their service heads in monthly meetings and have regular communication with the Safeguarding Coordinator.</p> <p>Senior managers attend the quarterly-held Strategic Safeguarding Group meeting. The purpose of this group is to share safeguarding information, policy and practise from within the organisation and across our partnerships. The role of the group to ensure safeguarding is strategically placed across service plans.</p> <p>Line managers are kept informed of all safeguarding matters relating to their team. They are alerted via MyConcern of all new concerns raised. Line managers must ensure teams complete their safeguarding training. This information is monitored by our HR system ITrent and monthly updates are sent to service heads.</p> <p>The Safeguarding Coordinator is responsible for up to date information on the council's Intranet site, and for publishing safeguarding information and news stories. Our 2017/18 Safeguarding Communication strategy involved releasing key information in-line with key dates in the safeguarding calendar which included CSE awareness day and the Christmas Loneliness Campaign, as well as key learning from OSAB and OSCB conferences.</p>	<ul style="list-style-type: none"> <li>• One to one training sessions</li> <li>• User manuals and briefing available on intranet</li> </ul> <p>The impact of having service head involvement in the implementation of this system has meant that all staff are aware of the system and how to use it. Managers know where to access information and how request help. There are regularly MyConcern bulletins in the weekly publication Council Matters and on the intranet news page; all bulletins include the Safeguarding Coordinator contact details. As a result twenty one safeguarding concerns were recorded in the first month. From these concerns eleven referrals were made to support services.</p>		
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<p>3. Staff feel able to raise concerns, including about workloads, and encourage service users to raise complaints when they are dissatisfied with the service they are receiving, e.g. <i>“we know because we can cite examples of frontline practitioners doing this because...”</i></p>	<p>Staff have the opportunity to raise individual concerns through one to ones, team meetings and the general professional culture within the organisation of sharing information and workload. Oxford City Council’s overall management and supervision policies incorporate safeguarding issues as appropriate to individuals and teams.</p> <p>Council tenants are encouraged to complete customer satisfaction questionnaires. The results of this questionnaire are compiled monthly and reported to the department head. For example at the Housing Needs monthly team meeting the head of department takes the time to acknowledge team members for outstanding work and positive comments received by tenants.</p> <p>Tenants and other service users are encouraged to report dissatisfaction through our complaints procedure which available online. Complaints are also received through the customer contact centre, on the phone or in person and then directed to the appropriate team.</p>	<p>Allowing service users to give honest feedback builds trust between the organisation and the individual. Oxford City Council aims to respond to complaints within three working days. Our aim is to provide a full response to the query within a further 10 working days.</p> <p>Example - Employees from Oxford Direct Services can use MyConcern to log concerns about premises that are unfit to work in. Homes that are dirty, unsanitary, or where there is drug use can raise safeguarding concerns for the occupiers but also for our own staff who have to attend. Staff can report unsatisfactory working conditions through MyConcern and raise it straight with the Tenancy Management Team. The Tenancy Management officer for the patch must work with the occupier to ensure people living and working at the location are safe.</p>		
<p>4. Effective complaints systems are in place, in line with current statutory guidance, for children and adults with care and support needs, staff &amp; other people to make complaints and themes of these complaints are addressed, e.g. <i>“we know because we know what has bothered them over the last 12 months is...”</i></p>	<p>There is a Corporate Complaints Procedure in place that is accessible and clear on the Oxford City Council webpage (as mentioned above); the public can also make complaints in person at the customer contact centre or on the phone. Complaints can be made on behalf of another person so advocates and carers can manage complaints with consent of the other person to act on their behalf.</p> <p>Since achieving Customer Service Excellence and retaining it for the 3rd year we have continued to</p>	<p>The Council’s Comments, Complaints and Compliments procedure gives our customers a way of delivering their feedback about our services. The complaints system enables us to identify trends and take corrective, preventative action to prevent reoccurrence and so improve our services.</p>		

	<p>demonstrate how we achieve our aims, deliver our services, manage customer expectation and resolve issues.</p> <p>Customer complaints are recorded on the CRM system LAGAN. They are allocated to the team manager responsible for the area of service. Complaints are then assigned to an appropriate person to investigate; outcomes are auditable through the system and form one of the success measures for service areas. Guidance on handling a complaint can be found on the intranet.</p> <p>The way complaints are addressed depends on which of these category apply –</p> <ul style="list-style-type: none"> <li>● Staff Attitude/Behaviour Need to ask complainant to put complaint into writing or we will send a complaint form to be completed.</li> <li>● Dispute/Disagreement Where tenant/resident disagrees with decision given</li> <li>● Service Delivery Missed appointment, follow on failure, quality of work, material failure, exceed target date, no communication</li> <li>● Related to Policy Complaining about a policy that we have in place.</li> </ul>			
<p>5. Child / Service User friendly complaints information is used, which includes information on what safeguarding issues are and how to raise a safeguarding concern</p>	<p>Each year our Youth Ambition Team completes its annual satisfaction survey. The survey is used to capture the views and concerns of young people, and allows them to express their views on service provision and contributes to continuing improvements.</p> <p>This year members of the Youth Ambition Team researched and visited local organisations who work with young people. They spoke to the young people about the issues affecting them. The information was</p>	<p>During the recent youth consultation process young people explained that they will now be more comfortable speaking to staff about issues, knowing that we have been trained to work with issues in our needs assessment. Staff spoke to young people around all the issues in the leaflets, allowing them to choose which are most important and relatable to young people. This enabled staff to speak through the support we are able to give, and anything which we do not have sufficient knowledge of; we will work with partners to ensure young people get the support needed.</p> <p>The young people consulted also spoke about how, if they do not feel it is appropriate to speak to</p>		

	<p>collated and the recurring themes identified. We then produced leaflets with information about the issues identified and distributed these at our sessions.</p> <p>Children and adults are able to contact the Council through social media. Our Twitter and Facebook account accounts are monitored by the customer contact centre. Complaints raised through social media were allocated to the appropriate team to resolve.</p>	<p>staff about an issue affecting them, they will be able to look through the leaflets and find out who can help or give them advice.</p> <p>There have been two recent safeguarding reports that have been raised via Twitter. Both involved young people who were seeking assistance. We were able to communicate with the individuals via social media and gain their permission to share our concerns with other agencies. The two cases both involved LCSS and the individual's school safeguarding officer.</p>		
<p>6. Recommendations / outcomes on practice and changes to procedures are communicated to staff, e.g. "we do this via..."</p>	<p>Oxford City Council has an effective consistent communication structure in place to ensure staff are aware of changes in policy procedure and practice. The Safeguarding Coordinator is responsible for internal safeguarding communications and there is a 12 month strategy which is an ever-evolving piece of work. This area of work is supported by the Corporate Communications Team.</p> <p>Our internal communication outlets include:</p> <ul style="list-style-type: none"> <li>• Intranet (News and events)</li> <li>• Council Matters - weekly email publication on Council news</li> <li>• Team Oxford Newsletter - monthly email publication focusing on working together as Team Oxford</li> <li>• Email - the Safeguarding Champions Network distributes information and updates across the service areas.</li> </ul> <p>The Policy and Partnership Team Manager with support from the Safeguarding Coordinator is responsible for ensuring information from safeguarding boards is communicated across the districts.</p>	<p>Oxford City staff are aware of how to access safeguarding information both internally and externally. In a recent staff survey we asked people when was the last time they had accessed the Council's Keeping People Safe web page. Of the 228 responders, 70 had accessed in the last 3 months and 79 had accessed it in the last year.</p> <p>We also asked people if they were confident in where to find out information; 218 out of 252 agreed they were confident about where to find safeguarding information.</p> <p>Staff feel there is good communication in relation safeguarding practice and procedure and they know who to ask for further advice.</p> <p>Communicating changes in practices ensures practice is updated across the council; this saves times and resources. When processes are correctly followed support can be accessed more quickly.</p>		
<p>7. Staff feel there is clear communication of the legislative framework within which safeguarding sits, including in relation to domestic abuse, mental health, etc.</p>	<p>The legislative framework within which safeguarding sits is clearly communicated through our awareness</p>	<p>In our recent staff survey we asked staff if they had enough safeguarding knowledge to adhere to the</p>		

	<p>briefing. This has recently been updated to include:</p> <ul style="list-style-type: none"> <li>• Children and Social Work Act 2017</li> <li>• Working Together to Safeguard Children 2018</li> <li>• Homelessness Reduction Act 2018</li> </ul> <p>This key information is reinforced in the generalist and specialist training.</p> <p>Information on the domestic abuse pathway for young people and how to access domestic abuse support services is available on our dedicated 'Keeping People Safe' page on our intranet site. Legislative changes to domestic abuse are communicated by the lead officer for domestic abuse. This year we continued to deliver Mental Capacity Act training to staff in key roles and designated leads. We held 3 sessions training 45 staff members, giving them additional knowledge and awareness of mental capacity, DOLS, capacity assessments, power of attorney and advocacy.</p>	<p>council's policies and practises. 87% of the responders said they did have enough knowledge, 10% were neutral and 3% said they did not.</p> <p>It is important that staff understand the legislative framework and how it relates to their job and the legislation they work under. Staff have a duty to act in way that safeguards. Our staff have very difficult jobs from debt recovery to eviction notices and repossessions. Everything we do must consider the welfare of the person, explore all options to safeguard and empower individuals to support themselves or engage with support services.</p>		
<p>8. Staff receive adequate reflective supervision and support, e.g. <i>"We can explain (a) our agency's supervision policies for safeguarding issues and (b) how we know that they are complied with..."</i></p>	<p>Oxford City Council's overall management and supervision policies incorporate safeguarding issues as appropriate to individuals and teams.</p> <p>Oxford City Council considers supervision and support to be a key and an integral element of people management. There are processes in place to provide support, including a management development programme, health and wellbeing initiatives and an employee assistance programme with access to counselling.</p> <p>Our compliance and commitment to these strategies and programmes is evidenced by our Investors in People Gold Champion status.</p>	<p>In our recent staff survey we asked if staff had felt supported when dealing with a safeguarding concern. Of the 104 responses, 83 said they were adequately supported, 17 answered somewhat and only 2 said they were not supported.</p> <p>Any staff member who has alerted a safeguarding matter, or who is supporting another team member with a matter, can come to a Safeguarding Champion for support and guidance.</p> <p>The Safeguarding Coordinator ensures there is regular communication regarding the network of Safeguarding Champions.</p> <p>The roles and responsibilities of a Safeguarding Champion form part of the safeguarding awareness briefing which is delivered to all staff; this is published on the intranet.</p> <p>Roles and Responsibilities of a Safeguarding Champion:</p>		

	<p>Within the Youth Ambition Team full-time staff receive non-managerial supervision and all part-time staff are supervised by a full-time member of staff in order to ensure that the procedures are being used to the right effect.</p>	<ul style="list-style-type: none"> <li>● To act as a resource and a point of contact for colleagues who require support and guidance with safeguarding issues.</li> <li>● To cascade/disseminate safeguarding information received to colleagues within their teams.</li> <li>● To maintain safeguarding as a standing agenda item at team meetings.</li> <li>● To support staff in identifying those in need of protection and assist in their understanding of the action they need to take.</li> <li>● To maintain up to date knowledge of safeguarding issues including the referral processes to be followed internally within the organisation and when raising concerns with the partner agencies</li> </ul>		
<p><b>How do you rate your compliance with this standard?</b></p>				
<p><b>Blue X      Green <input type="checkbox"/>      Amber <input type="checkbox"/>      Red <input type="checkbox"/></b></p>				

**Part 2: Service Delivery and Effective Practice  
CHECKLIST**

<b>Compliance Criteria</b>	<b>Response</b>
We ensure effective contribution to joint working and safeguarding investigations by participating in operational or strategic multi-agency meetings, ensuring that non-participation is addressed to ensure that there is a sustained contribution to the process.	Yes
If we lead multi-agency safeguarding meetings we take, circulate and store minutes and ensure that any regular meetings are appropriately tied in to the safeguarding system so that strategic issues can be escalated.	N/A
Staff, managers, officers and members work across individual service and agency boundaries, and beyond traditional definitions of their roles, to improve outcomes.	Yes
There is a clear policy on appropriate information sharing both across and within agencies to ensure children and adults with care and support needs are safeguarded and their welfare promoted; and this policy is complied with and made explicit to all service users.	Yes

**Part 2: Service Delivery and Effective Practice**

**2A - Service delivery & development takes into account the need to safeguard and promote welfare and is informed, where appropriate, by the views of service users and their families**

**How effectively does service development take into account need to safeguard? How can you demonstrate improved outcomes?**

Compliance Criteria	Describe / identify how your organisation meets this standard.	What impact has this had on outcomes for children and adults with care and support needs?	Actions required to raise to green/blue	Lead and Timescale
<p>1. Service development has taken into account the need to safeguard and promote the welfare of children and adults with care and support needs and they are actively involved in design and development of services.</p>	<p>Safeguarding is recognised in the following Oxford City Council strategies:</p> <ul style="list-style-type: none"> <li>• Housing and Homeless strategy 2018-21 The priorities in this new combined strategy will ensure that good quality housing and housing-related services contribute towards improving and enhancing the health and wellbeing of the residents of Oxford, and have a positive impact on building sustainable and prosperous communities where diverse needs are met.</li> <li>• The Corporate Plan Priorities 2016-2020 include safeguarding and support for vulnerable people including improving quality of life for older people and protecting children, families and adults at risk of exploitation and crime.</li> <li>• The Children and Young People's Strategy The strategy includes partnerships with our leisure provider Fusion to increase positive active engagement for young people. One example of this is free swimming for under 17s.</li> </ul> <p>All policy and service development takes into account safeguarding and equalities issues through Oxford City Council's Policy Development Project Brief (which needs to be completed every time a new policy is created or a policy is reviewed).</p>	<p>Oxford City Council is focused on building strong partnerships, collaboration and influencing others. We play a lead role in the Oxford Strategic Partnership (OSP) that brings together key city organisations to focus on how we can best realise our shared ambitions for economic development, urban regeneration, tackling deprivation, improving education and skills, reducing crime and promoting low carbon Oxford.</p> <p>In January 2018 the Council adopted a new Housing Assistance and Disabled Adaptations Policy in response to budget increases from the Better Care Fund. The policy is targeted towards providing Disabled Facilities Grants and adaptations to help people have better access to and movement around their homes. The budget has been increased from £501k in 2015/16 to £1.2m in 2018/19. This opportunity is being realised by our award winning Home Improvement Agency who are enabling people to stay in their own homes with adequate support and modifications. The new policy has been commended nationally and is used as a good practice example of innovation.</p> <p>The new Children and Young People's Strategy builds on the earlier Youth Ambition Strategy by setting out what else we do across our services to work with and support young people, and how we support partners and young people to achieve the best outcomes for them. It is designed to be a complementary strategy to the</p>		

		<p>Children’s Trust Oxfordshire Children and Young People’s Plan 2018–2021. We will use performance indicators, case studies and our social impact methodology to demonstrate progress. How we collect data and develop measures to monitor success is evidenced in the <a href="#">Children and young Peoples Strategy</a>.</p>		
<p>2. Children and adults with care and support needs from black and minority ethnic backgrounds and other diversity strands are appropriately consulted in the development of services and of equality policies to ensure that all aspects of the planning and delivery of services reflect the needs of the changing population of Oxfordshire.</p>	<p>The City has over 150,000 residents living very different lives across a multitude of communities. The overall population growth 2007-2017 is 7%. The population growth of residents of non-white British ethnic origin is 35%, ranking Oxford number 5 out of the 55 largest cities in England on this measure (source: 2018 Oxford Profile). Such diverse communities require the Council to provide strategic community leadership, promoting community cohesion and equality across its services as well as aiming for its workforce to reflect the diversity of the communities it serves.</p> <p>This year the Council as part of the Thames Valley BAMER (Black, Asian, Minority Ethnic and Refugee) Project successfully recruited for a new post of VAWG Strategic officer. The project is managed by representatives from the Office of the Police and Crime Commissioner, local authorities and specialist support services. The project was developed to assess, improve and better coordinate the multi-agency response to Violence against Women and Girls (VAWG) in BAMER communities across the Thames Valley Region. Funding was secured through the Home Office VAWG Service Transformation Fund and the DCLG Domestic Abuse Fund for a VAWG Strategic Officer with a specialism in BAMER communities.</p> <p>Our Equalities Action Plan 2018/19 is supported by the Workforce Equalities Report 2016 to 2018 which provides disaggregated staffing data for the City Council &amp; Direct Services. The Council as an employer is committed to increasing the diversity of its workforce and providing an inclusive work</p>	<p>Greater participation and involvement with minority groups has led us to improve our safeguarding activities and provide bespoke initiatives aimed at addressing the issues faced by particular groups. The outcomes for children and adults with care and support needs are more tailored services and support available. Representation in the community and involvement in the development of services means better allocation of resources based on the needs of the changing population of the city.</p> <p>In 2017 Oxford City Council made a successful bid for £790,000 from the Ministry of Housing, Communities and Local Government (MHCLG) to support the integration of vulnerable migrants, asylum seekers and refugees across the Oxford community. Together the Policy and Partnerships Team, Private Sector Safety Team, Rough Sleeping and Single Homelessness Team and Community Safety Team are delivering a programme of work to:</p> <ul style="list-style-type: none"> <li>• fund additional pre-entry English for Speakers of Other Languages (ESOL) courses for refugees, asylum seekers and vulnerable migrants;</li> <li>• fund mentoring and volunteering opportunities for refugees, asylum seekers and vulnerable migrants;</li> <li>• develop updated and new</li> </ul>		

	<p>environment with equality of opportunity for all employees. It covers all aspects of recruitment, retention, performance management and staff development reflecting high standards of professional practice, our position as Investors in People Gold Champion, in addition to embedding the Public Sector Equality Duty and Equality Act 2010 best practice.</p> <p>Our Equality and Diversity Policy (published on the website) includes a section on “need to reach” groups. The Council supports a wide range of schemes that represent diverse communities, and helps in the development of services for underrepresented or vulnerable groups.</p> <p>E.g. the Syrian Vulnerable Persons Resettlement Scheme is for newly arrived Syrian refugees who speak very little English and have left family and friends behind. One of the aims of SVPRS is integration i.e. making new bonds and social networks within the Syrian and Arabic speaking community and also the local community. E.g. there is a Syrian women’s group and a community organisation that organises social events, and training events e.g. how to pass your theory test for driving, how to set up and use an email account etc.</p> <p>Oxford City Council works in partnership with Oxford Against Cutting. This year funded the poster campaign across Oxford, which included eye-catching posters displayed in bus stops, GP surgeries, hospitals, community centres, a billboard and panels in buses. The campaign also reached every primary and secondary school in the City.</p>	<p>information packs to inform vulnerable migrants of access to availability of support services;</p> <ul style="list-style-type: none"> <li>• tackle rogue landlords who let properties in poor and/or overcrowded conditions to vulnerable migrants;</li> <li>• support migrant rough sleepers to access accommodation and support services;</li> <li>• improve the Council’s capacity to tackle anti-social behaviour, exploitation of migrants and human trafficking by gathering evidence.</li> </ul> <p>On October 16, at the 'Journey to Belonging' conference for professionals, the Policy and Partnerships Team held a stall to showcase the range of work the Council does to support young people and vulnerable migrants, including: the Children and Young People’s Strategy, Youth Ambition, projects delivered by the Active Communities Team, and the 'Controlling Migration Fund' programme supporting refugees and asylum seekers in the city.</p>		
<p>3. There is a responsive process in place to act on identified unmet need and feed into business planning and identify where gaps are met elsewhere and what</p>	<p>Each new/revised policy is subject to an Equality Impact Assessment which is reported to City Executive Board for approval.</p>	<p>The Council has recently responded to the growing concerns of our residents regarding open drug dealing and use</p>		

<p>happens if there is not</p>	<p>This highlights unmet needs and ensures policies are amended accordingly.</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>• The Council's Equality &amp; Diversity Policy Statement and Corporate Equality Scheme</li> <li>• The Council's Corporate Plan 2016-2020 with commitments to reducing inequality is published online and in paper form.</li> <li>• Members have set up and led a 'Members Mental Health Challenge Panel' with the aim to improve mental health provision in the city</li> <li>• The Communications Team run a campaign around 'Mental Health Week'</li> <li>• Mental Health awareness training has been provided by MIND to Council staff</li> <li>• Mental Capacity Awareness Training (MCAT) has been completed by designated Council staff who deal with vulnerable adults, to assist in identifying and signposting where clients do not have the mental capacity to make informed decisions/choices.</li> </ul>	<p>in our city centres and open spaces. To help tackle the issues, the City Council has contributed £70,000 to help fund a dedicated police team. Councillor Tom Hayes stated that "Oxford City Council, Thames Valley Police and Oxfordshire County Council believe that no one should have to put up with persistent and unchallenged drug dealing and taking in their community, so we have joined forces and pooled resources to create the new Oxford Public Spaces Drugs Taskforce."</p> <p>This new joint approach to tackling drugs is already having an impact. In recent weeks, for example, the taskforce has carried out a series of work in South Park, including clearing vegetation to improve sightlines across the park, moving a bench into a more visible location, carrying out covert and high-visibility patrols, and attending community meetings.</p> <p>Between mid-August and mid-October, the taskforce has already called back 101 residents who had reported drugs-related issues, made 13 arrests, and analysed 606 piece of intelligence from members of the public.</p>		
<p>4. Children and adults with care and support needs who have experienced abuse are supported and are able to access services that are appropriate to them, including signposting to and supporting through effective criminal, civil or social justice frameworks</p>	<p>The Council has a network of domestic abuse champions who can offer support and guidance for staff. Champions come from across our Housing and Community Services and Business Improvement services areas, and are available as a resource to all staff.</p> <p>The Council is represented on the Domestic Abuse Strategic Group, the Exploitation Sub-Group and the Sex workers Intervention Panel. Information is disseminated through our internal networks to ensure all staff are aware of current guidelines, reporting tools, and support services.</p> <p>When abuse or neglect is identified by Oxford City Council staff, such as our Tenancy</p>	<p>The City Council has always been fully committed to supporting the County Council and the Thames Valley Police in delivering their responsibilities to protect young people, and the Assistant Chief Executive sits on the Oxfordshire Safeguarding Children's Board.</p> <p>We have representation on the Sex Workers Intervention Panel. The panel accounts for some of the most high risk individuals in city, including victims of abuse, sex crimes and individuals named in Bullfinch.</p> <p>Oxford City Council have also been</p>		

	<p>Sustainment Officers, they participate in case conferences whereby they support residents at multi agency meetings to define concerns and agree plans.</p> <p>The Oxford City Council intranet gives staff access to resources to ensure people are kept safe, including children and adults who have experienced abuse. Our safeguarding awareness briefing covers the 10 categories of abuse as well subjects such as cuckooing, exploitation and FGM. Staff can find further information through links to the OSAC and OSAB websites.</p> <p>Staff working with children and adults with care and support needs have received advanced level training and are aware of the risk factors and how to signpost support services.</p>	<p>closely involved in training some 1,000 staff across the Council's own services and in colleges, hotels, pubs and private children's care homes on how to spot abuse and exploitation. Oxford City Council helped to set up Hotel Watch, which trains hoteliers to spot the signs of exploitation, including child sexual exploitation and modern slavery, and what to do if they believe something suspicious is happening.</p> <p>The Community Services department have revised CSE guidance for local taxi companies and their drivers. We introduced mandatory safeguarding training for all taxi drivers that it licences to operate in the city, and worked with neighbouring districts to roll this training out to all taxi drivers across Oxfordshire. This guidance has been shared locally and nationally and is recognised as best practice.</p> <p>The council's Community Safety Team innovated the idea of the Independent Trauma Adviser (ITA) role – a role which delivers crisis intervention for new victims and offers ongoing support and advocacy for victims. Elmore Community Services – an Oxford charity working with vulnerable people to stop them falling through the gaps of services – delivered this service to more than 50 victims over two years and intensively supported 31 to escape their situation. For some, this support involved going into a safe house in another part of the UK, while for others it meant staying in their own community with protection from their abusers.</p> <p>The Anti-social Behaviour Team Manager is also the strategic lead for domestic abuse. They have been involved in the development and communication of the young people's domestic abuse pathway. We have a dedicated Sanctuary Scheme officer</p>		
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		who offers target hardening measures to victims of domestic abuse and anti-social behaviour.		
5. There are services available to support carers.	<p>Oxford City Council does not provide services for carers. When a carer is identified they are signposted to Oxfordshire Carers.</p> <p>Carers' needs, and vulnerabilities are discussed in our safeguarding training. Where unmet needs are identified for the services users or carers, staff are advised to speak Adult Social Care.</p> <p>We are aware of responsibilities to young carers; training for individuals who are regularly in contact with young carers is available through OSCB. Officers should always consult with the MASH team when a young carer is identified.</p> <p>HR support staff who are also carers through the 'Time off for dependants' policy. This enables them to take time off in emergencies.</p>	<p>Oxford City is represented at the OSCB training sub-group and we currently provide 3 trainers to the training pool. This ensures information and essential training regarding young carers is disseminated quickly across the organisation. We also attend the MCA/Dols forum where it is possible to discuss operational issues where mental capacity and best interests are concerned.</p>		
6. There are services available for perpetrators to address their behaviours, where appropriate to your organisational responsibilities.	<p>Oxford City Council does not provide services for perpetrators of abuse and neglect. However our Anti-social Behaviour Investigation Team engages in mediation and restorative approaches for early intervention. They support perpetrators to change their behaviour and provide additional safeguarding and community engagement with a range of prevention, intervention and diversionary activities.</p> <p>We support the Community Safety Partnership policy and process, and ensure all duties are conducted with safeguarding in mind.</p> <p>The Community Safety Team comprises five officers who have specialisms in one or more of the Oxford Community Safety Partnership priorities:</p> <ul style="list-style-type: none"> <li>• Interpersonal abuse and exploitation, including domestic and sexual abuse, human trafficking, sex working, child sexual exploitation and other models of exploiting the vulnerable.</li> </ul>	<p>Oxford City Council has adopted the Think Family approach. We understand the impact existential concerns have on a child's wellbeing so we support families to support each other. We can provide help and support to tenants in terms of building and maintenance repairs, rent arrears and neighbour disputes.</p> <p>Our Anti-social Behaviour Team have recently worked with an elderly City Council tenant. He lives alone and had become isolated through ill health, mobility issues and the death of a close family member. He had made complaints about a neighbour making noise and his neighbour had also complained about him. He was referred to our Tenancy Sustainment Team because he needed extra support in his flat. His heating system was faulty and he needed furniture that he was unable to afford. Through our working together he was also referred</p>		

	<ul style="list-style-type: none"> <li>• Violent crime, including alcohol-related disorder, serious youth violence, hate crime and robbery.</li> <li>• Anti-social behaviour, including neighbourhood nuisance, environmental concerns, drug misuse and begging.</li> <li>• Priority theft offences, including burglary of people’s homes, theft from cars and theft of electronic items.</li> </ul> <p>Through close partnership working the team deliver the action plans to tackle these priorities.</p>	<p>to a befriending service in the City. He has had a new boiler installed and the Tenancy Sustainment Officer was able to help find a grant to buy some new furniture. He now meets with a group of friends each week that he met through the befriending service. He meets up for a meal and a drink and more importantly a chat.</p>		
<p>7. Extended family members, friends and neighbours are engaged in safeguarding when this is appropriate.</p>	<p>Oxford City Council supports the County Council with the Think Family Approach to safeguarding. We have chosen scenarios in our safeguarding awareness briefing to discuss that focus on extended family issues and safeguarding as a community.</p> <p>When a safeguarding concern is identified Oxford City Staff will use professional judgement to ensure the immediate safety of that person. In line with their training staff would contact child or adult services relay the information and act the advice of the social service professional.</p> <p>We have provided additional training on honour based abuse, stalking and harassment with the aim to highlight the risks of disclosing information.</p>	<p>By including friends and extended family members we have been able to find the right support for children who asked for our help. This was apparent during a Youth Ambition session where two girls did not want to go home because their mother had been drinking. Youth Ambition staff sought advice from LCSS before contacting another family member to provide assistance. The staff member worked with LCSS to obtain accurate information and ensure the girls were living in a safe environment.</p> <p>In another example the Anti-social Behaviour Team are managing an ongoing situation with an elderly male with dementia; he is both the victim and perpetrator of ASB and of great concern to his neighbours and relatives. The team have worked closely with the neighbours to establish a network of support and an information pipeline. They have engaged family members and held meetings with key parties to encourage and support a positive outcome.</p>		
<p><b>How do you rate your compliance with this standard?</b></p>				
<p>Blue X    Green <input type="checkbox"/>    Amber <input type="checkbox"/>    Red <input type="checkbox"/></p>				

2B - There is effective inter-agency working to safeguard & promote the welfare of children and adults with care and support needs				
How effective is inter-agency working by your organisation?				
Compliance checklist – policies & procedures, organisational arrangements	Describe / identify how your organisation meets this standard.	What impact has this had on outcomes for children and adults with care and support needs?	Actions required to raise to green/blue	Lead and Timescale
<p>1. We make practitioners aware of the multi-agency procedures and tools for identifying, assessing and recording safeguarding concerns, such as the Neglect Tool, CSE Screening Tool, self-neglect tool, Risk Assessment Tool, Mental Capacity Assessment Form, and we ensure that they are using them</p>	<p>Oxford City Council is represented on:</p> <ul style="list-style-type: none"> <li>• the neglect working group</li> <li>• the exploitation sub-group</li> <li>• the MCA/Dols forum</li> <li>• the neglect practitioner forum</li> </ul> <p>We have been involved in the development of the multi-agency tools such as the neglect tool and CSE screening tool, and the young person's domestic abuse pathway.</p> <p>Information from these groups is disseminated through internal email via the Safeguarding Coordinator. Updates to procedures and changes to tools for assessing and recording safeguarding concerns are addressed at the quarterly strategic safeguarding meeting. Where training is needed it can be discussed at this meeting with service leads and representatives from HR and Learning and Development.</p> <p>We make our staff aware of these tools and they are available through links on our safeguarding webpage.</p>	<p>All staff are advised to speak to safeguarding champion before making a safeguarding referral. Champions consult the threshold of needs matrix and advise on the best course of action. Decisions are documented on MyConcern. Oxford City staff would act under the direction of LCSS or MASH if completing an assessment tool appeared necessary. We know that staff are confident in finding safeguarding information and requesting support. In our recent staff survey of the 247 responders 63 said they had raised a safeguarding concern. Of the 63 who raised a concern, 57 said they had looked at the Keeping People Safe intranet page in the last 6 months.</p> <p>We aim to provide our Safeguarding Champions and our staff with all the necessary safeguarding knowledge and access to information to enable them to perform their role. The impact is a positive safeguarding culture within the council where safeguarding is core business.</p>	<p>Training on the new child exploitation screening tool will commence once the tool is finalised. This has been discussed at the safeguarding strategic meeting. Teams who need to be trained have been identified and a training strategy will commence next year.</p>	<p>RW 2019</p>

<p>2. We are compliant with the requirements of the Prevent duty and in particular in relation to policies and procedures regarding staff training, referring to the Channel Panel and use of public resources e.g. rooms, ICT equipment, commissioning arrangements.</p>	<p>We are compliant with Prevent Duty.</p> <p>To meet the duties of the Counter Terrorism &amp; Security Act (February, 2015) Oxford City Council are:</p> <ul style="list-style-type: none"> <li>• training frontline staff to spot the signs of radicalisation and make a referral</li> <li>• ensuring preventing extremism is included in existing policies and procedures</li> <li>• managing the Channel Panel which supports those vulnerable to being exploited by extremists</li> <li>• providing information and support to schools and engaging with communities.</li> </ul> <p>The Channel Panel is managed by the head of the Community Safety Team.</p> <p>There is a PREVENT page on our intranet site with links to information and training.</p> <p>WRAP sessions are advertised internally on our intranet home page.</p>	<p>Raising awareness about extremism helps dispel some of the myths and misconceptions surrounding it. A greater overall appreciation for the problem and an understanding of the vulnerabilities that attract certain individuals into extremism can help keep people safe.</p>		
<p>3. We are delivering/contributing to effective prevention and early help.</p>	<p>Early Help and Prevention are addressed at strategic level in;</p> <ul style="list-style-type: none"> <li>• the Older People’s Strategy</li> <li>• the Children and Young People’s Strategy</li> </ul> <p>City Council services support young people and vulnerable migrants through: the Children and Young People’s Strategy, Youth Ambition, projects</p>	<p>Core Council services that impact a young person’s quality of life are Housing, Environment, Streets, Parks and Planning.</p> <p>The Community Services Team are delivering these additional services for young people:</p> <ul style="list-style-type: none"> <li>• Cultural Grant Programme</li> </ul>		

	<p>delivered by the Active Communities team, and the 'Controlling Migration Fund' programme supporting refugees and asylum-seekers in the city.</p> <p>Further information is available in the Oxford City Council Corporate Plan, Service Plans and on the Oxford City Council website.</p>	<ul style="list-style-type: none"> <li>● holiday activities</li> <li>● leisure centre provision</li> <li>● community centres</li> <li>● play areas</li> <li>● free swimming for under 17s</li> <li>● free lessons for non-swimmers</li> <li>● street sports</li> <li>● Youth Ambition sessions</li> <li>● Youth Ambition Grants Programme</li> </ul> <p>From the period between August and the end of October, 13 child safeguarding concerns were raised. Of these 6 were referred directly to MASH and 3 were managed through LCSS either by no names consultation or referral. The other four were completed by home visits and no further concerns identified or already open to social services.</p>		
<p>4. Training addresses the need for effective information sharing both across and within agencies, and encourages staff to use professional judgement; and staff know where to seek advice on information sharing both across and within agencies &amp; have confidence in their professional judgement.</p>	<p>Identifying safeguarding concerns and sharing information is paramount to our safeguarding approach. This responsibility is communicated through our internal training which is delivered by a pool of experienced trainers from across the service areas.</p> <p>Legal requirements and policy agreements for information sharing are available on our intranet site.</p> <p>For further advice on information sharing staff can speak to a Safeguarding Champion. Staff are required to discuss potential matters with their line manager and a Safeguarding Champion before making any external referral.</p>	<p>Now that MyConcern is implemented across the service areas, Safeguarding Champions are alerted when a safeguarding concern is raised in their service area. They can also be part of other notification groups when necessary. We have one Safeguarding Champion with links between Housing Services and the Community Safety Team. To give a recent example of how this system is having an impact, our officer noted that a new concern had been raised by one of our street wardens regarding a suicidal female. The female was known to the lead officer for human exploitation, the Anti-social Behaviour Team and Temporary Accommodation Team. We were able to bring</p>		

		the appropriate people into the concern using MyConcern and share relevant knowledge and risk relating to the female in order to safeguard her and alert the appropriate agencies.		
<b>How do you rate your compliance with this standard?</b>				
<b>Blue X    Green <input type="checkbox"/>    Amber <input type="checkbox"/>    Red <input type="checkbox"/></b>				

<b>2C – Commissioning arrangements are robust and effective</b>				
<b>COMMISSIONERS ONLY TO COMPLETE – YOUR COMMISSIONED SERVICES SHOULD BE COMPLETING THE PROVIDER FORM AND YOU SHOULD BE ANALYSING THIS</b>				
<b>How effective are the organisation’s commissioning arrangements?</b>				
<b>Compliance checklist – policies &amp; procedures, organisational arrangements</b>	<b>Describe / identify how your organisation meets this standard.</b>	<b>What impact has this had on outcomes for children and adults with care and support needs?</b>	<b>Actions required to raise to green/blue</b>	<b>Lead and Timescale</b>
<p>1. Commissioning and contracting set out quality assurance and service standards in order to safeguard children and adults with care and support needs.</p>	<p>Oxford City Council provides a number of services that support the development and promote the wellbeing of children and young people and adults with care and support needs. The Oxford City Children and Young People’s Strategy sets out in detail what services are provided for children and young people.</p> <p>We will refer contractors to the guidance document, which was issued under section 11(4) of the Children’s Act 2004 and the Department of Education and Skills Statutory Guidance on making arrangements to safeguard and promote the welfare of children under section 11 of the Children’s Act 2004 (issued 2015).</p> <p>We review all safeguarding policies of commissioned services to check they meet local and national standards.</p> <p>Voluntary organisations must comply with standards set by Oxfordshire Safeguarding Children’s Board and Oxfordshire Safeguarding Adults Board and this is stated in our funding agreements.</p> <p>Safeguarding guidance is included throughout our grant process within all service areas and through our formal procurement</p>	<p>The inclusion of relevant contract clauses means that we are confident our service providers are fulfilling their safeguarding duty. We are contributing to the safety and wellbeing of service users. We are able to support our service providers when they face safeguarding situations.</p> <p>This year we extended the safeguarding self-assessment for service providers. This follows on from a pilot scheme last year involving two of our larger providers. This year we contacted twenty-two organisations from across the city that hold contracts with Oxford City to provide services and/or receive funds to support them in doing so. Of the twenty-two organisations ten were asked to complete the full audit and twelve organisations with little or no interaction with children or adults with support needs completed the checklist.</p> <p>Overall we found that organisations found the process useful. Where a requirement was ticked ‘No’ in all cases this was followed up with an action plan entry. Action plan updates widely stated ‘The inclusion of LADO details within policy’ and ‘update job description to reflect safeguarding responsibility’.</p>	<p>Not all providers returned their audits and some said they did not have capacity to complete it in time.</p> <p>The challenge for the City Council will be to use the information provided for purposeful benefit to council and commissioning teams. We have a responsibility to monitor action plans and challenge service providers who do not comply.</p> <p>If the process is adopted fully we will need to make contract amendments and clearly explain the audit process in SLAs going forward.</p>	

	<p>portal process.</p> <p>When groups apply for grant funding from Oxford City Council, the organisation must provide its safeguarding policies.</p> <p>Where relevant to the post, all agencies that provide us with contracted staff must have procedures in place to safeguard young people and adults with care and support needs equivalent to those described in this policy.</p>			
<p>2. Contract monitoring has a focus on safeguarding, dignity and respect, and any shortfalls in standards are addressed.</p>	<p>When monitoring we ask if any safeguarding incidents have arisen, and our monitoring form asks groups to tell us about safeguarding issues.</p> <p>Our leisure provider Fusion Leisure is required to inform the nominated council officer of any incident/ allegation/ occurrence in a timely manner as part of the contractual commitment. Additionally, a monthly report is shared with the Council that records any incident/ allegation/ occurrence. This report is reviewed and scrutinised with the leisure provider at a monthly performance meeting.</p>	<p>We monitor contracts to ensure they include the required standard. This means children and adults with care and support needs are provided with a high standard of service and not placed in situations of unnecessary risk.</p> <p>We work with providers to ensure policies and procedures meet the standard expected by the OSCB. We have helped in the delivery of the policy template for voluntary organisations, and our Communities Team has communicated this support throughout our volunteer groups and community centres.</p>		
<p>3. Safeguarding referrals/alerts across providers are tracked and under- or over-reporting patterns addressed.</p>	<p>An intrinsic contract performance management framework includes monitoring, reporting and a default regime for non-performance. This framework is managed by Leisure Officers with an open, timely and transparent relationship with Fusion officers.</p> <p>Our five leisure facilities all hold QUEST accreditation (UK quality award scheme for sport &amp; leisure). Modules to hold this accreditation include safeguarding evidence</p>	<p>Under- and over-reporting patterns can indicate further training needs. When patterns are identified we are able to address the issues raised with the commissioning service. We have built strong relationships with our services providers. Strong working relationships mean issues can be addressed quickly and resolved.</p> <p>When safeguarding issues are raised by providers they are recorded on our central recording</p>		

	<p>such as:</p> <ul style="list-style-type: none"> <li>• Safeguarding is part of the management and operational culture</li> <li>• Management and staff prioritise the safety and welfare of children, young people and vulnerable adults using the facilities</li> <li>• Practices are in place to prevent and respond to safeguarding concerns</li> <li>• Procedures are in place</li> <li>• Risk Assessment is completed</li> <li>• A safe recruitment policy is in place</li> <li>• Complaints, disciplinary and grievance policies are in place.</li> </ul> <p>The Council attends The Leisure Partnership Board; this meeting is held on a quarterly basis to provide a strategic overview of the provision of high quality affordable leisure services in Oxford.</p>	<p>system. An example of this in practise is when a concern was raised regarding O’Hanlon House which provides beds and supports homeless people to move back in to accommodation. The concern was raised to the commissioning officer who alerted the safeguarding team. A record of all communication, decisions and rationale is recorded on the central recording system.</p>		
<p>4. Actions take place to safeguard individuals when standards in services put people at risk.</p>	<p>When an alleged incident has been reported to Oxford City Council by our Leisure provider Fusion, officers have found that they have dealt with matters in line with Fusion’s safeguarding procedures and policies.</p> <p>The Council has also influenced ‘continuous improvement’ by making recommendations such as:</p> <ul style="list-style-type: none"> <li>• Make it clear to the customer when a third party is providing a service. i.e. that it is not the Council or Fusion providing the service</li> <li>• Have in place an agreement with any third party supplier which is directly supervising children and/or vulnerable adults that DBS requirements are followed and applied.</li> </ul>	<p>The impact for children and adults with care and support needs is a safer city. There is less risk of neglect, exploitation or abuse when services are accountable and their policies transparent.</p> <p>If standards in service put people at risk this is escalated to a designated safeguarding lead. We would ensure the individual is safeguarded and complete an investigation into the cause of the incident. We would make recommendations to the commissioned service and make sure any action plan was adhered to. Commissioned services are made aware that failure to meet required safeguarding standards will impact on-going and existing contracts.</p>		

<p>5. Commissioned services understand the process for escalating service gaps to the commissioning body.</p>	<p>For long term contracts there are regular contract monitoring meetings at which discussions would take place between Oxford City Council and contractors about service changes and developments.</p> <p>In relation to grants these are also reviewed on an annual basis and opportunities are available to discuss service gaps and how these might be met. Commissioned services must also have appropriate whistleblowing policies to support their safeguarding policies. This requirement was checked in the provider audits and all of the respondents stated they had this in place and could provide evidence.</p>	<p>Regular contract monitoring ensures that contracts are safe and fit for purpose. It ensures that new guidelines have been incorporated into policy and practise. The impact for children and adults with care and support needs is a greater opportunity and access to services.</p>		
<p>6. We have developed mechanisms for people who are organising their own support and services to manage risks and benefits e.g. Direct Payments</p>	<p>Oxford City council does not commission care and support services; this would normally be undertaken by the County Council.</p> <p>Our Private Sector Safety Team have access to the Disability Grant fund. This can be applied for to help residents stay in their own homes with additional support or modifications.</p> <p>The Revenues &amp; Benefits Team deliver services to provide support to people to help them maintain their tenancies, and this might include people with care or support needs. Such customers would usually be referred to appropriate support services if their need goes beyond the help we can offer. The team also makes safeguarding referrals if a situation warranted it and have received the appropriate training.</p> <p>The Oxford City Council webpage holds information relating to</p>	<p>The outcome for children and adults with care and support needs is housing and welfare stability.</p> <p>In a recent example of how the council worked together to safeguard a family. The family were initially brought to attention of the Incomes Team regarding rent arrears. The very low income family was referred to the tenancy sustainment to provide them support. The investigation conducted an enquiry concerning benefit fraud. All departments put the welfare of the family first and identified concerns. A MASH referral was made in relation to the children, and parents were signed posted to support services.</p>		

	safeguarding including the council's policies and Designated Lead contacts. People outside the scope of care and support needs have access to up to date safeguarding information.			
How do you rate your compliance with this standard?				
Blue X    Green <input type="checkbox"/> Amber <input type="checkbox"/> Red <input type="checkbox"/>				

**Part 3: Performance and Resource Management  
CHECKLIST**

<b>Compliance Criteria</b>	<b>Response</b>
There is a clear training strategy for our organisation.	Yes
We have staff access training relevant to their roles such as radicalisation; female genital mutilation; sexting; self-harm; self-neglect; peer on peer abuse, etc.	Yes
A clear induction process is in place for all staff, trustees and volunteers that addresses safeguarding & is delivered in a timely way.	Yes
Training explores issues of diversity in relation to safeguarding.	Yes
Safer recruitment & selection procedures are in place in line with statutory guidance, and are audited.	Yes
Safer recruitment training is in place for managers involved in recruitment.	Yes
A senior manager has been identified for the managing allegations process who understands when to refer to the adult safeguarding manager or Designated Officer and acts upon guidance from the adult safeguarding manager or Designated Officer appropriately.	Yes

### Part 3: Performance and Resource Management

**3A - There is effective regular training on safeguarding & promoting the welfare of children and adults with care and support needs for all staff working with or in contact with these groups**

**3B - Safer recruitment procedures, including vetting procedures and those for managing allegations by children and adults with care and support needs against professionals, are in place**

**How effective is training on safeguarding & promoting welfare of children and adults with care and support needs for all staff & volunteers working with these groups? Can you demonstrate improved outcomes as a result?**

**How robust are the organisation's recruitment, vetting and managing allegations procedures?**

Compliance checklist – policies & procedures, organisational arrangements	Describe / identify how your organisation meets this standard.	What impact has this had on outcomes for children and adults with care and support needs?	Actions required to raise to green/blue	Lead and Timescale
<p>1. We have made staff aware of current safeguarding concerns</p>	<p>The safeguarding awareness briefing is reviewed annually. The final content is approved by our training sub-group and is sent to OSCB training sub-group for approval. We ensure that the information and the scenarios used reflect recent and current safeguarding issues.</p> <p>We also share the OSCB &amp; OSAB newsletters and information bulletins to staff through our champions network. We encourage staff from all services areas to attend learning events and conferences. This year our staff have attended the following events:</p> <ul style="list-style-type: none"> <li>• Neglect conference</li> <li>• Working with fathers learning event</li> <li>• Child exploitation conference.</li> </ul> <p>The Safeguarding Coordinator publicises news and best practice examples on our Intranet news page.</p>	<p>This year we have highlighted cuckooing as an area for concern. Cuckooing and criminal exploitation are explained in our briefing and staff are encouraged to contribute to the discussion. We also highlighted a good news safeguarding story on our Intranet home page which all staff access daily. The story involved a closure order at a property preventing anyone but the tenant and professionals from entering the building.</p> <p>We have also had a focus on hoarding; the mental health concerns and environmental impact. Teams from Housing Services, Anti-social Behaviour and Private Sector Safety attended additional hoarding training. The training was delivered by Jo Cooke of Hoarding Disorders UK.</p>		
<p>2. We can evidence safeguarding training undertaken by staff through a database. We have a system in place which we monitor to check who has been / needs to be trained, e.g. <i>"we can tell you that. % of our staff are trained to the right level..."</i></p>	<p>Safeguarding awareness training is mandatory for all staff. This must be refreshed every three years; new starters must complete their introductory safeguarding training within 6 months of their start date. Training records are held on ITrent, our Human Resources management system. 131 delegates from</p>	<p>Renewal notifications for all safeguarding training are also monitored through ITrent. When staff attend OSCB or OSAB advanced, generalist or DSL training they must send the certificate to HR to be signed off until the next renewal period. HR</p>	<p>Reduce overdue training by 50%. Ensure training is taken up throughout the year to reduce impact on booking requirements.</p>	

	<p>Oxford City Council attended a safeguarding awareness briefing between January 2018 and October 2018. The feedback received from these sessions was either good or excellent.</p> <p>In June 2018 we commissioned a bespoke training session specifically for our Safeguarding Champions. The course took an in depth look at the contextual safeguarding; it was designed to give our champions greater knowledge and confidence to help others identify and manage safeguarding concerns.</p> <p>This year additional safeguarding courses were also recorded on ITrent for the time. We ran three safeguarding add on sessions focus on different subjects:</p> <ul style="list-style-type: none"> <li>• Domestic abuse</li> <li>• Stalking and harassment</li> <li>• Honour based abuse</li> </ul> <p>Each course gave an introductory overview of the issues, the impact on the victim and the process for accessing helping and support.</p> <p>We are running a series of Modern Slavery sessions. The sessions are aimed at front line staff in advisory or investigatory roles who attend addresses regularly. The purpose of the training is to raise awareness about modern slavery and simple signs of overcrowding people should be alert towards and report.</p> <p>In house safeguarding awareness briefings for elected members are delivered by the Policy and Partnership Team Manager and Safeguarding Coordinator. 2018 sessions were held in November and there are 2 more scheduled for January 2019. The training includes a demonstration of our reporting system MyConcern. Members who attend training are given access to the system to record safeguarding concerns.</p> <p>The portfolio holder for safeguarding has completed specialist level safeguarding children and level 2 of safeguarding adults.</p>	<p>send out a quarterly list of department figures of outstanding renewals.</p> <p>We have recently completed a review of training records and the current status is 82 individuals with overdue child safeguarding training and 85 with overdue adult safeguarding training. This has been addressed with senior management. We have discussed our training requirement with the safeguarding boards and aim to ensure availability for all our staff by early 2019.</p> <p>We are also piloting the use of the appraisal system to record and monitor safeguarding training. Staff will be encouraged to record their own training and set renewal reminders. This will be cross checked against the central system.</p>		
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<p>3. We can demonstrate impact of training on practice</p>	<p>In our recent staff survey we asked people when they had last attended safeguarding training. 163 responders said they had attended training in the last 6 months; only 12 said they had never attended safeguarding training.</p> <p>We also asked if they had incorporated their learning into work. Of the 247 responses, 209 stated they had incorporated what they had learnt into their work.</p> <p>The impact of the training can be evidenced from range of concerns from across service areas that have been raised. We are picking up on safeguarding concerns from a wide range of sources. Recently Customer Services have been alerted to 2 concerns that were raised through Twitter contact. Staff from Business Improvement, which includes Customer Services, have identified cases of neglect, financial abuse and emotional abuse.</p> <p>The Welfare Reform Team which was set up to assist people moving over to Universal Credit have raised concerns in relation to anti-social behaviour, financial abuse, and mental ill health and suicide threats.</p> <p>Oxford Direct Services have raised concerns resulting from a home visit for repair and maintenance. Issues identified by ODS have included self neglect, anti-social behaviour, neglect and mental ill health.</p>	<p>Feedback from awareness sessions and from our annual staff survey allows us to improve training and identify gaps in knowledge and access to information.</p> <p>Regular training reviews mean that our training is up to date and beneficial to all. Our staff need to be aware of the issues that are facing our communities, and what their responsibilities to protect and safeguarding people include. When everybody takes responsibility for safeguarding people can be offered the appropriate support.</p>		
<p>4. Support is available for staff that are subject to allegations.</p>	<p>Within the Safeguarding Allegations Policy employees are advised to seek the support of a TU representative or work colleague and will be offered access to counselling or</p>	<p>We recognise the wider implications and emotional strain an allegation will have. We ensure that the organisation fulfils its</p>		

	<p>occupational health. The Head of Business Improvement who is a Designated Lead Officer is responsible for managing allegations under the Safeguarding Allegations Policy.</p>	<p>welfare responsibilities but also protects itself and members of public.</p>		
<p><b>How do you rate your compliance with this standard?</b></p>				
<p><b>Blue X      Green <input type="checkbox"/>      Amber <input type="checkbox"/>      Red <input type="checkbox"/></b></p>				

**Part 4: Outcomes for and the experiences of people who use services**

**People’s experiences of safeguarding**

**How do organisations capture the views and experiences of service users and use these to improve the service for them?**

<b>Compliance checklist – policies &amp; procedures, organisational arrangements</b>	<b>Describe / identify how your organisation meets this standard.</b>	<b>What impact has this had on outcomes for children and adults with care and support needs?</b>	<b>Actions required to raise to green/blue</b>	<b>Lead and Timescale</b>
<p>1. Safeguarding is personalised, so that service users experiencing or receiving safeguarding services are treated sensitively and respectfully and outcomes are consistent, regardless of the ethnicity, cultural identity / diversity, gender, sexuality, disability or age of the service user.</p>	<p>Our safeguarding awareness briefing covers expected behaviours when managing safeguarding issues. All Oxford City staff must attend this briefing. Complex needs situations are covered in advanced training where there is further exploration of sensitive situations and how to manage them. The training our housing officers receive provides them with the tools to manage complex and high risk safeguarding situations. To show dignity and respect we are able to provide access to private interview rooms and translation services, and large print communications are available.</p> <p>Our Housing teams are frequently working with tenants in high risk situations. They are involved in multi-agency case conferences using the ‘working with vulnerable people who are difficult to engage framework’ to ensure a joined up approach, agreed aims and a personalised safeguarding plan that takes a customer centred approach (making safeguarding personal approach).</p> <p>To improve the service we give, the views of the tenants on the service they received are sought through case closure questionnaires.</p>	<p>Where appropriate the family are kept informed about any safeguarding concerns regarding a child. Being open and transparent helps build inter-agency relationships with the parents and support services. This encourages engagement and helps reduce the risk to the child.</p> <p>Adults with care and support needs are included in safeguarding decisions. The customer centred approach means the wishes of the individual are respected. This helps builds trust between the individual and the organisation.</p> <p>Example:</p> <p>A member of our Anti-social Behaviour Team recently worked with a 94-year-old man who was facing losing his own home. He had been the target of a local drug user who he had known from living in the same area. He was giving money to the other man to leave him alone. He had a back garden that was easily accessed and was also out of sight from the public. The ‘target hardening’ work included to put a secure back gate up at the back of the property and a key safe. He was referred to the Council’s Home Improvement Scheme for help with repairs and additional safety. We had a ramp installed so that he could get his wheelchair into the property. He had his heating made safe and work done to make sure he had a useable kitchen. He was also helped to buy furniture and with reasonable adjustments he was able to stay safe within his own home.</p>		
<p>2. Outcomes are defined by the individuals concerned or, where people lack decision-making capacity, by their representatives or advocates. Advocacy is available and used appropriately for children and adults with care and</p>	<p>We helped develop and have implemented the policy and procedures for adults who don’t engage with services. Staff are</p>	<p>We have a duty to protect all children and adults with care and support needs. An adult with capacity may make what we consider to be a bad decision about their personal safety, health</p>		

<p>support needs who are (or may have been) experiencing abuse.</p>	<p>advised to be open and honest about their concerns and record all decisions made. When support is refused this is recorded on the case management system.</p> <p>Advocacy is available and is used appropriately for children and adults with care and support needs who are (or may have been) experiencing abuse. Oxford City staff are able to connect locally with support services if advocacy support is identified for a child or adult. Advocacy is covered in training staff working with families, young people and adults with care and support needs. Staff are aware of which organisations within their service areas can offer advocacy support.</p>	<p>and wellbeing. As an organisation and service provider we can provide safe alternative options and make access to services and information available to all.</p> <p>Oxford City Council continued funding for the 'Get Heard' advocacy program. The program helps older people get to appointments and offers an appointment buddy service. The buddy service helps people remember what was said at medical appointments by going over details, talking it over, making lists and organising follow ups.</p> <p>As part of the Thames Valley Partnership, Oxford City Council is involved with and has part-funded the Victims First Willow Project. The Thames Valley-wide service seeks to identify and support those individuals who are assessed as having been victims of exploitation or who are deemed to be at risk of exploitation.</p> <p>As well as supporting victims of modern slavery, trafficking and exploitation the service will provide much-needed specialist support for victims of other forms of serious crime (excluding sexual and domestic abuse for whom specialist services already exist).</p> <p>The Victims First Willow Project will also provide prevention work, crisis intervention and ongoing long term support and work directly with victims, their families and anyone else who may also be involved in the care and support of them including community groups and other services.</p>		
<p>3. The safeguarding process is proportionate, puts individuals in control and where this is not possible (for instance where there is concern that an individual or organisation could harm others) this is fully discussed and the person's views considered as much as possible.</p>	<p>Staff can access the LCSS no-names consultation to discuss child safeguarding concerns. Staff are also encouraged to use the adult safeguarding triage line if they are unsure about a safeguarding issue. Staff are aware that referral cannot be accepted if the individual is unaware of the concerning factors. Staff are advised to be open and transparent when discussing concerns. When it is not possible to speak to the individual they should always seek advice before</p>	<p>Staff with regular contact with children, families and adults who are in need of care and support are involved in multi-agency case conferences. This joined up approach gives people a voice in their safeguarding needs, they feel listened to and they feel valued. This helps builds relationships and encourages positive uptake of safeguarding action plans by the individual. Where it is not possible to comply with their wishes e.g. where the risk is too great they are consulted and given reassurance. The figures from MyConcern show that of the 34 adult safeguarding concerns raised in the period between July and October, 5 resulted in request</p>	<p>We are updating our safeguarding training to have a greater emphasis on the need to discuss concerns with individuals. Not all officers feel confident to have these conversations. We are looking at ways across the organisation where different teams could help with communications and</p>	

	<p>submitting a referral. We put an emphasis on context and urge staff to explain why the situation has worsened and if the person's views are being influenced.</p> <p>All staff are required to consult a Safeguarding Champion before making a referral and the threshold-of-needs matrix should be used as a resource. This is highlighted in our training and communicated throughout our intranet page.</p> <p>The Oxfordshire domestic abuse pathway for adults is followed for all incidents of domestic abuse. This gives staff greater clarity on when to alert police or social services. All identified victims are offered support through A2Dominion. Where children are involved they are always referred to MASH and this must be communicated to the alleged victim in all cases.</p>	<p>for care needs assessment or advice and 4 resulted a safeguarding referral. The remaining 25 were managed internally or already known to adult social care.</p>	<p>use their experience to help others.</p>	
<p><b>How do you rate your compliance with this standard?</b></p>				
<p>Blue X      Green <input type="checkbox"/>      Amber <input type="checkbox"/>      Red <input type="checkbox"/></p>				

### Part 5 – Impact Assessment

In the context of significant organisational change, reducing public sector budgets and high activity levels, Oxfordshire Safeguarding Children Board (OSCB) and Oxfordshire Safeguarding Adults Board (OSAB) undertake an annual joint Impact Assessment on current pressures and activity by each member agency. Each agency undertakes this from a strategic perspective across their organisation and not as an individual member of either or both boards.

To ensure we focused on the top priorities each agency was asked to list their top three pressures - therefore this report should not be seen as a comprehensive list of the pressures and issues facing the agencies but as the key issues and common themes across the partnerships.

	<b>Response</b>
<p>1. What are the three key financial and organisational pressures that your organisation is facing that relate to safeguarding children and their families and adults with care and support needs?</p>	<p>1) Homelessness continues to be a key issue across the City. During 2018/19 the Council has committed approximately £2,300,000 to services and support for rough sleepers and single homeless people, drawn from a range of sources including £503,000 from its' successful bid to MHCLG's Rough Sleeping Initiative fund. The Council also invests heavily in a range of services and support that are designed to prevent homelessness including the Trailblazer Homelessness Prevention Project (annual spend approximately £500,000), the Housing Options, Welfare Reform and Tenancy Sustainment Teams.</p> <p>2) More time and resources are required to effectively support staff, attend case conferences and manage complex needs cases. With the pressures of growing demands more time and resources are required to train and support staff.</p> <p>3) Funding - Activities to address escalating concerns around drug activity and human exploitation. The drugs market is now the number one issue raised by constituents with councillors across the city.</p>
<p>2. What is your performance data telling you about the three most worrying pressure points in relation to safeguarding children and their families and adults with care and support needs?</p>	<p>Our performance data tells us that out of 34 adult safeguarding concerns raised in the city in the last quarter, 5 relate to a care needs assessment and 4 related to a person with care and support need suffering from abuse and neglect. The data tells us that we are recognising early signs and areas of concern. We are not highlighting huge numbers of abuse and neglect. We are managing complex cases which involve support from own officers and signposting to other available services such as homeless outreach teams, domestic abuse services and GP services.</p> <p>Evictions for rent arrears have increased; this puts our own services and partner support services under increased pressure.</p> <p>We are also seeing an increase in the number of clients who have either threatened suicide as a result of their current situation or have stated they have attempted suicide. There have been 7 recorded incidents in the last 3 months. This equate to 19% of all adult safeguarding concerns.</p>
<p>3. What steps are you taking as an individual organisation to address these pressure points and what are the risks for your agency in managing them?</p>	<p>1 Oxford City Council is continuing to invest heavily in tackling homelessness, creating an additional 41 beds – and bringing its total supply to over 200 beds - during winter 2018/19. Subject to funding, we plan to continue our substantial investment in a comprehensive range of services and new initiatives that focus on early intervention to prevent rough sleeping, identifying and engaging with rough sleepers, and providing wrap around support to help people to overcome the challenges that have led them to sleep rough, and support them into sustainable accommodation, work and training. We have initiated a citywide conversation on rough sleeping and are continuing to work to establish a citywide</p>

	<p>partnership to help deliver long-term solutions.</p> <ol style="list-style-type: none"> <li>1. We fund a Welfare Reform Team who support customers into work and help Universal Credit claimants with budgeting and to make on-line claims. We are updating our safeguarding awareness briefing to better reflect the expectations on staff when managing safeguarding situations. We are supporting staff internally to have difficult conversations when abuse and neglect is identified. We aim to equip staff with the knowledge to be able to work better with support services, to provide accurate information and support with actions plans for people who do not met the threshold for referral. We are issuing guidance on suicide threats and we are currently evaluating on-line training for all staff on how to speak to someone who is suicidal.</li> <li>2. Oxford City Council funded the 2nd phase of the Kingfisher program Safer Together programme, allowing the program to reach more school children and train more facilitators.</li> <li>3. The City Council has contributed £70,000 to fund two PCSOs who form part of a dedicated task force. The team of six, which includes a problem solving officer from Oxford City Council, is focused on tackling the issue of open drug taking, drug dealing, and identifying those at risk of criminal exploitation.</li> <li>4. This year we have also provided funding for TVP’s Hidden Harm Campaign &amp; Operation Stronghold.</li> <li>5. There has been investment in our Tenancy Sustainment Team. We work with tenants and with colleagues across departments to mitigate against loss of tenancy and to prevent homelessness. We have funded a mental health worker to sit within the Temporary Accommodation Team. They will support staff with individual cases and increase communication and links with support services.</li> <li>6. The Housing Needs Team hold monthly ‘patch’ meetings with the Anti-social Behaviour Team and a representative from TVP to discuss and share high needs and high risk households. Oxford City have been involved in and signed up to using the ‘Working with Adults who are at risk but do not engage with services’ protocol.</li> </ol>
<p>4. What are the implications for your partners as a result of these pressures?</p>	<p>Examples of the implications include –</p> <p>Breakdown in communication and lack of trust. This can lead to duplication in work, time and effort.</p> <p>When communication between agencies fails it impacts the vulnerable person more than the agency. More and more families can fall into temporary accommodation and end up being split up. NHS hospitals are under pressure to release beds and discharge patients into the community care setting. A timely assessment of need can prevent bed blocking.</p> <p>If partners cannot work together to address the problem the consequences could be catastrophic for the county, resulting in - worst case scenarios – ‘No go’ high crime areas, increases in violence crime, breakdown in community relations.</p>
<p>5. What do you need from your partners to address these pressures?</p>	<p>Effective communications and partnership working. Support and joined up approach to manage complex cases.</p> <p>Better working agreements and clear line of communication between housing, social care and third sector providers.</p> <p>Joint working agreements, relationship building and multi-agency training that is truly reflective of the different roles within of the district council services that encounter vulnerable people.</p> <p>Arrangements to identify budget cuts and impacts thereof, and potential solutions.</p> <p>An understanding of the needs of the city and the districts and that a ‘one size fits all’ service does</p>

	<p>not work.</p> <p>Identifying areas at risk, heat maps to show high welfare dependency, adults at risk of cuckooing and potential targets for criminal exploitation.</p> <p>Migration, trafficking, areas of deprivation and areas of opportunity vary greatly within each district and across the county.</p> <p>Ensuring partners are aware of the mechanisms for escalating complex operational issues to strategic boards.</p> <p>All agencies to buy into and be represented at multi-agency meetings as this is the only way to achieve the best possible outcome for the vulnerable person in question.</p>
<p>6. What are the implications and risks if this multi-agency response is not possible?</p>	<p>When a multi-agency response isn't possible one agency would take the lead and manage the risk until the problem escalates to the point it meets the threshold for intervention from ASC or CSC and the vulnerable person(s) suffers unnecessarily.</p> <p>Crisis situations are avoidable where there is mutual understanding of responsibility. Without positive engagement and constructive relationships this would lead to:</p> <ul style="list-style-type: none"> <li>· Increasing levels of harm and possible death of vulnerable children and adults.</li> <li>· Increasing levels of anti-social behaviour and neighbour disputes.</li> <li>· Increased level of human trafficking and exploitation</li> <li>· A focus on prevention is completely lost leading to increased costs to the public purse</li> <li>· Reduced community cohesion and increased community tensions</li> <li>· Groups becoming isolated and vulnerable to extremism.</li> </ul>