

OXFORDSHIRE PARTNERSHIP PROTOCOL

EXECUTIVE SUMMARY

The Oxfordshire Partnership Protocol governs relationships between key agencies working to promote the health and well-being of Oxfordshire's communities. It is intended to clarify the respective roles of individual partnership bodies and their relationship to each other. It aims to secure, in relation to safeguarding, co-ordinated, collective partnership activity that avoids duplication and gaps and achieves improved cross-agency service quality and better outcomes for the people of Oxfordshire.

The Partnership Protocol covers the roles, responsibilities and inter-relationships between:

- i. Oxfordshire Health and Wellbeing Board (HWB)
- ii. Oxfordshire Safeguarding Children Board (OSCB)
- iii. Oxfordshire Safeguarding Adults Board (OSAB)
- iv. Oxfordshire Community Safety Partnerships (CSPs)
- v. Safer Oxfordshire Partnership (SOP)

The protocol aims to clarify the distinction between strategic commissioning and operational delivery, and scrutiny and challenge.

The Health and Wellbeing Board, Community Safety Partnerships and Safer Oxfordshire Partnership operate as strategic commissioning and delivery bodies. The two safeguarding boards are primarily scrutiny and challenge boards focusing specifically on safeguarding and effective partnership working to support this.

These distinctive roles are important – but it is equally critical that there is alignment of purpose, planning and review if the whole governance framework is to maximise its effectiveness. This is what the protocol promotes with some specific ambitions to secure:

- An integrated approach to tackling key issues and commissioning services by sharing information and intelligence; for example, contributing to the Joint Strategic Needs Assessment;
- Aligning annual plans with shared strategic priorities, including safeguarding children, young people and adults with care and support needs.
- Evaluating the impact of the key business strategies on safeguarding outcomes, community safety and wider determinants of health.
- A coordinated approach to performance and risk management, quality assurance and transformational change;
- A co-ordinated approach to workforce planning and development

The key focus of the Protocol is safeguarding – to ensure that safeguarding is everyone's business and is a theme that threads through all partnership activity. Our definition of safeguarding is:

- Protecting people from abuse, maltreatment or neglect;
- Preventing impairment of health or development;
- Ensuring that children and adults have safe and effective care;
- Taking action to enable people to have the best life chances.

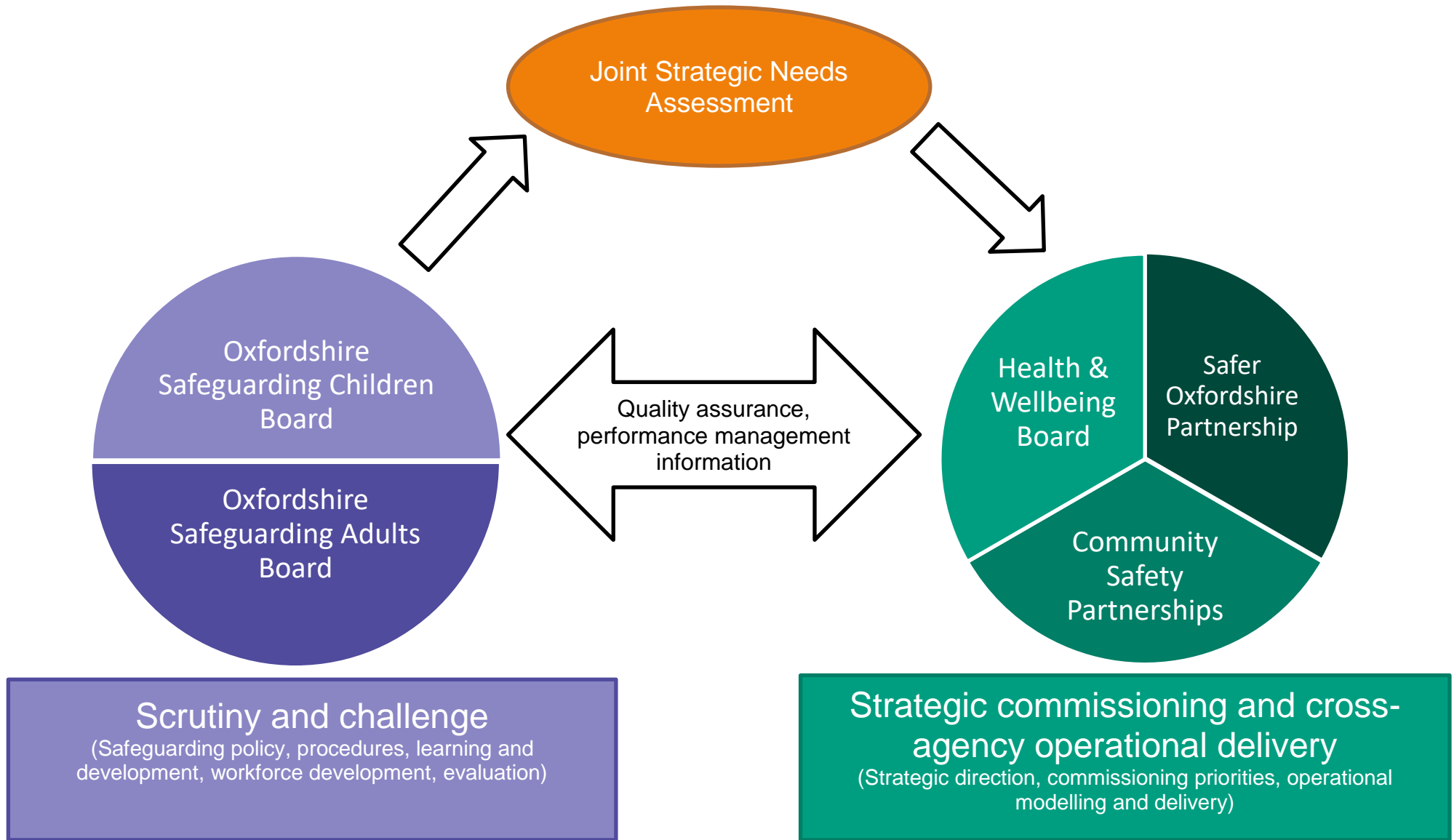
INTEGRATED WORKING

- All the Boards/Partnerships will work together to develop effective joint approaches and to understand the impact of services on outcomes.
- Boards/Partnerships will share information through regular or thematic reports that also include the response and/or action required from the receiving Board/Partnership. This includes regular performance reports.
- Annual reports will be shared between Boards/Partnerships to inform priority setting.
- Annual reports will include an honest evaluation of performance against annual plans and provide an opportunity for reciprocal scrutiny and challenge that will inform the development of future years' strategies and action plans.
- Needs analyses such as the Joint Strategic Needs Analysis and the Strategic Intelligence Assessment will be shared with Boards/Partnerships at key points in the planning cycle.
- Annual plans will be shared between Boards/Partnerships in the formulation stages to avoid duplication, identify gaps, and enable co-ordination and shared business priorities where areas of work overlap.
- Lead officers for each Board/Partnership will meet regularly, to ensure that key issues are identified and respective roles and responsibilities are clear in emerging areas of concern. The lead officers will also review current work to safeguard vulnerable people and discuss the Boards' annual reports and plans to reduce duplication of effort and identify opportunities for joint working.
- Board/Partnership membership will include cross-partnership representation to enable on-going communication and provide opportunities for cross-cutting issues to be raised directly in meetings by lead members.

INDICATORS OF SUCCESS

1. There are identifiable improvements attributable to multi-agency work on themes of common interest/concern.
2. Areas of emerging concern are identified in a timely manner and reflected in business priorities as a result of effective risk management quality assurance, and issue escalation processes.
3. Board/Partnership members have a clear understanding of the remit and responsibility of the Board/Partnership(s) of which they are a member.
4. Each Board/Partnership is informed and aware of the work of other Boards/Partnerships and its interface with and effect on the areas of work it oversees.
5. The intelligence gathered through needs analyses is evident in the shared priorities of the Boards/Partnerships.

OXFORDSHIRE PARTNERSHIP PROTOCOL OVERVIEW



THE PROTOCOL

1. Purpose

- 1.1 This protocol relates to the multi-agency Boards/Partnerships in Oxfordshire that are working to improve the health and wellbeing of Oxfordshire residents and safeguard children, young people and adults with care and support needs who are vulnerable to abuse and neglect. Specifically these are:
- vi. Oxfordshire Health and Wellbeing Board (HWB) and its associated partnership boards and joint management groups
 - vii. Oxfordshire Safeguarding Children Board (OSCB)
 - viii. Oxfordshire Safeguarding Adults Board (OSAB)
 - ix. Oxfordshire Community Safety Partnerships (CSPs)
 - x. Safer Oxfordshire Partnership (SOP)
- 1.2 The protocol sets out the framework within which these Boards/Partnerships will work together to safeguard and promote the welfare of people living in Oxfordshire, including the distinct roles, responsibilities and governance arrangements for each of them. It also refers to the relationship between the Boards/Partnerships and other partnership forums in Oxfordshire.
- 1.3 The opportunities presented by formal working relationships between the Boards/Partnerships include:
- An integrated approach to tackling key issues and commissioning services by sharing information and intelligence; for example, each Board/Partnership contributes to the Joint Strategic Needs Assessment which is drawn together to inform strategic plans.
 - Aligning annual plans with shared strategic priorities, including safeguarding children, young people and adults with care and support needs.
 - Evaluating the impact of the key business strategies on safeguarding outcomes, community safety and wider determinants of health.
 - A coordinated approach to performance and risk management, quality assurance and transformational change.
 - A co-ordinated approach to workforce planning and development
- 1.4 Whilst some of the Boards/Partnerships have a broader focus, safeguarding is still 'everyone's business'. This protocol will clarify the means by which accountability, co-ordination and coherence is achieved for thematic areas that are relevant to more than one of the Boards/Partnerships. It will ensure that there is effective challenge and scrutiny of safeguarding arrangements across Oxfordshire and there is a strong interface with community safety work. The protocol aims to reduce duplication of effort, ensure there are no gaps in thinking or service provision, and that the work of the Boards/Partnerships has a positive impact on outcomes for Oxfordshire residents.

1.5 Where the word safeguarding is used in this protocol it refers to:

- Protecting people from abuse, maltreatment or neglect;
- Preventing impairment of health or development;
- Ensuring that children and adults have safe and effective care;
- Taking action to enable people to have the best life chances.

2. Role of the Boards/Partnerships

2.1 The Boards/Partnerships have distinct, but complementary roles which are outlined below. The key functions of each Board/Partnership and their respective areas of responsibility are detailed in Appendix A. The organisations represented on each Board/Partnership are listed in Appendix C.

Oxfordshire Health and Wellbeing Board

2.2 The Oxfordshire Health and Wellbeing Board (HWB) is a forum where key leaders from the health and care system work together to improve the health and wellbeing of the local population and reduce health inequalities. Each local authority is required to have a Health and Wellbeing Board under the Health and Social Care Act 2012.

2.3 Board members are expected to collaborate to gain an understanding their local community's needs, agree priorities and encourage commissioners to work in a more joined-up way. As a result, patients and the public should experience more joined-up services from the NHS and local councils and a more effective and responsive local health and care system.

2.4 There are two partnership boards and two joint management groups that report directly to the HWB specifically on the priorities of the Health and Wellbeing Strategy they are responsible for. These are:

- *Children's Trust* - a multi-agency board that oversees joint strategic planning for children's services in Oxfordshire and monitors improvement of these services.
- *Health Improvement Partnership Board (HIB)* – a partnership board that oversees the coordination of a joint approach to influencing a broad range of health determinants to bring about health improvement and reduce health inequalities
- *Joint Management Groups (JMGs)* – two groups focused on the Better Care Fund and adults with care and support needs that provide oversight and management of spending and activity to improve outcomes and meet the needs of older people, people with a physical disability, learning disability or mental illness.

Oxfordshire Safeguarding Children Board

- 2.5 The Oxfordshire Safeguarding Children Board (OSCB) is the means by which key local agencies responsible for child protection in Oxfordshire come together to agree how they will cooperate with one another to safeguard and promote the welfare of children and young people. Board members are expected to agree strategic safeguarding priorities and jointly monitor and evaluate the effectiveness of arrangements made by individual agencies and the wider partnership to achieve these.
- 2.6 Each local authority is required to have a Local Safeguarding Children Board under the Children Act 2004. The Act defines Board's core objectives and its functions are set out in 'Working together to safeguard children 2015'. They cover communication, quality assurance, learning from serious case reviews, reviewing child deaths and ensuring sound safeguarding policies and procedures are in place.
- 2.7 There are a number of themed sub-groups that report to the Board on specific areas of work, namely learning and improvement; training; communication; and multi-agency working.
- 2.8 In particular, the Performance, Audit and Quality Assurance sub-group (PAQA) is tasked with measuring the effectiveness of how partner agencies of the OSCB and the Children's Trust fulfil their legal responsibilities to safeguard and promote the welfare of Oxfordshire's children and young people. It oversees and reports to the OSCB and the Trust on the performance indicators in the Children and Young People's Plan, which includes safeguarding data.

Oxfordshire Safeguarding Adults Board

- 2.9 The Oxfordshire Safeguarding Adults Board (OSAB) brings together key partners involved in protection of vulnerable adults across Oxfordshire to ensure that effective adult safeguarding arrangements are in place in both the commissioning and delivery of services. Board members are expected agree strategic safeguarding priorities and jointly monitor and evaluate the effectiveness of arrangements made by individual agencies and the wider partnership to achieve these.
- 2.10 Each local authority is required to have a Safeguarding Adults Board under the Care Act 2014. The Act sets out the objectives of the Board which include the coordination of effective and proportionate multi-agency safeguarding work; learning from safeguarding adult reviews, holding partners to account; and using data and intelligence to identify risks and act on them.
- 2.11 There are a number of themed sub-groups that report to the Board on specific areas of work, namely training; safeguarding reviews; procedures; and performance and quality assurance.
- 2.12 In particular, the Performance, Information and Quality Assurance sub-group (PIQA) leads on auditing and monitoring the effectiveness of work to safeguard

and promote the welfare of adults in need of care and support across Oxfordshire. It reports to the Board on performance against multi-agency indicators that include national comparison and benchmarking measures, and ensures that learning from quality assurance processes are disseminated across the workforce.

Community Safety Partnerships

- 2.13 The four district-led Community Safety Partnerships (CSPs) are multi-agency forums where relevant partners work together to assess local crime priorities and agree how to deal with these issues. The Partnerships develop local strategic plans for their respective areas, ensure delivery of local community safety priorities and work collectively with partners on countywide priorities through the Safer Oxfordshire Partnership. They have direct lines of communication with the Safeguarding Boards for relevant issues or concerns to be escalated as necessary. CSPs are also represented on each Safeguarding Board through district council representatives.
- 2.14 Community Safety Partnerships were established under the Crime and Disorder Act 1998 to reduce reoffending, tackle crime and disorder, anti-social behaviour, substance misuse and any other behaviour that has a negative effect on the local environment. They are required to develop and implement a strategy for tackling crime and disorder in their local area jointly with the Police and to take account of the Police and Crime Commissioner priorities in developing their plans.

Safer Oxfordshire Partnership

- 2.15 The Safer Oxfordshire Partnership (SOP) provides strategic oversight for the prevention of crime and anti-social behaviour across Oxfordshire. The Partnership consists of an elected member-led Oversight Committee which provides support and challenge to an officer-led Co-ordination Group which delivers the statutory community safety requirements at the county level.
- 2.16 The SOP supports collaboration on county-wide community safety issues between the four Community Safety Partnerships, Health, the Police, the County Council, Probation services, the Prison service and the voluntary sector and provides challenge to member organisations on their engagement with any common risk or priority.
- 2.17 Each local authority is required to have a county-wide strategy group under the Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007. Under these regulations the officer-led Co-ordination Group of the Partnership prepares an annual community safety agreement and work programme for the county area based on the shared annual strategic assessment of the responsible authorities in the area. This identifies ways in which responsible authorities might more effectively implement identified priorities and otherwise reduce crime and disorder through coordinated or joint

working. The Agreement is approved by each Community Safety Partnership and reviewed by the officer/member-led Board before it is finalised.

3. Principles of Joint working

- 3.1 The following principles of joint working underpin the work of the Boards/Partnerships, ensuring that resources are used effectively across Oxfordshire to safeguard the health and wellbeing of vulnerable people and the organisations responsible for their protection are held to account.

Think partnerships

- 3.2 All of the Boards/Partnerships will adopt a mind-set where they consider the wider partnerships context in relation to the work they are doing. Where there is mutual benefit in informing or working together with another partnership board they will do this.

Understanding accountability

- 3.3 The Boards/Partnerships will have an understanding of their remit and responsibilities in respect of the areas of work they oversee and the agencies they hold to account. Each Board/Partnership is also responsible for identifying themes that overlap with the work of other Boards/Partnerships and require a joint approach. They will have clear and effective processes in place for the escalation of issues and information sharing as appropriate.
- 3.4 Each Board/Partnership member will also have an understanding of their individual accountability as the appropriate representative for their organisation in each forum. They are responsible for ensuring that they put in place such arrangements that are necessary to share information within their organisation and with their organisation's representatives on other groups and partnerships.
- 3.5 Where an individual represents their organisation at more than one Board/Partnership they will be responsible for communicating and sharing relevant information or concerns across those Boards/Partnerships to facilitate effective joint working or a joint response to an issue.

Work together on themes of common interest

- 3.6 Some themes have relevance across a number of partnerships and in these cases the Boards/Partnerships will work together and take a pragmatic approach to achieve the best outcomes for people and ensure that there is no duplication of effort. In practice this means that each Board/Partnership has the opportunity to input into an area of work where it carries a responsibility and/or has relevant knowledge, expertise and experience.
- 3.7 Where a piece of work with a cross-cutting theme is identified, the other Boards will initially be contacted to ascertain the relevance of the theme / area of work for them. The relevant Boards will agree the following:

- The approach that will be taken,
- Which Board will lead on the area of work and how other partnerships will contribute,
- Responsibility and accountability for the area of work,
- Communication and reporting arrangements.

Sharing information about risk

3.8 The Boards/Partnerships will share all relevant information with each other on key risk or concerns. This will help partner organisations maintain a good awareness and understanding of emerging risks that are relevant to their area of work and will enable the Boards/Partnerships to consider strategic actions that can manage and reduce these risks. Sharing information also supports the principle of mutual challenge and support.

Mutual challenge and support

3.9 In addition to the specific scrutiny roles of the OSCB and OSAB, all the Boards/Partnerships will mutually challenge and support one another's activities to optimise safeguarding arrangements in Oxfordshire and ensure the best outcomes are achieved for vulnerable people in the county.

3.10 The OSCB and OSAB have a specific remit to ensure that effective safeguarding arrangements are in place across partner organisations. Within this remit, these Safeguarding Boards will work with, and offer challenge to, the SOP, the CSPs and the HWB, including the Children's Trust, the Health Improvement Board and the Joint Management Groups.

Share good practice and resources

3.11 To ensure the Boards/Partnerships continue to develop and increase their effectiveness, relevant good practice and resources will be shared. This includes sharing policies and practices, learning from other authorities and opening up training and development opportunities to the wider partnerships, e.g. Children's Trust members will benefit from attending the OSCB annual conference, usually themed around a current issue.

Openness and honesty

3.12 The Boards/Partnerships will work together in a way that is open and honest in recognition of their common aim to achieve the best outcomes for Oxfordshire residents. In practice this means sharing all relevant information, holding each other to account and maintaining open channels of communication.

4. Interfaces between Boards

4.1 Joint working is important for developing integrated arrangements that ensure priorities for change are delivered in practice. All the Boards/Partnerships will

work together to develop effective joint approaches and to understand the impact of services on outcomes for vulnerable children, young people and adults with care and support needs. Where appropriate this understanding will be used to challenge delays in progress and drive further improvements.

- 4.2 To ensure effective joint working across the Boards/Partnerships the following arrangements will be put in place to facilitate a co-ordinated and coherent approach. The formal relationships set out in this protocol reflect the respective roles of HWB, OSCB, OSAB, CSPs and SOP in relation to one another.

Reporting

- 4.3 In respect of shared priorities the Boards/Partnerships will share information through regular or thematic reports that also include the response and/or action required from the receiving Board/Partnership. This includes regular performance reports from PAQA and PIQA that highlight pressure points and related actions.
- 4.4 Key annual reports will be shared between Boards/Partnerships to inform priority setting. Where it is appropriate to do so, Boards/Partnerships may be asked to have input into the development and finalisation of each other's key reports. Appendix B outlines a timetable for these reports to be shared and for what purpose.
- 4.5 If issues or reports need to be shared outside of this timetable the Chairman of a Board/Partnership may:
- Request information from another Board/Partnership and its consideration of an issue or concern,
 - Request that an item be placed on another Board's/Partnership's agenda for discussion,
 - Hold a meeting with one or more of the other Boards'/Partnerships' Chairmen to consider a particular issue and agree a way forward.
- 4.6 Where an issue cannot be resolved within the above framework, a resolution meeting will be held between the Board/Partnership Chairman/Chairmen and the appropriate senior officer(s) from the organisation(s) concerned.
- 4.7 Annual reports will include an honest evaluation of performance against annual plans and provide an opportunity for reciprocal scrutiny and challenge that will inform the development of future years' strategies and action plans. These reports may set out key findings from performance monitoring throughout the year and include recommendations for improvement.
- 4.8 Needs analyses that drive the formulation of the Health and Wellbeing Strategy and the county-wide Community Safety Agreement (e.g. the Joint Strategic Needs Analysis and the Strategic Intelligence Assessment) will be shared with Boards/Partnerships at key points in the development of their annual plans.
- 4.9 Annual plans will be shared between Boards/Partnerships in the formulation stages to avoid duplication, identify gaps, and enable co-ordination and shared

business priorities where areas of work overlap - for example, work on domestic abuse is a priority for all the Boards/Partnerships.

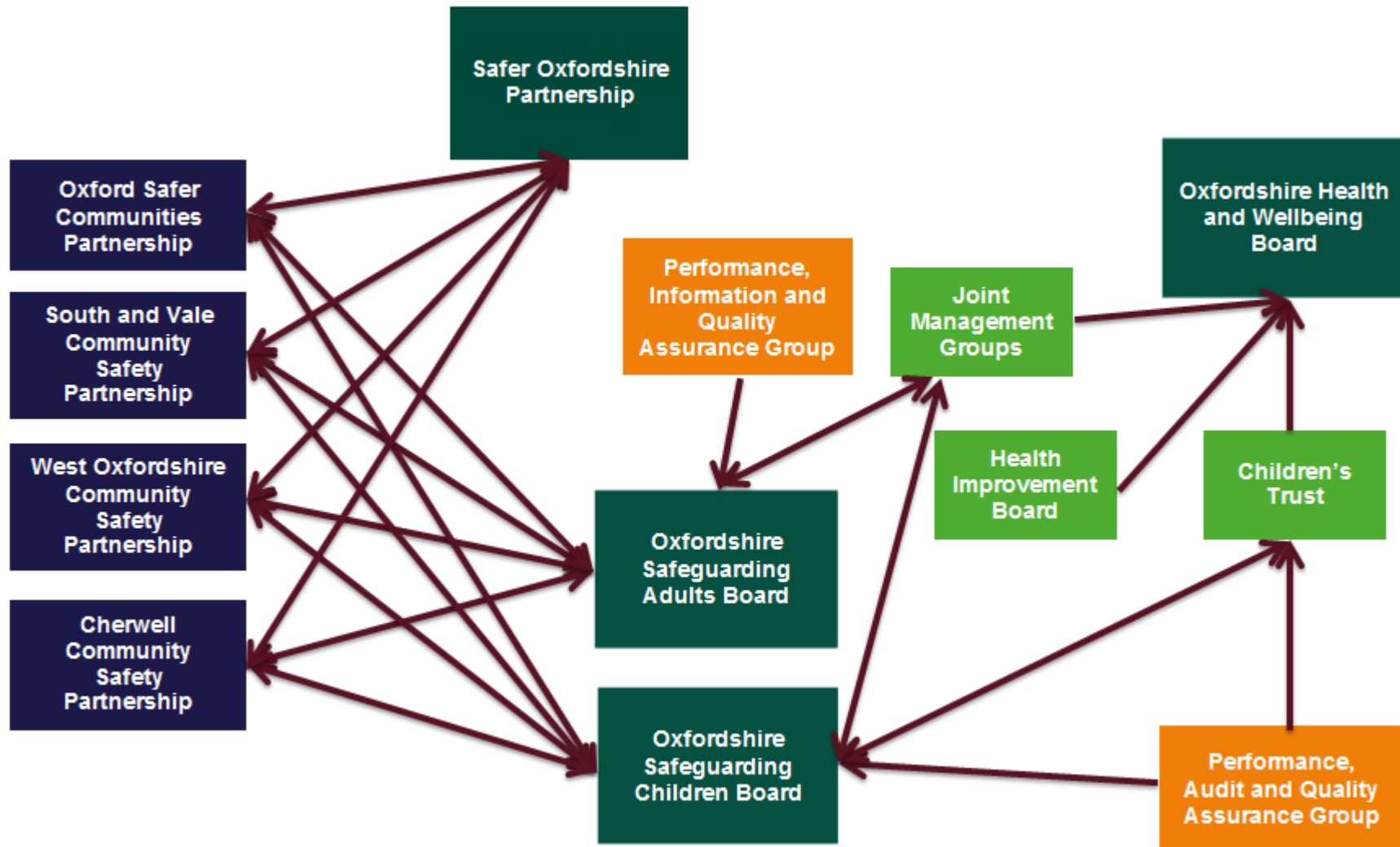
Liaison and consultation

- 4.10 The lead officers for each Board/Partnership will meet regularly, to ensure that key issues are identified and respective roles and responsibilities are clear in emerging areas of concern. The lead officers will also review current work to safeguard vulnerable people and discuss the Boards' annual reports and plans to reduce duplication of effort and identify opportunities for joint working.
- 4.11 Board/Partnership membership will include cross-partnership representation to enable on-going communication and provide opportunities for cross-cutting issues to be raised directly in meetings by lead members.

Escalation of safeguarding concerns

- 4.12 Any issues that relate to the abuse or potential abuse of children and/or adults with care and support needs and have not been resolved within a single-agency or multi-agency context will be escalated via the appropriate safeguarding route.
- 4.13 As a multi-agency issue, a concern will be raised at the respective Board/Partnership meeting and members will agree which partner will escalate the concern with the OSCB and/or OSAB Chairman.
- 4.14 The appropriate information sharing protocols will be followed to resolve the issue in a timely manner.

5. Relationship Map



6. Review and monitoring

- 6.1 The effectiveness of this protocol will be reviewed and evaluated at least annually by the key officers and amended at any time by agreement between all the Boards/Partnerships or in response to any changes in legal responsibilities.
- 6.2 The protocol will be effective if:
- There are identifiable improvements attributable to multi-agency work on themes of common interest/concern.
 - Areas of emerging concern are identified in a timely manner and reflected in business priorities as a result of effective risk management quality assurance, and issue escalation processes.
 - Board/Partnership members have a clear understanding of the remit and responsibility of the Board/Partnership(s) of which they are a member.
 - Each Board/Partnership is informed and aware of the work of other Boards/Partnerships and its interface with and effect on the areas of work it oversees.
 - The intelligence gathered through needs analyses is evident in the shared priorities of the Boards/Partnerships.
- 6.3 Where an individual agency has a concern that this protocol is not being adhered to or is not effective, the agency will refer their concerns in the first instance to the Chairman of the Board/Partnership(s) of which they are a member. The Chairman will seek to resolve their concerns informally with the Chairmen of the other Boards/Partnerships. Where one or more of the Boards/Partnerships has a concern about the protocol the Chairmen will refer the matter to the relevant senior officer(s) in the appropriate organisation(s), who will identify a resolution in consultation with the relevant lead member as appropriate.

7. Supporting documents

- 7.1 The annual plans, supporting policies and protocols, and terms of reference for each Board/Partnership can be found on the following websites:

Partnership Board	Website
HWB	www.oxfordshire.gov.uk/healthandwellbeingboard
OSAB	www.osab.co.uk
OSCB	www.oscb.org.uk
SOP	www.oxfordshire.gov.uk/saferpartnership
Oxford CSP	www.oxford.gov.uk
South and Vale CSP	www.whitehorsedc.gov.uk
West Oxfordshire CSP	www.westoxon.gov.uk
Cherwell CSP	www.cherwell.gov.uk

7.2 Relevant statutes and statutory guidance to be aware of are:

[Health and Social Care Act 2012](#)

[Children Act 1989](#)

[Children Act 2004](#)

[Working Together to Safeguard Children, March 2015](#)

[Care Act 2014](#)

[Care and Support Statutory Guidance, October 2014](#)

[Crime and Disorder Act 1998](#)

[Crime and Disorder \(Formulation and Implementation of Strategy\) Regulations 2007](#)

7.3 The protocol was agreed at the following meetings between January and April 2016:

Board/Partnership meeting	Meeting date
Oxfordshire Safeguarding Children Board	27 January 2016
Older People's JMG	27 January 2016
Physical Disability JMG*	-
Learning Disability JMG	28 January 2016
South and Vale CSP	28 January 2016
West Oxfordshire CSP	2 February 2016
Oxford CSP	17 February 2016
Health Improvement Board	18 February 2016
Cherwell CSP	1 March 2016
Oxfordshire Health and Wellbeing Board	3 March 2016
Safer Oxfordshire Partnership	10 March 2016
Mental Health JMG	24 March 2016
Children's Trust	31 March 2016
Oxfordshire Safeguarding Adults Board	7 April 2016

* The Physical Disability JMG did not meet during this period.

Appendix A | Functions of the Boards

Oxfordshire Health and Wellbeing Board (HWB)

Key functions

- Prepare a Joint Strategic Needs Assessment (JSNA) and a Joint Health and Wellbeing Strategy to determine priorities and objectives for health and social care services and drive the development and delivery of these services.
- Provide advice, assistance or other support to encourage integrated working between health and social care commissioners that meets the health and social care needs of Oxfordshire and uses resources effectively.
- Produce a pharmaceutical needs assessment (PNA).
- Agree how the Better Care Fund (formerly the Integrated Transformation Fund) is used in Oxfordshire and oversee its implementation.
- Use its power of influence to encourage closer working between commissioners of health-related services and the Board itself.
- Use its power of influence to encourage closer working between commissioners of health-related services (such as housing and many other local government services) and commissioners of health and social care services.
- Undertake any other functions that may be delegated by the council under section 196(2) of the Health and Social Care Act 2012.

Terms of reference and membership of the Health and Wellbeing Board can be found at: www.oxfordshire.gov.uk/healthandwellbeingboard

Health Improvement Partnership Board (HIB)

Key functions

- Bring a coordinated and coherent approach to influencing a broad range of determinants of health to bring about health improvement and reduce health inequalities.
- Work together to recommend priority areas to improve health to the Health and Wellbeing Board in order to make a real and measurable difference to outcomes.
- Recommend actions and responsibilities to make that improvement a reality.
- Hold each other to account for making the agreed change and for reporting progress.

Terms of reference and membership of the Health Improvement Partnership Board can be found at: www.oxfordshire.gov.uk/healthandwellbeingboard

The Children's Trust

Key functions

- Agree and recommend to the Health and Wellbeing Board, a Children and Young People's Plan for Oxfordshire and where resources should be focused to deliver the Plan
- Report on multi-agency performance for delivering the Plan to the Health and Wellbeing Board.
- Make specific recommendations on key outcomes for children and young people in Oxfordshire and as they move into adulthood, to include in the Joint Health and Wellbeing Strategy.
- Collaboratively solve issues and find solutions, jointly plan services and align and/or pool resources as appropriate to deliver improvements.
- Work in close partnership with the Oxfordshire Safeguarding Children Board to ensure that safeguarding concerns are fully considered in promoting the health and wellbeing of children and young people
- Work in partnership with other strategic boards, such as the Health Improvement Board, Joint Management Groups and the Safer Oxfordshire Partnership to ensure that their plans and performances targets are in synergy with those of the Children's Trust.

Terms of reference and membership of the Children's Trust can be found at: www.oxfordshire.gov.uk/healthandwellbeingboard

Joint Management Groups (JMGs)

Key functions

- Oversee and manage spending and activity to improve outcomes and meet the needs of older people and people with a physical disability, learning disability or mental illness.
- Agree pooled resources and deliver shared objectives under a single agreement between the County Council and the Oxfordshire Clinical Commissioning Group (under section 75 of the National Health Services Act 2006)
- Monitor strategy and governance, finance, performance and risk in their respective areas of commissioning against key outcomes in the Joint Health and Wellbeing Strategy.

Terms of reference and membership of the Joint Management Groups can be found at: www.oxfordshire.gov.uk/healthandwellbeingboard

Oxfordshire Safeguarding Children Board (OSCB)

Key functions

- Prepare an annual Business Plan that identifies shared priorities for the safeguarding of children and young people in Oxfordshire, based on local issues and demands.
- Produce and publish an annual report on the effectiveness of safeguarding arrangements within Oxfordshire, which is reported to the Children's Trust and the Health and Wellbeing Board.
- Develop policies and procedures for safeguarding and promoting the welfare of children, including those in relation to thresholds, training, recruitment, investigations and allegations, privately fostered children and cooperation with other children's services.
- Monitor and scrutinise multi-agency activity in relation to safeguarding, highlighting underperformance and advising on ways to improve. This is done via case files audits, reviews and inspections.
- Communicate and raise awareness with professionals and within local communities about the need to safeguard and promote the welfare of children and young people.
- Undertake independent serious case reviews where abuse or neglect is known or suspected to be factor in a child's death or serious injury and advise on lessons learnt.
- Take responsibility for checking that the recommendations from an independent serious case review are delivered.
- Monitor and evaluate the effectiveness of training, including multi-agency training for all professionals in Oxfordshire.
- Lead on or contribute to specific safeguarding initiatives and be responsible for cascading information about national guidance and how this is implemented in Oxfordshire.

The OSCB has an Independent Chair who holds all agencies to account by scrutinising and monitoring their work with children and young people. The Chair is directly accountable to the County Council's Head of Paid Service, but works closely with all OSCB partners, in particular the Director of Children's Services for Oxfordshire.

Terms of reference and membership of the Oxfordshire Safeguarding Children Board can be found at: www.oscb.org.uk

Oxfordshire Safeguarding Adults Board (OSAB)

Key functions

- Prepare an annual Business Plan that identifies shared priorities for the safeguarding of vulnerable adults in Oxfordshire, based on local issues and demands.
- Produce and publish an annual report on the effectiveness of safeguarding arrangements within Oxfordshire, which is reported to the Health and Wellbeing Board.
- Develop, agree and oversee local policies and procedures for inter-agency work to protect vulnerable adults, within the national framework provided by No Secrets (Department of Health, 2000).
- Ensure there is agreement and understanding across agencies about operational definitions and thresholds for intervention.
- Support the provision of multi-agency training and workforce development on safeguarding of vulnerable adults and consider any scope to jointly commission training with other partnerships, such as Community Safety Partnerships.
- Ensure mechanisms are in place to coordinate effective safeguarding activities between agencies based on national and local evidence and experience, and ensure that lessons learned are shared, understood and acted upon.
- Undertake independent serious case reviews where abuse or neglect is known or suspected to be factor in an adult's death or serious injury and advise on lessons learnt.
- Monitor and evaluate the effectiveness of safeguarding arrangements in Oxfordshire and the impact of the Board.
- Ensure compliance with formal governance requirements.

The OSAB has an Independent Chair who holds all agencies to account by scrutinising and monitoring their work with adults who have care and support needs. The Chair is directly accountable to the County Council's Head of Paid Service, but works closely with all OSAB partners, in particular the Director of Adult Social Services for Oxfordshire.

Terms of reference and membership of the Oxfordshire Safeguarding Adults Board can be found at: www.osab.co.uk

Safer Oxfordshire Partnership (SOP)

Key functions

Oversight Committee

- Provide strategic support and challenge on county-wide community safety issues, especially in relation to how the Co-ordination Group is fulfilling the statutory duties that apply at a County level.
- Provide a forum for elected members and senior managers from partner organisations to share information and review their contribution to joint priorities and emerging themes.
- Provide a single point of contact for the Police and Crime Commissioner to discuss community safety concerns with elected members and senior officers.
- Support a forum for sharing best practice and networking on countywide on community safety concerns.

Co-ordination Group

- Draft the community safety agreement and partnership plan for Oxfordshire to provide the commitment to co-operate on joint priorities and emerging themes.
- Produce an annual strategic intelligence assessment informing partners of the current community safety risks and opportunities by way of a combination of data analysis and environmental scanning.
- Provide a structure for delivering countywide activities relating to joint priorities and emerging themes.
- Provide a conduit for discussion and planning with other Oxfordshire partnerships or forums, in particular the Safeguarding Boards.
- Fulfil the requirements set out the working protocol that outlines the relationship between the county-wide Boards and Partnerships and the City/ District Community Safety Partnerships as they relate to the Safer Oxfordshire Partnership.
- Develop and manage an annual Co-ordination planning cycle to include approval of the community safety agreement and Co-ordination plan and identify how joint priorities and themes will be managed.
- Ensure the Oversight Committee is provided with information, advice and guidance to assist it to fulfil its role in providing support and challenge on county-wide community safety issues.
- Consider the findings from domestic homicide reviews conducted within Oxfordshire with a view to supporting the delivery of any required changes.
- Ensure arrangements are in place for information-sharing between partners to support analysis and the identification of risks and opportunities on community safety issues.
- Report to the Oversight Committee on progress towards achieving agreed outcomes.
- Provide opportunities to local Community Safety Partnerships (CSPs) to be as efficient and effective as possible through sharing resources and best practice and developing joint initiatives.

The broad membership of SOP ensures strong linkages with other strategic partnerships, with several SOP members representing community safety on the partnership boards of the Health and Wellbeing Board as well as sub-groups of OSCB and OSAB.

Terms of reference and membership of the Safer Oxfordshire Partnership can be found at: <http://www.oxfordshire.gov.uk/saferpartnership>

Community Safety Partnerships

Key functions

- Produce and monitor an annual Community Safety Plan and Strategy for the local area based on priorities identified through the Strategic Intelligence Assessment and send this to the Thames Valley Police and Crime Commissioner.
- Publish an annual report on progress towards delivering the plan.
- Liaise with the Thames Valley Police and Crime Commissioner to discuss local crime priorities.
- Provide guidance for local communities to promote active citizenship and build their capacity to play a role in reducing crime and the fear of crime locally.
- Provide strategic direction for community safety action groups, such as Joint Agency Tasking and Coordination and scrutinise the progress of these groups.
- Act as a channel for communication with local communities on community safety and safeguarding matters, reporting any concerns back to the Safeguarding Boards.
- Commission domestic homicide reviews.

The four district/city-led partnerships are:

- Oxford Safer Communities Partnership
- South and Vale Community Safety Partnership
- West Oxfordshire Community Safety Partnership
- Cherwell Safer Communities Partnership

Terms of reference and membership of Oxfordshire's Community Safety Partnerships can be found on the district / city council websites:

www.oxford.gov.uk

www.whitehorsedc.gov.uk

www.westoxon.gov.uk

www.cherwell.gov.uk

Appendix B | Reporting timetable

	HWB	Children's Trust	HIB	JMGs	OSCB	OSAB	SOP	CSPs
Joint Strategic Needs Assessment	Agree (Spring)	Inform (Spring)	Inform (Spring)	Inform (Spring)	Inform (Spring)	Inform (Spring)	Inform (Spring)	
Health and Wellbeing Strategy	Agree (Summer)	Consult (Summer)	Consult (Summer)	Consult (Summer)				
Children and Young People's Plan	Agree (Summer)	Agree (Spring)			Inform (Summer)			
OSCB Annual Report	Inform (Autumn)	Inform (Autumn)			Agree (Autumn)			
OSCB Business Plan					Agree (Autumn)			
OSAB Annual Report	Inform (Autumn)					Agree (Autumn)	Inform (Autumn)	
OSAB Business Plan						Agree (Autumn)		
SOP Annual Report					Inform (Summer)	Inform (Summer)	Agree (Summer)	
SOP Community Safety Agreement							Agree (Spring)	Inform (Spring)
Strategic Intelligence Assessment							Agree (Spring)	Inform (Spring)
CSP Community Safety Plans							Inform (Spring)	Agree (Spring)

Agree = Sign-off

Inform = Use to inform work

Consult = Board has input into

Appendix C | Membership of the Boards/Partnerships

Oxfordshire Health and Wellbeing Board

The Health and Wellbeing Board is chaired by the leader of Oxfordshire County Council. The deputy chairman is the Clinical Chairman of the Oxfordshire Clinical Commissioning Group.

Other members of the Board include officer and member representatives from:

- Healthwatch Oxfordshire
- The Older People's Joint Management Group
- The Children's Trust
- The Health Improvement Partnership Board
- Oxfordshire County Council (including Children's Services, Adult Social Services and Public Health)
- Director of Commissioning Operations NHS England (South)

Oxfordshire Safeguarding Children Board

The Oxfordshire Safeguarding Children Board is independently chaired and includes representatives from the following agencies:

- West Oxfordshire District Council
- Oxfordshire County Council (including Children's Services, Adult Services and Public Health)
- Children and Family Courts Advisory and Support Service
- Oxford University Hospitals NHS Trust
- Thames Valley Police
- Oxfordshire Clinical Commissioning Group
- Oxfordshire Fire and Rescue Service
- Oxford Health NHS Foundation Trust
- Community Rehabilitation Company
- 2 Members of the public (lay members)
- National Probation Service
- NHS England Area Team
- Oxfordshire Youth Offending Service
- Cherwell District Council
- Representation from schools and colleges
- Oxford City Council
- Voluntary and community sector
- South Oxfordshire and Vale of White Horse District Council
- The Military

Oxfordshire Safeguarding Adults Board

The Oxfordshire Safeguarding Adults Board is composed of representatives from the following agencies:

- Oxfordshire County Council (including Adult Social Care, Trading Standards, Fire & Rescue and Public Health)
- Thames Valley Police
- Oxfordshire Clinical Commissioning Group
- Oxford Health NHS Foundation Trust
- Oxford University Hospitals NHS Trust
- Southern Health NHS Trust
- South Central Ambulance Service
- National Probation Service
- Thames Valley Community Rehabilitation Company
- Prison service
- District and City Councils

Oxfordshire Community Safety Partnerships

Oxford Safer Communities Partnership

The Oxford Safer Communities Partnership is composed of representatives from the following agencies:

- Oxford City Council
- Oxfordshire County Council (including Adult Social Care, Fire & Rescue, Youth Justice Team and Children's Social Care)
- Thames Valley Police
- National Probation Service
- Thames Valley Community Rehabilitation Company

Cherwell Safer Communities Partnership

The Cherwell Safer Communities Partnership is composed of representatives from the following agencies:

- Oxfordshire Fire and Rescue Service
- Cherwell District Council (including Community Services)
- Thames Valley Community Rehabilitation Company
- Thames Valley Police
- National Probation Service
- Oxfordshire County Council (including Adult Social Care, Children's Social Care, Early Intervention)

South Oxfordshire and Vale of White Horse Community Safety Partnership

The South Oxfordshire and Vale of White Horse Community Safety Partnership consists of representatives from the following agencies:

- Oxfordshire County Council (including the Youth Justice Service, Adult Social Care, Public Health and Fire & Rescue)
- NHS Oxfordshire
- South Oxfordshire District Council
- Soha Housing
- Sovereign Vale Housing
- Thames Valley Police
- Thames Valley Community Rehabilitation Company
- Vale of White Horse District Council

West Oxfordshire Community Safety Partnership

The West Oxfordshire Community Safety Partnership consists of representatives from the following agencies:

- West Oxfordshire District Council
- Thames Valley Police
- Oxfordshire County Council (including Youth Justice Service and Public Health)
- Thames Valley Community Rehabilitation Company
- NHS Oxfordshire
- Oxfordshire Race Equality Council
- Cottsway Housing
- Town Councils
- RAF Brize Norton
- A representative from the Business Community
- Neighbourhood Action Group Chairs

Safer Oxfordshire Partnership

Oversight Committee

The Oversight Committee is led by elected members and attended by senior officers from Oxfordshire's six local authorities:

- Oxfordshire County Council
- Cherwell District Council
- Oxford City Council
- South Oxfordshire District Council
- Vale of White Horse District Council
- West Oxfordshire District Council

The Committee also includes officers from:

- Thames Valley Police
- National Probation Service
- Thames Valley Community Rehabilitation Company

- Oxfordshire County Council, (including Oxfordshire Fire and Rescue Service; Trading Standards; Adult Social Care; Children, Education and Families; Public Health)
- Oxfordshire Clinical Commissioning Group
- Voluntary sector

The Police and Crime Commissioner is invited to attend the elected member-led Oversight Committee meetings.

Co-ordination Group

The Coordination Group is led by senior officers from each of Oxfordshire's six local authorities and is chaired by the Oxfordshire County Council Fire and Rescue Deputy Chief Fire Officer.

In addition, there are officers from:

- Thames Valley Police
- National Probation Service
- Community Rehabilitation Company
- Oxfordshire County Council (including Oxfordshire Fire and Rescue Service; Trading Standards; Adult Social Care; Children, Education and Families – Safeguarding Board, Early Intervention Service, Youth Justice Service; Public Health)
- Oxfordshire Clinical Commissioning Group
- Prison service
- Voluntary Sector

APPENDIX D | Priorities and performance overview (2017-18)

Health and Wellbeing Board:

The Health and Wellbeing Board priorities and performance measures are set out in the [Oxfordshire Joint Health and Wellbeing Strategy 2015-19](#).

The Board has the following priorities for 2017-18:

1. Ensuring children have a healthy start in life and stay healthy into adulthood
2. Narrowing the gap for our most disadvantaged and vulnerable groups
3. Keeping children and young people safe
4. Raising achievement for all children and young people
5. Working together to improve quality and value for money in the Health and Social Care System
6. Living and working well: Adults with long term conditions, physical or learning disability or mental health problems living independently and achieving their full potential
7. Support older people to live independently with dignity whilst reducing the need for care and support
8. Preventing early death and improving quality of life in later years
9. Preventing chronic disease through tackling obesity
10. Tackling the broader determinants of health through better housing and preventing homelessness
11. Preventing infectious disease through immunisation

The **Children's Trust** oversees performance against priorities 1-4 on behalf of the Health and Wellbeing Board, through the [Children and Young People's Plan](#). Within this the Trust also has three key themes for 2017-18:

- Early Help and Early Intervention
- Educational Attainment for vulnerable children and young people
- Managing transitions into adulthood

The **Joint Management Groups** oversee performance against priorities 5-7 on behalf of the Health and Wellbeing Board.

The **Health Improvement Board** oversees performance against priorities 8-11 on behalf of the Health and Wellbeing Board.

Oxfordshire Safeguarding Children Board (OSCB):

The Safeguarding Children Board oversees performance in the following areas:

1. Understanding community risk
2. Early Help
3. Children's social care front door
4. Assessments for children's social care
5. Children in Need
6. Child Protection
7. Children Looked after
8. Transitions

Performance, Audit and Quality Assurance Group (PAQA):

PAQA collates and reports on performance under the Children's Trust and OSCB priorities above. It also reviews broader performance information relating to:

- Taxi licensing for school transport
- School transport safeguarding and complaints
- Transition from children's services to adult services
- Multi-Agency Safeguarding Hub activity

Oxfordshire Safeguarding Adults Board (OSAB):

The Performance, Information and Quality Assurance Group (PIQA) reports to the OSAB on performance in the following areas:

1. Empowerment
2. Prevention
3. Protection
4. Proportionality
5. Accountability

Safer Oxfordshire Partnership:

The Safer Oxfordshire Partnership oversees performance against the priorities set out in the [Community Safety Agreement 2017-18](#).

The Partnership's priorities for 2017-18 are:

1. Support a strategic and operational response to exploitation
2. Protect vulnerable people through reducing the risk of abuse and human exploitation
3. Reduce anti-social behaviour
4. Reduce the harm caused by alcohol and drugs misuse
5. Reduce the level of re/offending, especially young people
6. Reduce the risk of radicalisation and hate crime
7. Support a countywide approach to tackling serious and organised crime
8. Provide support and challenge to the Police and Crime Commissioner

Oxford Community Safety Partnership

The CSP oversees performance against the priorities set out in the [CSP Plan 2017-18](#).

The priorities for 2017-18 are:

1. Tackling negative street culture and its connection to drug dealing and young people at risk of exploitation
2. Safeguarding vulnerable adults, children and young people; including how to work with vulnerable adults with mental and chaotic lives
3. Tackling Organised Crime Groups
4. Reduce violent crime
5. Reduce anti-social behaviour
6. Support the Government's Violence against Women and Girls Strategy by tackling domestic abuse and other interpersonal crimes.

South and Vale Community Safety Partnership

The CSP oversees performance against the priorities set out in the [CSP Plan 2017-18](#).

The priorities for 2017-18 are:

1. Vulnerability: managing demand on services through working together
2. Prevention and Early Intervention: improving safeguarding in physical and virtual spaces
3. Reducing re-offending: targeting and managing harm and risk
4. Serious organised crime and terrorism: improving the local response

Cherwell Community Safety Partnership

The CSP oversees performance against business areas that are in line with the Police and Crime Plan. These are set out in the [CSP Plan 2017-21](#).

The business areas for 2017-18 are:

1. Anti-social Behaviour
2. Young People
3. Child Sexual Exploitation
4. Burglary
5. Drugs
6. Domestic Abuse

West Oxfordshire Community Safety Partnership

The CSP oversees performance against the priorities set out in the CSP Plan 2017-18.

The priorities for 2017-18 are:

1. Safeguarding vulnerable groups including young people
2. Tackling domestic and interpersonal abuse including Child Sexual Exploitation
3. PREVENT
4. Prevent drug and alcohol misuse
5. Disrupt Organised Crime to include Rural & Cyber-Crime