



South Gloucestershire Safeguarding Adults Board

Annual Report 2012 - 2013

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Acknowledgements and thanks: to all chairs of sub-groups and representatives of partner agencies who have contributed to this report.

Foreword

I am pleased to introduce the annual report for 2012-13 of the South Gloucestershire Safeguarding Adults Board. The year has seen substantial and well evidenced progress in the work of the board. In particular:

- a significant increase in overall attendance and broadening participation in training by organisations across adult health and social care
- completion of the care training audit for all provider and statutory services provides a good baseline for developing our relationship with the wider social care sector
- the success of the institutional abuse trigger threshold to ensure that concerns are spotted and addressed early
- the strengthening of the quality audit function to assure all statutory partners that the safeguarding system is working consistently and effectively to protect vulnerable adults
- the re-instatement of the communications group to provide a focus on publicity and awareness raising.

During the coming year, the board will need to consider either joining a wider strategic executive function for the area that includes Bristol and North Somerset, or, if this does not materialise, appointing an independent chair for the board.

I would also like to thank the board membership and their represented organisations. The progress of the board this year and in the future, in terms of the scale of its ambition and actual achievement – is due to the active involvement of its members.



Peter Murphy,

Chair, South Gloucestershire Safeguarding Adults Board



Background

The following national and local key documents support safeguarding policies and procedures, clarify roles and describe how adult protection should work in practice:

- “No Secrets” (HSC2000/007) Department of Health guidance, which required local authorities to develop and implement multi-agency procedures to protect vulnerable adults from abuse
- South Gloucestershire’s multi-agency safeguarding policy and procedures (launched in November 2001, last updated in May 2010)
- Safeguarding adults practice guidance for staff (last revised February 2012)
- Responding to institutional abuse practice guidance (last revised March 2012)
- Safeguarding adults additional guidance – last revised June 2012
- Safeguarding adults: advice and guidance to directors of adult social services – March 2013.

Governance and accountability

Adult protection work in South Gloucestershire is overseen by the Safeguarding Adults Board (SAB), which was set up in 2001. The SAB meets quarterly, with representation from a wide range of partner agencies and groups. Details of the organisations involved, relevant lines of accountability and attendance can be found in the SAB terms of reference in **appendix 1** and current membership in **appendix 2**.

There is one central number you can call to report a concern about a vulnerable adult in South Gloucestershire: **01454 868007**.

Please call 01454 868007 if you are a service user, carer or a person with learning difficulties and you want to:

- talk about any safeguarding issues or worries you have
- ask a question
- ask for advice
- make a complaint
- give us positive feedback.

There are four sub-groups to the SAB:

- Quality monitoring
- Training and development
- Policy and procedure
- Communication and publicity

The work of these sub-groups is covered from page 15. A diagram showing the multi-agency partnership can be found in appendix 3.

Summary of safeguarding activity during 2012-13

Each time somebody contacts us to let us know about a situation that concerns them, a record is kept of that contact. This is called an **alert**. Our trained staff make a decision based on the information they have been given as to whether the situation is one which requires some further investigation within the safeguarding process. If so a **referral** is generated. Where the same alleged victim has more than one referral within the reporting period (2012 -13) this is called a **repeat referral**. A safeguarding referral is closed at the end of the safeguarding involvement whether this is after a few days of information gathering or after several months of investigation including risk assessment and putting a safeguarding plan in place.

This section covers the data we have for all safeguarding activity (April 2012 – March 2013) and what it means to us.

From 2007 there has been a consistent increase in alert rates and this has continued into 2012–13, with a rise from 1051 alerts in 2011-12 to 1094 alerts in 2012-13. This latest rise has been much smaller than previous years, mainly due to a significant drop in alerts during the fourth quarter.

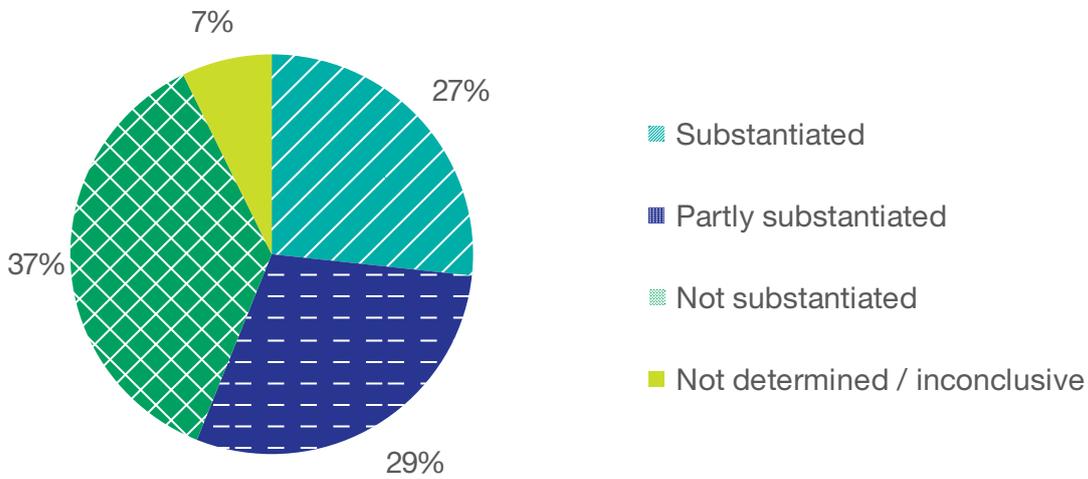
63 per cent of the alerts received in 2012-13 were screened in as referrals compared with 45 per cent in 2011-12.

Alerts, referrals, repeat and completed referrals for 2010-11, 2011-12 and 2012-13

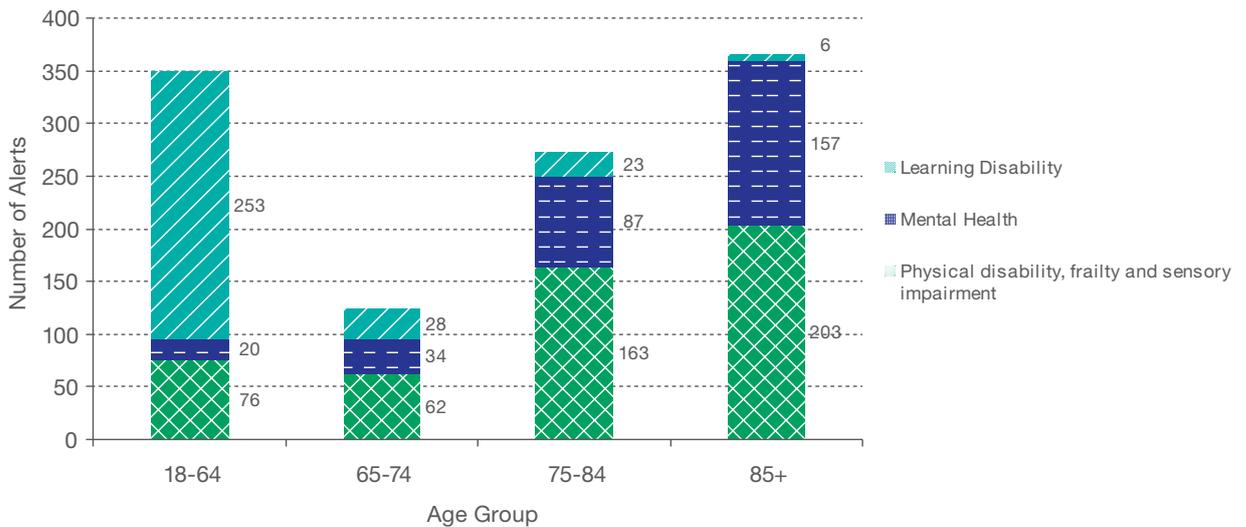


Of the referrals that were screened in for further action, for 56 per cent it was found that the alleged abuse was either wholly or partially substantiated. This compares with 58 per cent in the previous year.

Outcome of completed referrals



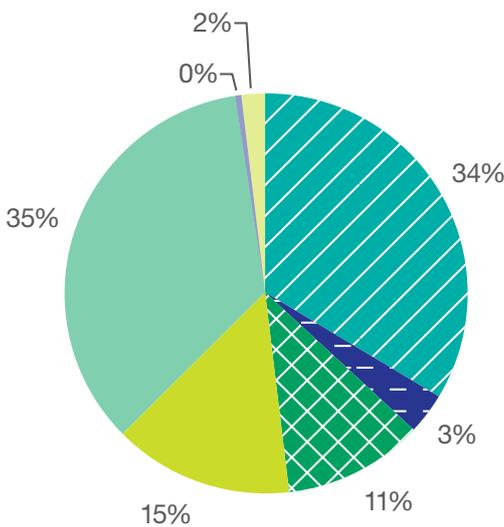
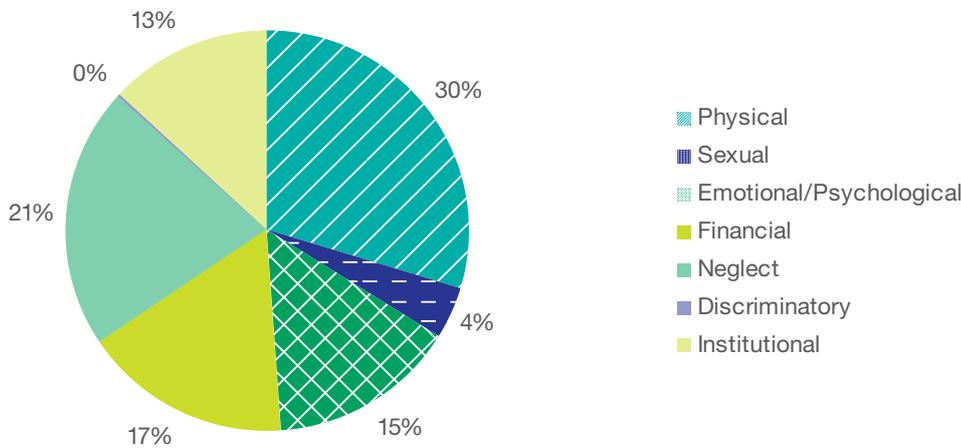
Alerts by age and service user group 2012-13



The majority of alerts for people under 65 were for people with a learning disability whereas the majority of alerts for people over 65 were for people with a physical disability. The next largest group were those with mental health needs including dementia. This is a slight change in balance from last year. The number of people over 65 with physical needs in 2011-12 was 270 which has risen to 428 during 2012-13. The number of people over 65 with mental health needs was 358 in 2011-12 and 278 in 2012-13.

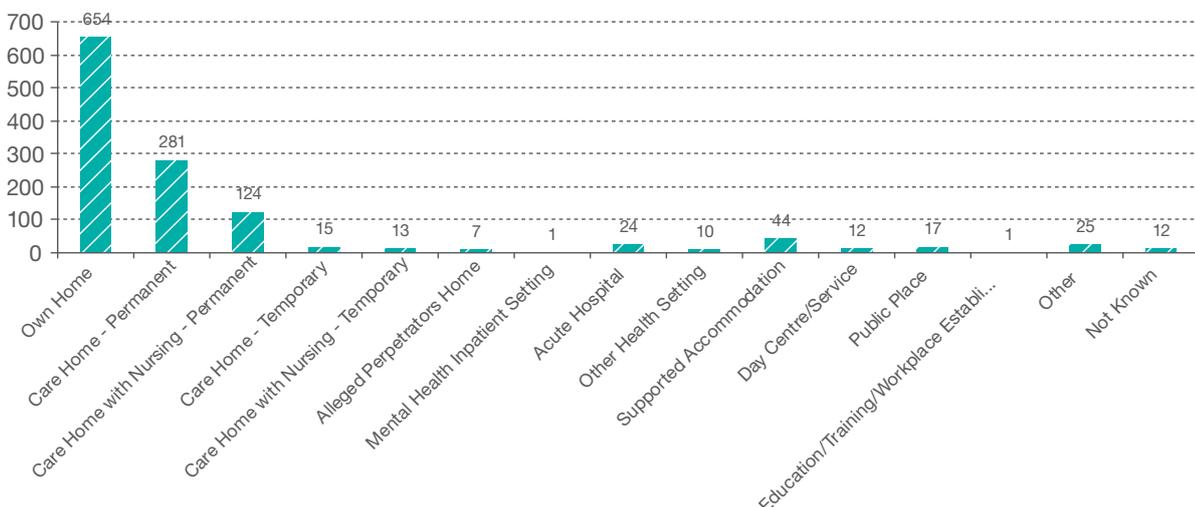
The diagrams on the next page show the type of alleged abuse listed for alerts that were screened in as referrals, in line with the categories of abuse set out in the original “No Secrets” guidance.

Referrals by category of abuse 2011-12 and 2012-13



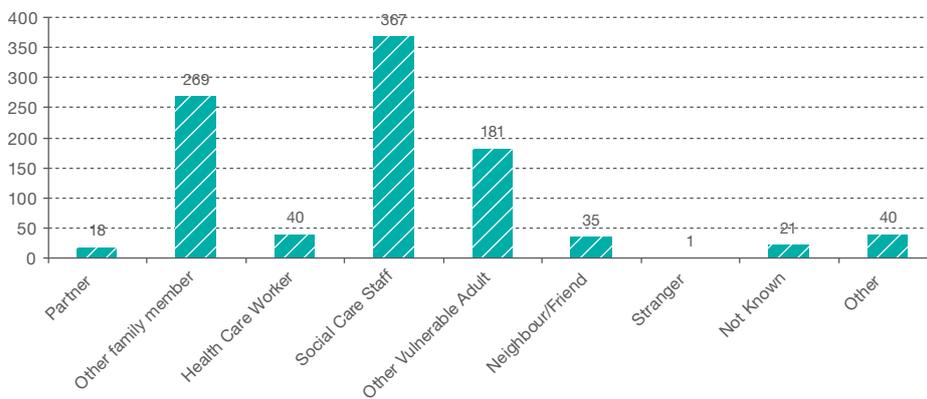
A key change is the rise in the number of cases categorised as neglect. Also, there is a drop in the numbers categorised as being institutional abuse but this is likely to be a reflection of a change in how the data is gathered as the type of abuse is now taken at an earlier stage before institutional abuse is likely to have been identified. In previous years the data was taken from the point of closure and now it is taken from the alert. The data on institutional abuse is now gathered separately and is shown on page 9.

Location where alleged abuse took place



Reported abuse occurred in a wide range of locations, but most frequently (48 per cent) within people’s own homes, followed by 31 per cent in care home settings (both with and without nursing). This is a rise in the number of alerts in people’s own homes but the percentage of alerts in care homes has remained at a similar level. It is thought that the rise in the number of alerts in people’s own homes is due to the fact that the data this year is more accurate.

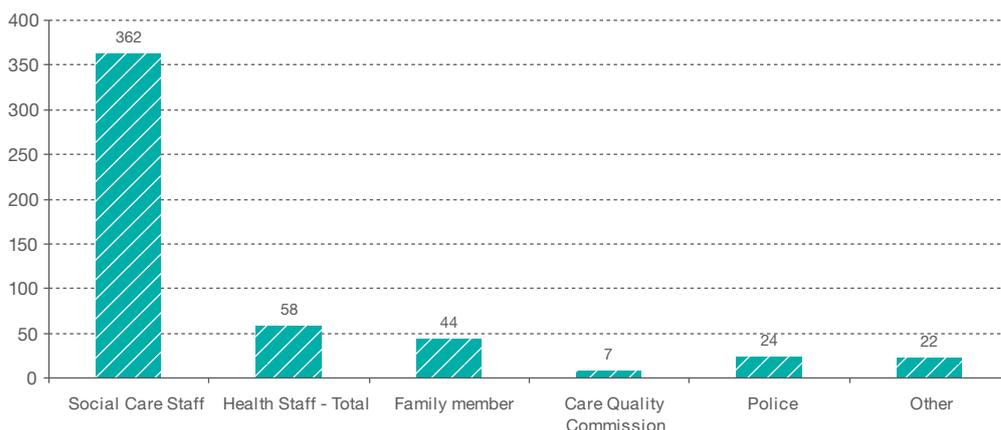
Relationship of alleged perpetrator (2012-13 data)



There are some changes from last year’s data, for example the alerts for abuse by partners has dropped from 37 to 18, whereas the alerts about other family members has risen from 56 to 269.

The breakdown within social care staff between domiciliary staff working in people’s homes (61 per cent) and care staff in care homes (30 per cent) is proportionally similar to the data for the location where abuse is reported to have happened. It does not mirror the data exactly as there were other perpetrators in both locations such as families/ neighbours in people’s homes and other vulnerable people in care homes.

Source of referral based on 2012 – 13 data



The majority of referrals continue to come from alerts made by social care staff (70 per cent) and health staff (12 per cent).

Protection plans

The restructuring of adult social care within the council in February 2012 means that all safeguarding alerts are managed through the same process, with as many situations as possible resolved at an early stage. As a consequence the overall number of protection plans has reduced.

The Safeguarding Adults Board and all partners will continue to use the data presented on local safeguarding activity and trends alongside improved information gathering and co-ordination to identify issues and set priorities for our future safeguarding work.

Institutional investigations 2012-13

Institutional investigations are triggered when there are significant concerns about an institution whether it is a building based service such as a hospital or care home or a community based service such as domiciliary care provided in peoples' homes. These investigations can vary in urgency and intensity depending on the situation. For example there may be notification of a series of individual safeguarding alerts which show a picture of a service which is struggling to provide home calls on time. This might lead to a one-off meeting with the providers and other members of the multi disciplinary team to identify what actions they are taking to correct this and ensure they are running a safe service - leading to no further alerts. At the other end of the scale there may be a more serious concern about a provider's ability to provide safe care. Such concerns might include significant neglect of people leading to skin breakdown and pressure sores or dehydration. This type of institutional investigation could lead to the suspension of work, action against staff/managers and careful monitoring until the situation improves. At present South Gloucestershire's safeguarding adult procedures require that every time a service has three alerts the safeguarding team will look at the situation and make decisions about the appropriate way forward.

1. Buildings based support (ie day services and care homes): analysis by client category

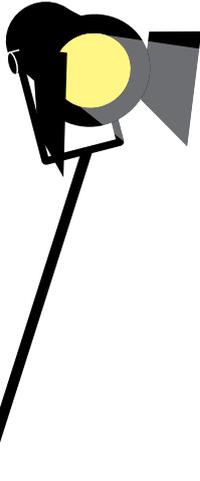
Client category	No of institutions	Investigations open at start of 12-13	Investigations opened during 12-13	Investigations closed during 12-13	Investigations open at end of 12-13
Learning difficulties / mental health	53	6	9	10	5
Dementia	33	5	7	11	1
Older people / phys. disability	32	1	4	4	1
Total	118	12	20	25	7

Note: Many providers offer services to multiple client categories (particularly service users who don't have learning difficulties). The providers have therefore been grouped so as to distinguish the potentially higher risk user groups. One supported living location is included in the analysis. The number for each client category is the number of CQC registered services where the registration is current or recent.

2. Community based support

Responsible authority	No of institutions	Investigations open at start of 12-13	Investigations opened during 12-13	Investigations closed during 12-13	Investigations open at end of 12-13
South Gloucestershire Council	55	4	4	5	3
Bristol City Council	79	3	4	3	4
Bath & North East Somerset Council	37	0	0	0	0
Total	128	7	8	8	7

Note: These providers are mainly domiciliary care agencies where the service is registered with CQC (or the registration has recently ended). Where the provider is based in Bristol City Council they have led the investigation but South Gloucestershire Council has been heavily involved because the significant numbers of the impacted service users are within the South Gloucestershire Council area.



Spotlight on training:

Safeguarding adults is **everybody's business** but for some, whose roles bring them into contact with vulnerable adults, it is absolutely essential that they clearly understand their responsibilities and have the right safeguarding skills in place. Staff training is key to this.

In South Gloucestershire the SAB's training and development group is responsible for arranging courses that all types of service provider organisations can access. It has been coordinating **multi-agency courses** for over eight years and has run the following six core programmes regularly and frequently in 2012-13:

Safeguarding adults alerter	Safeguarding adults: managing good practice
Managing and preventing insitutional abuse	Safer recruitment
Safeguarding adults: CPD update	Safeguarding adults coordinator

Approximately 850 employees attended at least one of these courses in the last 12 months, an increase of more than 30 per cent from the previous year.

Around 70 per cent of delegates came from agencies in the local adult social care independent, voluntary and private (IVP) sector, including some who work as Personal Assistants for adults receiving a Direct Payment.

Encouragingly, an ever wider range of service providers has accessed at least one of the core multi-agency programmes this year, particularly at the alerter level. Overall there has been a 56 per cent rise in the number of different providers making use of these courses.

Delegate feedback has been consistently good over the past few years with a significant majority of staff rating the training as either excellent or good and indicating that it gave them all or most of the information they needed and will prove useful to them in doing their jobs well.

Agencies are expected to ensure their managers work with staff to follow-up after any training to check that learning is transferred to operational practice and to understand how the knowledge and skills gained affect performance.

Delegates' rating of core courses, 2012-13: overall as:

Core course	Percentage of delegates rating course overall as:			
	Excellent	Good	Satisfactory	Poor
Alerter	64	35	1	–
Managing good practice	59	39	2	–
Institutional abuse	38	62	–	–
Safer recruitment	67	33	–	–
CPD update	62	36	2	–
Coordinator	58	42	–	–

Core course	Percentage of delegates saying that: they learnt all or most of what they needed
Alerter	90%
Managing good practice	73%
Institutional abuse	92%
Safer recruitment	92%
CPD update	73%
Coordinator	57%

See appendices 4 and 5 for more details on the courses and a breakdown of attendance by sector/agency.

Core courses are regularly reviewed and updated to keep them relevant and useful, taking delegate feedback and SAB priorities into account.

In addition to the core multi-agency programmes, the council is continuing to increase the number of courses it commissions for and delivers to individual agencies and groups. These all help to reinforce positive organisational cultures that emphasise preventative approaches to safeguarding vulnerable adults. Courses range from 90-minute taster or introductory sessions (eg for GPs and community or voluntary groups), through to half or one-day courses for agencies or teams that have 'harder to reach' staff or volunteers.

The SAB recognises that many organisations also arrange their own safeguarding adults training and to gain a better understanding of this, a **safeguarding adults staff development audit** was carried out with around 150 agencies that provide services in South Gloucestershire, in both the statutory and IVP sectors. Organisations were asked:

- how learning and development needs are identified and recorded
- the approaches used in induction, continuing development and refresher training
- how learning is followed up and put into practice
- how managers access advice and guidance
- the different trainers/training that organisations use
- examples of how staff have used the training to change and improve practice
- examples of how the organisation meets good practice standards on safeguarding

Responses from 75 per cent of agencies across the full spectrum of service providers included some really interesting information about how agencies ensure their staff have the knowledge and skills they need and, most importantly, what difference the training might be making to standards of safeguarding. Clearly further work is needed to keep improving standards in the future but it was particularly interesting to find examples of how employers are doing things now that actively prevent abuse taking place and ensure they have the right culture in place in their organisations.

Some early findings of the audit included:

- the importance of existing systems like staff supervision and team meetings in influencing safeguarding practices. A majority of employers use these as key opportunities to identify training needs, follow-up on training or learning, and embed good practice among staff.
- the use of direct observation and monitoring of staff, and shadowing opportunities to ensure learning is properly transferred into the workplace although this wasn't as widespread a practice as hoped.
- most agencies reported providing sufficiently frequent refresher training and learning opportunities for staff i.e. at least every 3 years.
- a disappointingly small number of employers made specific reference to using client or user feedback and reviews as part of their process to follow-up on learning.

There were many examples of good practice in agencies highlighting a focus on continuous improvement and professional development:

“we have introduced quality assurance days and safeguarding is one of the topics”

“staff are observed by senior staff during their working practice and improved ways of working are highlighted if necessary”.

“performance [is] monitored by direct observation, client feedback and staff feedback”

“we have introduced a de-escalation [process] so we can record how we have prevented a safeguarding issue”

“we strongly feel the culture of our organisation minimises the opportunities for abuse... by having an open, transparent culture, where challenging each other is encouraged, staff factions are discouraged and service users are encouraged to communicate with us with any concerns”.

“staff have become more confident in identifying issues of non-compatibility between residents and in developing support plans to address this”.

The SAB is keen to continue to develop the dialogue with providers of services to vulnerable adults that this audit has initiated and has agreed further actions to foster ongoing communication and collaboration around safeguarding training across the IVP sector in particular.

The training group will build on the staff development audit by sharing the key themes and findings with service providers and jointly agreeing ways to take this work forward to improve standards of safeguarding within agencies. The potential for organisations to support each other to change and improve practice increases when people and agencies work together in a partnership approach.

A further audit is planned in two years.

Over the next 12 months the SAB's training group will:

- update the multi-agency workforce development plan for 2013-16, including the integration and promotion of the National Capability Framework to replace the former local competency tool
- deliver a revised framework of core courses supporting the emphasis on preventative approaches as good practice particularly in the managing and preventing institutional abuse and safer recruitment courses, and the major duty to refer events planned for October 2013
- enable further joint training, especially between council staff and the police, and more specialist training for practitioners whose main work focus is on safeguarding adults.

All multi-agency safeguarding training is promoted via the council's workforce development services website (www.southglos.gov.uk/learning) as well as through provider forums and statutory sector partner agencies.

Activity of the SAB sub-groups

The SAB and its four sub-groups are responsible for the monitoring and quality assurance aspects of safeguarding, together with training and development, policy and procedure and communication and publicity. All the sub-groups have representation from the partners on the board ie South Gloucestershire Council, Avon and Somerset Constabulary, Health Services, Avon and Wiltshire Mental Health Partnership Trust and the independent, voluntary and private sectors. For full membership please see appendix 2.

The activity of each sub group during 2012-13 is summarised below.

Quality monitoring sub group

This group has developed considerably during the last year. There are three key areas which the group focuses on: .

- monitoring of data about individual investigations, which includes looking at trends in types of abuse, locations and who reports abuse
- case audits – there is a multi agency sub-group which monitors cases to ensure that procedures are followed, timescales adhered to and that the actual quality of the work/ interventions remains high
- monitoring of institutional investigations, including understanding the numbers and nature of investigations, which providers have caused concerns and an overview of how these have been addressed.

The data being presented to the group in order to monitor individual investigations improved significantly early in the year and has been further refined as the year has gone on. The reports to SAB have therefore been more useful in looking at trends and this will provide a solid base for future years.

In addition to looking at this data the group has formed a small multi agency sub-group to audit case files in far more detail. This group meets bi-monthly and looks at ten cases each time following them from alert through to the completion of the process and looking at such areas as decision making, multi agency involvement and recording. The audits have followed themes and this year these have been: neglect, financial abuse, physical abuse and cases that have remained in safeguarding over six months.

The group also monitors the institutional investigations taking place and now reports to SAB at each meeting with data about these investigations. This gives the opportunity to look at issues overall and identify any areas of concern.

Policy and procedure sub group

This group has not met during the year. However there have been ongoing discussions at the Safeguarding Adults Board about the need to update the Policy and Procedures.

The plan for 2013-14 is to look at the board's policies and procedures as part of the discussions into whether an Executive Board across Bristol, North Somerset and South Gloucestershire should be established. There would be clear advantages to all partners in having common policies and procedures across this wider geographical area.

Training and development sub group

The group has been very active during the year with the following main roles:

- listening to the main messages around safeguarding at a strategic level via the board and other sub-groups, particularly the quality monitoring group. Key influences are the SAB work plan, external audit/review processes, national and regional projects and guidance, any serious case reviews and messages from the workforce itself. We then translate the main priorities into appropriate training opportunities.
- developing the multi-agency training plans based on the SAB's work plan 2012-14 priorities see www.southglos.gov.uk/SABworkforcedevtplan.for details. This includes six core multi-agency programmes. See appendix 4 for details
- overseeing training across the partnership – (see below for details of the recent audit)
- monitoring feedback from course participants – this has remained positive during the year. See appendix 5 for details.

Audit

Many agencies represented on the SAB and other agencies in the independent, voluntary and private sector purchase or organise their own single-agency training as well as or instead of accessing council-arranged multi-agency courses.

To better understand how training activity is impacting on services and staff performance, we coordinated a major piece of work this year to gather information from service providers: a **safeguarding adults staff development audit**. The key messages from the first 90 agency responses were captured in a report to the SAB in March 2013, and a number of further actions were agreed to maintain this work focus in 2013-14. A main aim is to develop communication and collaboration around training, especially with the IVP sector.

More detail about the safeguarding adults training work that has been happening this year can be found in the **Spotlight section**.

Communications and publicity sub group

The board prioritised re-energising this sub group. The group has moved away from the serious case review and with new members and an independent chair, its focus has reverted to its original aim of raising awareness of safeguarding adults among service users, carers, providers and the public.

The group is now running and working effectively with the support of South Gloucestershire Council's Strategic Communications team and the following has been achieved:

- terms of reference have been revised
- the board agreed a communications strategy and work plan focusing on key messages and target audiences. This includes working with the council on improving the safeguarding adults pages on the public website.

Future priorities for 2013-14:

- to develop simple materials for SAB members and agencies to use
- to produce clear guidance on the role of whistleblowing within adult safeguarding for provider agency staff
- to assist in the production and publicity of the full SAB annual report 2012-13 and a summary of the report
- to focus on developing a system for receiving feedback from service users during 2013-14
- to continue to develop the council web pages with a focus on ease of access, reporting concerns and high quality general web information that clarifies and raises awareness of adult safeguarding.

Partner reports

Reports have been provided by the following statutory partner agencies and these are included in full in appendix 4:

- **Avon and Somerset Police**
- **Avon and Wiltshire Mental Health Partnership Trust**
- **South Gloucestershire PCT – now South Gloucestershire Clinical Commissioning Group (CCG).**

All agencies have and still are experiencing periods of significant change and restructuring. Despite this, the commitment to working together on safeguarding, both at a strategic and operation level, has remained steady. There is still work to be done across all the membership organisations that make up the board. However, there is sound evidence from the audit group of improved joint working at the frontline operations level.

Reviews and audits within South Gloucestershire Council

The council commissioned two specific pieces of work. Kate Ogilvie, an external consultant, was commissioned to carry out an audit specifically looking at decision making early in the process including the screening stage. This found that the processes were essentially sound and that there was evidence of good practice. A small action plan has been developed to further improve these processes.

An internal audit was carried out which has looked at the whole process and audited against the procedures and guidance. This found that the processes were essentially sound with a small number of areas which needed attention but which did not directly affect the safety of the processes.

Local progress in relation to national requirements

The Statement of Government Policy on Adult Safeguarding published on 16 May 2011 has been re-affirmed and updated. The six principles governing the actions of adult safeguarding boards remain the same:

- **Empowerment** - taking a person-centred approach, whereby users feel involved and informed
- **Protection** – delivering support to victims to allow them to take action
- **Prevention** – responding quickly to suspected cases
- **Proportionality** – ensuring outcomes are appropriate for the individual
- **Partnership** – information is shared appropriately and the individual is involved
- **Accountability** – all agencies have a clear role.

We have continued to work on these principles building on the work of last year:

Empowerment

Vulnerable adults are placed at the centre of safeguarding activity unless it would leave others at risk. They are involved as appropriate during all stages of an investigation. Advocacy is available although it is still seldomly used. The Mental Capacity Act is well utilised to ensure that people's capacity is assessed and where appropriate 'best interest decisions' are made.

The Independent Review of Threshold Decision Making shows that this is an area which needs ongoing work and where recording does not always fully show the extent to which service users have been involved.

Protection

The new single "entry point" in South Gloucestershire Council's customer service team which began in February 2013 has continued to result in a consistent response to alerts. There is a robust system of threshold screening and follow up from the relevant teams for both individual and institutional investigations.

Prevention

The improved identification of possible institutional safeguarding through the various forms of early alert has enabled early intervention with a number of providers, thus preventing further issues arising. Improving cross agency communication and sharing of intelligence has supported this process.

The suite of reports developed during 2011-12 has been further refined and enabled good monitoring of repeat incidents involving the same provider, perpetrator or location. There has been a continued emphasis on training across all agencies including a specific course which looks at the prevention of institutional abuse.

Proportionality

A significant number of alerts are screened out at the initial stage and further work about local thresholds would be useful. There is already a plan for this to be part of the work being carried out by the South West Regional Safeguarding group, as commissioned by South West ADASS. This should help ensure both consistency across the region and a reasonable level of understanding of when people should alert.

Partnership

The SAB continues to play a key role in overseeing the whole safeguarding process in South Gloucestershire, setting out the work agenda for the sub-groups, which in turn ensures that effective partnership working takes place.

Communications at an operational level between the Children, Adults and Health department and the police has become easier with the development of secure communications systems.

There have been regular meetings at various levels with the police to improve both the management of safeguarding investigations and early contact with customer service desks. There have also been regular meetings with health (both Acute Trust and Community Health). South Gloucestershire Council's review of safeguarding is bringing opportunities to improve links with children's safeguarding services. The work across agencies will need to be maintained in order to further improve this joint working.

Accountability

The multi-agency policy supported by discussion and communication about roles and functions enables there to be clarity of accountability. There is high level accountability through the SAB which represents key partners and this is then reflected through the various agencies.

Priorities for the coming year

The South Gloucestershire Safeguarding Adults Board 2012-14 forward business plan highlights priority areas for the board.

The plan will help ensure that all agencies involved in the SAB are fully engaged in the effective prevention and response to safeguarding concerns. Part of this plan is to give vulnerable adults an even greater voice within the safeguarding process.

This work plan sets out the tasks required for each priority as follows:

1. **BNSSG (Bristol, North Somerset and South Gloucestershire) Executive Safeguarding Board**
2. **Terms of reference**
3. **Policies and procedures**
4. **Quality standards**
5. **Developing partnerships**
6. **Sub group review**
 - 6a **Quality monitoring sub group**
 - 6b **Communications sub group**
 - 6c **Training sub group**
7. **Learning from Winterbourne View Hospital (WVH)**

See Appendix 7 for full details of these priorities and the forward business plan 2012-2014

Summary and conclusion

Despite a significant amount of change in 2012-13 within the local agencies that make up the Safeguarding Adults Board and a continuing growth in the number of alerts, the last year has been relatively stable, with key personnel working together to further refine relationships and working arrangements.

The work of the Safeguarding Adults Board, the sub groups to the board and other work being done both by partner agencies and by regional ADASS are all designed to improve the safety of vulnerable people in South Gloucestershire. This work has continued through 2012-13 and will continue during the following years. Over the next few months the future will become clearer as plans for the government's Care and Support Bill are developed nationally and then translated into local policies and procedures.

Appendix 1

Safeguarding Adults Board terms of reference

March 2010

The South Gloucestershire Safeguarding Adults Board (SAB) is a multi-agency board set up to promote the safeguarding of adults within South Gloucestershire. The board meets on a quarterly basis, but can convene in urgent situations, such as the need for a serious case review (see below). The SAB believes that all people have the right to live their lives free from abuse and exploitation.

The board aims to:

- provide the lead in promoting safeguarding adults work in South Gloucestershire
- work together to promote the prevention of, investigation of, protection from, and recovery from abuse
- promote the principles of safeguarding adults work; namely respect for human rights, choice, dignity and freedom from abuse and neglect
- promote the end of discrimination against disabled people and older people
- ensure that safeguarding services are available to all people covered by the safeguarding adults policy, regardless of race, ethnic origin, nationality, religion, cultural background, gender, sexual orientation, household/domestic circumstances, age, disability or illness
- ensure that adults in South Gloucestershire are better safeguarded against abuse, including domestic abuse
- work in partnership with other relevant bodies to create a safer community for all.

Objectives

- to ensure there is an effective multi-agency system to respond to and investigate allegations of adult abuse and neglect
- to ensure those at risk of abuse have access to effective safeguarding plans
- to support the development of services that provide protection and support to those at risk of adult abuse
- to support the development of services that enable those who have experienced adult abuse to access services which enable their recovery from that experience and that promote positive outcomes during and after the recovery period

- to support the development of services which enable people who have caused adult abuse to change their behaviour
- to monitor the quantity and quality of safeguarding adults work in South Gloucestershire including access to safeguarding services by those who are harder to reach
- to review the policy and procedures and update them in the light of experience and changes in legislation or government policy
- to ensure that the policy includes a “Serious Case” review protocol, to be triggered in respect of any adult covered by the procedures who has died or come to serious harm as a result of abuse, including neglect
- to support organisations to inform and train staff members to confidently carry out their responsibilities under the policy and procedures
- to develop and promote a comprehensive multi-agency training programme and to support organisations to inform and train staff members to provide quality services to adults at risk of abuse
- to support organisations to provide services that promote prevention of abuse
- to enable adults who may be experiencing abuse to access information about safeguarding adults and the routes by which they can access support and protection
- to raise public awareness of adult abuse and safeguarding adults work
- to promote the work of the board including the publication of an annual report.

Remit

The SAB will operate within the definitions of abuse and neglect outlined in “No Secrets” (DoH & Home Office 2000). The SAB’s remit will be to encourage the development of policy and procedures consistent with the ADASS National Standards (2005) and any subsequent relevant legislation and national policy guidance.

Lines of accountability

Members of the SAB are accountable to their respective management bodies. The SAB is accountable to South Gloucestershire Children, Adults and Health Department as the lead co-ordinating agency for safeguarding adults. As the lead authority, South Gloucestershire maintains an internal governance and scrutiny structure.

Within the council’s structures the work of the SAB falls within the remit of the Safer and Stronger Communities Partnership as well as engagement with the Health and Wellbeing Strategic Partnership.

Membership

Membership of the SAB will comprise the designated lead officers (or their nominated delegate) of the key agencies:

Children, Adults & Health - lead role and chair of SAB

NHS South Gloucestershire – commissioning and provider services

NHS South Gloucestershire – community health service[3]

Avon & Somerset Constabulary

Avon & Wiltshire Partnership Mental Health Trust

North Bristol NHS Trust

Avon & Somerset Probation

HM Prisons

Avon Fire & Rescue

Voluntary service providers – by invitation

Independent sector providers (including housing, Supporting People, day services, domiciliary care and care home providers) – by invitation

Strong, Safer Communities Manager, Environment and Community Services, South Gloucestershire Council[4]

Team Leader, Workforce Development – Chief Executive & Corporate Resources, South Gloucestershire Council

CQC – by invitation

By invitation of the SAB, representative(s) of other relevant agencies providing services to or advocating on behalf of adult service users or acting on behalf of carers.

By invitation of the SAB, senior practitioners from relevant professions and managers with responsibility for work in adult abuse.

Minimum attendance

The minimum attendance for quarterly SAB meetings must include the Chair (or nominated delegate) and two non-South Gloucestershire Council agencies who are full members of the SAB.

Sub groups

To facilitate the effective discharge of its aims and objectives, the SAB maintains a number of multi-agency sub groups. Currently these are:

- Training and workforce development
- Quality monitoring
- Communications and publicity
- Policy and procedures

Working groups

The SAB may commission short-term working groups. These groups will assist the SAB in specific areas of its remit. Recommendations from such groups will be submitted to the SAB for endorsement.

Membership of these groups will be determined by the SAB and may include persons who are not members of the SAB where this is considered to be appropriate and/or necessary.

Annual report

The SAB will approve and then submit an annual report to the Senior Officers Group of the Safer and Stronger Communities Partnership. The Senior Officers Group is made up of senior representatives of the wide range of agencies represented on the Safer and Stronger Communities Partnership.

This report will outline the work of the SAB and state objectives and priorities for the coming year in the form of a work plan, which is the responsibility of all agencies to implement. Information gained from the monitoring of safeguarding activity in South Gloucestershire over the previous year will be included in the report. The annual report will also be presented to the Council's Adults and Housing Committee and the Health and Wellbeing Board.

It is expected that all SAB partner organisations ensure that the annual report is received and considered within their own governance arrangements. An 'easy read' version of the report will be produced and presented to the Health and Wellbeing Board.

Appendix 2

South Gloucestershire Safeguarding Adults Board current membership

Name	Position	Partner Organisation	Representing
Peter Murphy	Director	South Gloucestershire Council	Children, Adults and Health Chair of SAB
Alison Robinson	Nurse Director Head of Quality and Safeguarding	NHS South Gloucestershire	Commissioning and Provider Services
Caroline McAleese	Project Co-ordinator, South Gloucestershire	The Care Forum	Independent - Voluntary Sector
Damaris Howard	Director of Regulated Services	Freeways	Independent - Care Home Sector Chair -Communication sub-group
Denise Porter	Head of Adult Social Care	South Gloucestershire Council	Children, Adults and Health
Gary Fagg	Team Manager	Knightstone Housing Association	Independent – Housing Related Support Providers Forum
Gareth Howells	Deputy Director of Nursing at NBT	North Bristol NHS Trust	NBT NHS
Geoff Wessell	Detective Superintendent, Head of PPU	Avon & Somerset Police	Avon and Somerset Constabulary
James Childs-Evans	Compliance Manager	Care Quality Commission	CQC
Jan Gresham	Director of Operations	Milestones Trust	Independent - Voluntary Sector
Janet Fraser	Safeguarding Children Strategy Manager	South Gloucestershire Council	Children, Adults and Health
Lisa Ring	LDU Team Leader for South Gloucestershire	Avon and Somerset Probation Trust	Avon and Somerset Probation
Linda Davies	Adult Safeguarding Lead	North Bristol NHS Trust	NBT NHS
Lynfa Vater	Service Manager	South Gloucestershire Council	Children, Adults and Health
Mark Dean	Assistant Director and Head of Safeguarding	Avon & Wiltshire Mental Health Partnership NHS Trust	AWP Chair – Policy sub-group
Mark Pullin	Strong, Safer Communities Manager	South Gloucestershire Council	Children Adults and Health
Michael Hewitt	Group Manager, Legal Team	South Gloucestershire Council	Chief Executive & Corporate Resources
Michelle Mansfield	Community Services Manager	Brunel Care - Independent Sector	Community Provider

Name	Position	Partner Organisation	Representing
Neil Liddington	Unitary Group Manager	Avon Fire & Rescue	Avon Fire and Rescue
Nick Thorne	Team Leader, Workforce Development	South Gloucestershire Council	Chief Executive & Corporate Resources Chair – Training sub-group
Peter Brandt	Quality Performance Manager	Avon & Somerset Probation	Avon and Somerset Probation
Sarah Memery	Head of Safety and Equalities	HMP Eastwood Park	HM Prisons
Sean Collins	Safeguarding Manager	North Bristol NHS Trust	NBT NHS
Sheila Turner	Team Manager Safeguarding Adults	South Gloucestershire Council	Children, Adults and Health Chair – Quality Monitoring sub-group
Simon Smith	Director	3 Trees Community Support Ltd	Independent - Day Services and Supported Living
Steve Peacock	Service Manager, Commissioning & Contracts	South Gloucestershire Council	Children, Adults and Health
Sue Parris	Clinical Lead for Governance and Partnership	South Gloucestershire Community Health Service	South Gloucestershire Community Health Service

Associate Members

(receive agendas and meeting notes, but do not generally attend)

Name	Position	Partner Organisation	Representing
Angela Stillwell	Information Governance Manager	NHS & Bristol PCT	NHS & PCT
Mike Bessant	Regional Mental Health Lead	NHS Direct	NHS
Sue Smith	Safeguarding Lead	Great Western Ambulance	Ambulance

Partner Organisation	Representing	Attendance
3 Trees Community Support Ltd (new member March 2013)	Day Services and Supported Living	1
Alzheimer's Society (left June 2012)	Day Services	1
Avon & Somerset Police	Police	5
Avon & Somerset Probation	Probation	4
Avon & Wilts Mental Health Trust	AWP	5
Avon Fire & Rescue	Fire & Rescue	1
Brunel Care	Community Provider	3
Care Forum	Voluntary Sector	0
CQC	CQC	5

Partner Organisation	Representing	Attendance
DWP	DWP	0
Freeways	Care Homes	5
Great Western Ambulance (Associate)	Ambulance	1
HMPS Eastwood	Prisons	0
Knightstone Housing Association	Supporting People	5
Milestones Trust	Voluntary Sector	5
NHS & Bristol PCT (Associate)	NHS PCT	0
NHS Direct (Associate)	NHS	0
NHS South Glos	NHS South Glos	5
North Bristol NHS Trust	NHS NBT	2

Attendance has been measured over the last five quarterly meetings from March 2012 to March 2013.

Appendix 3



Appendix 4

Partner reports

Avon and Somerset Police

During 2012-13 Avon and Somerset Constabulary has made significant inroads into improving the operational and strategic response to dealing with incidents involving vulnerable adults, and the safeguarding of adults who are potentially vulnerable.

A working group led by an Assistant Chief Constable has been established to pull together a cohesive response towards Safeguarding Adults (SA) and to ensure that lessons are learnt from Serious Case Reviews and other national agendas. The group's action plan is divided into 7 key business areas:

- policing response
- dealing with detained persons
- recording and investigation
- pattern identification and pattern analysis
- communication and training
- partnership engagement
- environmental scanning

Furthermore a network of Safeguarding Champions has been established across the force made up of front- line Constables and Police Community Support Officers who help and support the Public Protection Unit to identify and protect vulnerable people across the force area. Their role is to:

- improve the quality of safeguarding to protect vulnerable people
- increase the trust and confidence of 'vulnerable people'
- liaise both internally and externally, actively developing links with locally based services or groups who support or who can be engaged in supporting
- promote awareness of safeguarding matters
- promote the role of the local policing safeguarding champion internally and externally
- highlight safeguarding issues for consideration in developing local crime and disorder strategies

Through the working group, Safeguarding Vulnerable Adults training is being developed for the force area. An initial e-learning awareness package has already been produced which is aimed at all staff who may come into contact with SA issues and further in-depth specialist training for PPU and other appropriate staff is in progress.

Specifically in South Gloucestershire, the Northern Safeguarding Co-ordination Unit (SCU) has held team building events with South Gloucestershire Mental Health services to ensure clearer understanding of roles and responsibilities, and SCU staff and PPU Investigation teams have also attended bespoke training sessions they have delivered.

The SCU has also been building relationships with the National Autistic Society to improve the understanding and awareness of officers when dealing with Adults within the Autistic Spectrum. Similar relationships are also being formed with the National Dementia Society.

Other significant achievements in relation to SA include the identification of all premises in the Constabulary area where vulnerable people reside (including vulnerable children) and the introduction of appropriate flagging markers to identify them within crime recording systems. This will enable us to develop processes around pattern identification and analysis and also inform response protocols.

A separate project has also been completed enabling any reported incident or crime with a vulnerable adult as a victim or suspect to be flagged. This ensures that Safeguarding Co-ordination Units undertake the correct referrals and interventions, as well as maintaining an overview of the investigations.

Avon and Wiltshire Partnership Trust 2012-2013

This was a year of significant change and development in the roles undertaken by AWP to safeguard adults throughout 2012-13 in South Gloucestershire.

AWP continued to play an active role in the Safeguarding Adults Board and its work. AWP attended the board on a regular basis. AWP also has a variety of staff involved in the board's sub groups.

The Trust has continued to seek to improve its delivery of safeguarding in practice, with revision of the policy and guidance to practitioners, revised documentation to support safeguarding alerts and referrals, better access to information for staff on the intranet and service users and the public on the Trust website, and significant updates to the training of practitioners.

AWP as well as being directly involved in the wider NHS support in managing the safety and resettlement of patients from Winterbourne View Hospital during its closure, has also reviewed its services in light of the Winterbourne View Hospital reviews and developed an action plan against the relevant recommendations. It is also considering actions arising out of the recommendations from the Francis Report on Mid-Staffordshire.

The Trust has maintained compliance with Outcome 7 (Safeguarding) of the CQC Essential Standards in all CQC inspections of teams in Wiltshire during 2012-2013.

The Trust has continued to ensure that its staff are trained in their role to safeguard adults, with the target of 80 per cent of staff being trained on a 2 year cycle at Alerter level (level 2) being maintained during 2012/2013.

AWP will be looking to use the current changes in its organisational structure to improve the direct relationship between its local services and the safeguarding adult partnership and board in 2013-14., and will be taking forward a number of key actions, including:

- developing systems capturing risks and concerns, to assist triangulation and identify risks, and themes.
- to implement the Winterbourne View and Francis report action plans
- demonstrate compliance with the safeguarding adult requirements set out in the new NHS contract for 2013-14
- develop joint understanding of application of clinical management and safeguarding thresholds with key partners in differing mental health inpatient settings
- to roll out and implement the changes within the revised multi agency safeguarding procedures due in 2013-14, particularly in relation to the active involvement of the person in their own safeguarding.

Partner Report from NHS South Gloucestershire Clinical Commissioning Group (CCG) May 2013

In 2012, NHS Commissioners focused on how they quality assure suitable placement for residents with learning difficulties. This reflected the post Winterbourne View focus on learning difficulties and the suitability of placements in terms of value for money and appropriate/bespoke levels of care required for specific individuals. The enhanced quality assurance tool was utilised to provide evidence for each placement in terms of identifying staff with appropriate skills, training and support, the appropriate use of advocacy services and relationships with local authorities, as lead agencies for adult and child safeguarding.

2012 and 2013 have seen the NHS undergo a dramatic transformation, and in particular, the local/national commissioning and provider landscape has changed considerably.

Primary Care Trusts (PCTs) were abolished on 31 March 2013 and replaced by a Clinical Commissioning Group (CCG) from 1 April 2013. CCGs are completely new commissioning organisations with specific responsibilities for contract and quality monitoring and safeguarding for both adults and children. The focus of the CCG is to be more clinically led, and South Gloucestershire General Practitioner (GP) colleagues are full members of the CCG with membership on the Clinical Operational Executive and the governing body or board. In addition a secondary care clinician has joined the board together with two non-executives with specific responsibility for governance and patient and public involvement.

The CCG has a Designated Doctor, Designated Nurse and a named GP with responsibility for child safeguarding and domestic violence.

The CCG has a Designated Doctor and Designated Nurse for Looked After Children (who work with Local Authority colleagues, families and children).

The Nurse Director and Head of Quality and safeguarding is the executive lead for safeguarding for the CCG and has remained a member of the South Gloucestershire Safeguarding Adults Board (SAB). As part of this role, they are members of the multi-agency quality sub-group which this year has been auditing records for assurance that process and screening of safeguarding cases has been followed. This group provides a report to the SAB. The CCG is a co-signatory of the South Gloucestershire Safeguarding policy.

The publication of the second Francis report has highlighted the need for close multi-agency working and the sharing of local quality intelligence that when combined with other data may trigger early warning of a failing service.

The CCG is looking forward to working with South Gloucestershire Council over the coming year and building upon relationships already in place.

Appendix 5

Core multi-agency safeguarding adults training programmes:

These are subject to ongoing review and updating. Consequently, they now provide knowledge against relevant parts of the National Capability Framework for Safeguarding Adults and there are some changes for 2013-14:

Safeguarding adults alerter: the baseline multi-agency training all agencies are encouraged to access. It is linked to national induction and occupational standards, and includes a short “knowledge assessment” to ensure delegates have assimilated the key messages to take back into their work role. There will be a slightly shorter version of the course for support/ancillary workers from April 2013 onwards.

Managing good practice in safeguarding adults issues: the essential training for practitioners and managers who receive safeguarding alerts from their staff and can play a vital role in influencing team/organisation cultures. The council closely monitors attendance from its own social work teams and IVP sector agencies and expects the latter to ensure its managers are trained at least to this level.

Managing and preventing institutional abuse: a pilot half-day course called “Identifying and Responding to Institutional Abuse” ran in 2012-13 to support the introduction of new SAB Guidance in this area of work. In the new framework of core courses, we are combining the key messages here with elements of the Safeguarding Adults Coordinator and Managers’ Cascade courses that used to run locally, to deliver a 1-day programme aimed mainly at registered and deputy managers of contracted services, to support them to lead safe services that prevent abusive practices from happening in their agency.

Safer recruitment: a generic course for managers who recruit in both adults and children’s services has been piloted in the past few months, as additional focused training after people have completed baseline Recruitment & Selection training. This 1-day course is now an essential part of the core multi-agency training programme, designed for managers in non-council agencies and sectors to ensure they are aware of and can follow good practice in selection systems and techniques specifically to avoid bringing potential abusers into their organisation. An e-learning module is available that complements the face-to-face course. The SAB also arranged four **Duty To Refer** half-day events in October 2013, to be provided by the Disclosure and Barring Service (DBS).

Safeguarding adults Continuous Professional Development update: is run for larger groups, in a conference style. It is aimed at practitioners working above alerter level, particularly in health and social care. The particular focus for each event can be adapted to reflect current issues and concerns for practitioners.

Specialist safeguarding adults training: consists of a number of different learning events for practitioners with a particular responsibility for safeguarding including joint training between council and police staff, Investigations and Interviewing training, access to external conferences and workshops.

Safeguarding adults coordinator: Given recent structure and role changes (such as the move to a more specialist safeguarding service), the core content has been moved into the extended 1-day “Managing & Preventing Institutional Abuse” course from April 2013. Therefore this particular course will not run in future.

Training course attendance figures:

South Gloucestershire Council co-ordinates the delivery of multi-agency safeguarding adults “core” training programmes. These are now cross-referenced to the National Capability Framework for Safeguarding Adults. The council also provides other safeguarding adults-related courses to a diverse range of workforces. The multi-agency safeguarding adults workforce development plan provides more detailed information.

There was a 31 per cent increase on the previous year in the total number of employees from local organisations who attended the range of multi-agency training in 2012-13. The breakdown of attendance, focusing on the six “core” programmes, is as follows:

1. Safeguarding adults alerter:

A half-day training course mapped to Capability Framework Group A, adult care Common Induction Standard 6 and QCF Unit HSC024.

In 2012-13: 45 courses delivered (mainly multi-agency, some single-agency to IVP sector organisations). Total attendance: 605 (up 28 per cent), from 58 different agencies (an increase of 56 per cent on 2011-12).

Adult social care IVP providers (71.4%)	432 staff from 47 different agencies, of which: Residential/Nursing Care 61 per cent, Domiciliary Care/Supported Living 13 per cent, Day Services 13.5%, Voluntary sector 10%, Direct Employer workforce 2%
South Gloucestershire Council (14%)	85 staff
NHS agencies (6.3%)	38 staff, of which: SGPCT 13%, SG Community Health Services 66%, NBT 11%, LD Services 10%
Housing-related support providers (6%)	36 staff, from 6 different agencies
Other agencies, e.g. (2.3%)	14 staff, across 7 different settings/agencies

For the ten year period in which Multi-agency safeguarding adults alerter courses have been running locally, over **5,200** employees have attended the courses over that period; the total attendance breakdown by sector/agency is:

Adult Social Care IVP Providers	2,699 (51.3% of all attendees)
South Gloucestershire Council	1,584 (30.2% of all attendees)
NHS agencies	749 (14.3% of all attendees), of which: PCT: 425, AWPT: 231, NBT: 55
Housing-related support providers	170 (3.2%)
Other agencies	52 (1%)

2. Managing good practice in safeguarding adults issues:

A one-day training course mapped to Capability Framework Group B.

In 2012-13: 7 multi-agency courses delivered. Total attendance: 98 (same as previous year).

Adult social care IVP providers	69 managers/supervisors or senior care staff, from 22 different agencies.
South Gloucestershire Council	13 practitioners and managers/supervisors.
NHS agencies	9 practitioners and managers/supervisors (SGPCT 3, SGCHS 5, NBT 1)
Housing-related Support Providers	7 managers/supervisors, from 4 different agencies.

3. Identifying and responding to institutional abuse:

New half-day workshop, mapped to Capability Framework Groups B and C.

In 2012-13: 4 multi-agency courses delivered. Total attendance: 46

Adult social care IVP providers	11 managers/supervisors or senior care staff.
South Gloucestershire Council	28 practitioners and managers/supervisors.
NHS agencies	7 practitioners and managers/supervisors (All AWPT).

This course has been extended from April 2013 in terms of coverage and focus and runs as a 1-day course called "Managing & Preventing Institutional Abuse".

4. Safer recruitment:

New half-day workshop, mapped to Capability Framework Groups B and C.

In 2012-13: 2 multi-agency courses delivered. Total attendance: 14

Adult social care IVP providers	6 managers/supervisors or senior care staff.
South Gloucestershire Council	8 practitioners and managers/supervisors.

5. Safeguarding adults cpd update:

Half-day conference format, mapped to Capability Framework Groups B & C.

In 2012-13: 2 events ran. Total attendance: 58 (up 38 %)

Adult social care IVP providers	15 managers/supervisors or senior care staff.
South Gloucestershire Council	9 practitioners and managers/supervisors.
NHS agencies	34 practitioners and managers/supervisors (SGCHS 5, AWPT 28, NBT 1)

6. Safeguarding adults co-ordinator:

One-day training course, mapped to the Local SGA Competency Framework Area C.

In 2012-13: 3 multi-agency courses delivered. Total attendance: 31 (up 15 per cent)

Adult social care IVP providers	23 managers/supervisors or senior care staff, from 5 different agencies
South Gloucestershire Council	4 practitioners and managers/supervisors
NHS agencies	4 practitioners and managers/supervisors (SGPCT 2 , SGCHS 2)

It has been agreed to move the core content of this programme into the extended 1-day "Managing & Preventing Institutional Abuse" course with effect from April 2013, so this particular course will not run in future.

Safeguarding adults-related programmes (multi-agency):

These are also available as part of the council's wider "Workforce Development Offer" to other statutory agencies and to the local IVP sector in adult social care.

Examples of relevant training programmes are:

- mental Capacity Act training, including deprivation of liberty safeguards
- a range of dementia and end of life care training
- training to support adults with learning difficulties and people with mental health needs (including autism training)
- a range of equality and diversity courses, including a focus on dignity and human rights
- the South Gloucestershire Dignity Champions Network.

Appendix 6

Report on institutional safeguarding investigations

1 April 2012-30 March 2013

Background

South Gloucestershire Council has a small team who investigates institutional safeguarding concerns. At present it is not possible to draw data from the AIS/SWIFT system which is how the information for individual investigations is now provided. Work is ongoing with the provider, Northgate, who has agreed to work with us during 2013-4 to achieve this. In the meantime these figures have been taken manually from the records maintained by the Institutional Investigating team. From 1 April 2013 the team is keeping a manual spreadsheet of investigations which should make the process easier pending the ability of the electronic system to produce a report. The plan is that the interim solution will show the number of services reaching the trigger, the number reviewed and/or investigated, the length of the investigation and the outcome.

2012-13 investigations

Over the twelve months, there have been institutional investigations as follows:

1. Buildings based support

1.1 Analysis by client category

Client category	Number	Open at start of 12/13	Opened during 12/13	Closed during 12/13	Open at end of 12/13
Learning difficulties / Mental health	53	6	9	10	5
Dementia	33	5	7	11	1
Older people / physical disability	32	1	4	4	1
Total	118	12	20	25	7

Note: Many providers offer services to multiple client categories (particularly service users who don't have learning difficulties). The providers have therefore been grouped as best we can to distinguish the potentially higher risk user groups.

One supported living location is included in the analysis.

The number for each client category is the number of CQC registered services where the registration is current or recently ended.

1.2 Analysis by CQC registration

Client category	Number	Open at start of 12/13	Opened during 12/13	Closed during 12/13	Open at end of 12/13
Care home with nursing	19	1	3	4	0
Care home without nursing	80	10	14	20	4
Dual registered	6	1	1	0	2
Day care only	13	0	2	1	1
Total	118	12	20	25	7

Note: Some of the day care providers are not registered with CQC but are included in the above table.

2. Community based support

Responsible Authority	Number	Open at start of 12/13	Opened during 12/13	Closed during 12/13	Open at end of 12/13
South Gloucestershire Council	55	4	4	5	3
Bristol City Council	79	3	4	3	4
Bath and North East Somerset Council	37	0	0	0	0
Total	128	7	8	8	7

Note: These providers are domiciliary care agencies where the service is registered with CQC (or the registration has recently ended)

Where the provider is based in Bristol City Council they have led the investigation but South Gloucestershire Council has been heavily involved because the significant numbers of the impacted service users are within the South Gloucestershire Council area.

Identification of concerning institutional behaviour

The institutional team receives emails of all alerts which need to be looked at and logged. As part of this process, issues may be identified before the current "three alerts" trigger is reached. Some of these are managed in a preventative way through discussions with the provider and other agencies.

Reviews

In addition a number of organisations have been looked at and reviewed when they reached the trigger threshold (three alerts in six months), but will have not progressed to a full investigation for a variety of reasons, the main ones of which are:

- none of the incidents was significant
- there was no significant pattern to the alerts
- the provider was seen, through the individual process to have dealt appropriately with the concerns raised.

The aim is that the new way of monitoring and recording will enable us to report more fully on the reviewing process.

Investigations

Where investigations have taken place there has been a range of input. This is normally multi-agency and includes as a minimum the South Gloucestershire Council contracts department and CQC. Investigations may also include GPs, South Gloucestershire Health, North Bristol Trust and Avon and Somerset Police. They will also include other local authorities/health departments where they are the commissioning authority.

The length of time the initial investigation takes can vary considerably. This will depend on a number of factors:

- the complexity of the situation
- whether there is an ongoing police investigation
- whether the coroner is involved
- reports from specialists.

During this investigations period it is essential to ensure the safety of people receiving the service. The number of new people entering the service can be managed either through a voluntary agreement or through the council/health commissioners stopping commissioning new packages of care/beds. In extreme situations CQC can start the process to close a service.

The follow up work can take anything from a few weeks to several months and will involve a number of different specialisms. Once the full picture is established a service improvement plan will be requested from the provider and this will be monitored by the contracts department. CQC will carry out follow up visits as required and other forms of support such as training can be offered.

The team has also been involved in a number of cross border investigations particularly with Bristol City Council where domiciliary care agencies work across the border from one registered office. The decision about which authority takes the lead will normally be based on where the registered office is. Some of these investigations and follow up have taken several months, others have been resolved quickly or have led to the contracts and commissioning department working with the provider on a service improvement plan.

It is not easy to show the cross-over of the number of beds in the care homes and the investigations, but it should be noted that reviews and investigations have taken place across the full range of homes with regard to size and service user group. Naturally the implications for the number of services users affected are different as one investigation could change the service for five or over sixty people, for example. There is often no link between the size of the home and the complexity/length of the investigation. Investigations are more dependent on the seriousness of the situation and the capacity of the managers/owners to change the service.

During the last year the safeguarding team and the contracts team within the council have worked closely with and supported a number of providers so that they can ensure the continuity of safe services for vulnerable service users while the service is being closely monitored. This has often involved close partnership working with a number of other agencies, especially colleagues in health and the police. I would like to take the opportunity to recognise that our investigations depend on this multi agency cooperation and support and to thank everyone who has contributed to this important work.

Sheila Turner

Team Manager, Institutional and Strategic Safeguarding Team,
South Gloucestershire Council

Appendix 7

Safeguarding Adults Board 2012-14 forward business plan

The South Gloucestershire Safeguarding Adults Board 2012-14 forward business plan highlights priority areas for the board from April 2012 to March 2014.

The plan will help ensure that all agencies involved in the SAB are fully engaged in the effective prevention and response to safeguarding concerns. Part of this plan is to give vulnerable adults an even greater voice within the safeguarding process.

This work plan sets out the tasks required for each priority as follows:

1. BNSSG (Bristol, North Somerset and South Gloucestershire) Executive Safeguarding Board

BNSSG Executive Safeguarding Board would focus on local policy implementation and quality assurance, providing a consistent approach to the provider sector and enhancing senior strategic capacity and leadership from both local authorities and partner organisations.

This involves us working together to establish a BNSSG Executive Safeguarding Board, appoint an independent chair for BNSSG and clarify the links, differences and responsibilities for our operational and strategic business.

2 Terms of reference

In order to ensure that the work of the board is transparent and accountable, the terms of reference must clearly define our focus on outcomes.

3. Policies and procedures

This task focuses on us developing and implementing more detailed multi-agency practice guidance for preventing and responding to institutional abuse, in light of the Winterbourne View serious case review. The overarching aim is for us to have a clear vision, priorities, strategies and plans for adult safeguarding that is shared by all board members.

- continue to monitor, review and amend all other guidance in light of national and local trends, policy, guidance and legislation
- focus on increased service user involvement and feedback, with the use of advocacy where appropriate (this is covered in the communications sub group section)
- implement safeguarding processes that reflect changes in social care delivery such as personalisation and protect people who purchase and manage their own care from harm while giving them freedom of choice.

4. Quality standards

We need to identify the relevant standards against which safeguarding activity should be measured, benchmarked and monitored, what information will be needed and how it will be gathered, evaluated and shared by all partners.

This task therefore covers:

- evaluating the use of the Association of Directors of Adult Social Services/Local Government Association standards with a view to introducing an annual self assessment audit of quality standards across the SAB partnership
- ensuring all relevant corporate and service strategies and plans across South Gloucestershire have safeguarding embedded
- making safeguarding 'everybody's business' through our service delivery
- making sure the pull to personalisation within adult social care doesn't compromise people's safety
- having effective safeguarding in place at all levels (prevention and intervention)
- strengthening all our adult safeguarding whistleblower procedures, support and guidance

5. Developing partnerships

Strengthening existing partnerships and developing new partnerships will continue to be a focus of the SAB.

6. Sub group review

Our commitment to review and refresh our existing sub groups will help ensure that all agencies involved in the SAB are fully engaged in the effective prevention and response to safeguarding concerns.

6a Quality monitoring sub group

The quality monitoring sub group will hold services accountable through performance measures including quality measures working towards the outcomes for people covered by the safeguarding strategy. The SAB will have access to a full data set across key partner agencies.

6b Communications sub group

The communications sub group will be re-established to look at opportunities for general and topic based awareness raising of safeguarding issues, through the use of existing internal and external communications channels across organisations. The group will also focus on two-way communications to ensure that service user feedback is systematically captured.

6c Training sub group

The training sub group's focus will be on carrying out a safeguarding training audit for private and voluntary providers and putting in place further training about the characteristics of abuse and how to respond (particularly in situations involving learning disability and mental health).

7 Learning from Winterbourne View Hospital (WVH)

The SAB will continue to implement the learning from WVH to enhance a strategic approach to integrated working across member organisations.

Task No.	Description	Action	Responsible	Target Date	Complete
1	<p>BNSSG Executive Board Commitment from BNSSG partners to establish a BNSSG Exec Board has been confirmed. The Executive Board will provide a strategic lead across the three member LAs</p> <p>Appoint Lead for Task and Finish Group (TFG)</p> <p>Commission TFG to establish Exec Board</p> <p>Receive report from TFG</p> <p>Appoint Independent Chair of EB</p> <p>Establish the relationship between the Ex Board and the Safeguarding Adults Board</p>	Establish the Executive Board	<p>Peter Murphy</p> <p>Peter Murphy</p> <p>Peter Murphy</p> <p>Mike Hennessey Peter Murphy</p> <p>Peter Murphy</p>	<p>June 2013</p> <p>Jan 2013</p> <p>Jan 2013</p> <p>May 2013</p> <p>June 2013</p> <p>Aug 2013</p>	<p>Jan 2013</p> <p>Jan 2013</p>
2	<p>Terms of Reference (ToR) The Safeguarding Adults Board has a clear vision and plan for Adult Safeguarding that is agreed by all Board members.</p> <p>The Safeguarding Adults Board has a clear focus on outcomes which are defined in the Terms of Reference and membership.</p>	<p>Review existing Terms of References + assess for fitness of purpose.</p> <p>Ensure outcomes are clearly identified in refreshed ToR.</p>	<p>Denise Porter</p> <p>Denise Porter</p>	<p>April 2013</p> <p>April 2013</p>	
3	<p>Policies + Procedures Joint Policies and procedures are current and integral to the work of the Board and its member organisations/bodies</p>	Review / refresh + re-launch of the multi agency policy	Mark Dean (AWP)	June 2013	
4	<p>Quality Standards Evaluate the use of the ADASS/LGA standards as the basis for an annual 'Section 11' audit of quality standards across the SAB partnership.</p> <p>Safeguarding is embedded in corporate and service strategies across the Safeguarding Adults Board member organisations.</p> <p>The Safeguarding Adults Board ensures robust and effective service delivery that makes safeguarding everybody's business.</p>	<p>Self Assessment audits to contribute to the opportunity to reflect and learn and put action plans into place.</p> <p>Produce a report and ensure it is circulated to the right people within the organisation</p>	<p>Peter Murphy</p> <p>SAB members</p> <p>Sheila Turner</p>	<p>April 2013</p> <p>September 2013</p>	

Task No.	Description	Action	Responsible	Target Date	Complete
4	Adult Social Care services 'Put People First' and safeguard them against harm.	<p>Gather evidence of providers commitment to safeguarding adults e.g. Chiroprody Dentistry Pharmacy Domiciliary Care Care Homes etc</p>	Denise Porter	On-going	
	Safeguarding is effective at all levels (prevention and intervention).	<p>Ensure there are adequate Safeguards in place within personalisation strategies / policies in adult social care so that service users' safety is not compromised</p> <ul style="list-style-type: none"> ■ Board members to provide evidence of: safer recruitment strategies to reduce levels of risk at an organisational + individual level. ■ Learning from work on managing risk in families (lessons from child protection) is applied to adult social care ■ Strengthen operational case management including reviews ■ Improve access to advocacy and mentoring services / support. Put in place further training about the characteristics of institutional abuse and how to respond, particularly in situations involving learning disability and mental health 	Board members	Sept 2013	
	Ensure quality services, then work with victims to improve resilience Ensure strong + robust management responses to institutional abuse.		Lynfa Vater	December 2013	
			Policy Sub group (Chair) Lynfa Vater	September 2013 July 2013	
			Training Sub group (Chair)	July 2013	

Task No.	Description	Action	Responsible	Target Date	Complete
5	<p>Developing Partnerships Strengthening existing partnerships and developing new partnerships to continue to be a focus of the SAB</p> <p>Improve the capability of community pharmacists to recognise and respond to adult safeguarding concerns.</p>	<p>Develop a clear understanding of the safeguarding responsibilities and accountability of Eastwood Park and Leyhill prisons</p> <p>Develop new relationships with Ashfield Prison as it is re-commissioned</p> <p>Work with Avon Pharmaceutical Committee to provide information and raise awareness of adult safeguarding for community pharmacies</p>	<p>Sheila Turner</p> <p>Sheila Turner</p> <p>Sheila Turner</p>	<p>April 2013</p> <p>Ongoing</p> <p>September 2013</p>	
6	<p>Review Of Sub Groups All agencies in the Safeguarding Adults Board share ownership for joint and co-ordinated leadership</p> <p>All sub groups will have agreed terms of reference</p>	<p>This is demonstrated through the membership and leadership of a number of sub-groups commissioned by the Board.</p> <p>Terms of reference for each sub-group to be reviewed and agreed as appropriate to the work required of the group</p>	<p>Peter Murphy</p> <p>Denise Porter</p>	<p>June 2013</p> <p>May 2013</p>	

Task No.	Description	Action	Responsible	Target Date	Complete
6a	<p>Quality Monitoring Sub Group The Quality Monitoring sub-group will work to agreed terms of reference Services are held accountable through performance measures including quality measures, towards the outcomes for people in the (safeguarding) strategy. The SAB will have access to a full data set across key Partner Agencies Vulnerable people are safeguarded in the community, including care homes and hospitals.</p>	<p>Finalise role and functions of the quality monitoring Sub Group, including the work of the Audit Sub-group Review membership and leadership of the sub group ■ Key Agencies to provide data to contribute to a regular reporting suite ■ South Glos will engage in benchmarking activity with other similar Safeguarding Adults Partnerships ■ Ensure robust mechanisms are in place for reviewing activity around institutional safeguarding ■ Establish and maintain engagement with the S256 work on quality in care homes</p>	<p>Sheila Turner Sheila Turner Sheila Turner Sheila Turner Sheila Turner Sheila Turner</p>	<p>March 2013 March 2013 January 2014 Ongoing April 2013 March 2014</p>	<p>Complete</p>
6b	<p>Communications Sub Group The Communications sub-group will work to agreed terms of reference The Safeguarding Adults Board has achieved high levels of expressed positive experiences from people who have had safeguarding services.</p>	<p>Finalise role and functions of the Communications Sub Group Ensure service user feedback is systematically captured. Develop simple Whistle blowing guidance</p>	<p>Communication Sub-group chair (Damaris Howard) Damaris Howard</p>	<p>April 2013 December 2013</p>	

Task No.	Description	Action	Responsible	Target Date	Complete
6c	<p>The Training sub-group will work to agreed terms of reference</p> <p>Safeguarding training audit for private and voluntary providers.</p> <p>Maintain programme of multi-agency training on the characteristics of institutional abuse and how to respond, particularly in situations involving learning disability and mental health.</p>	<p>Finalise role and functions of the Training Sub Group</p> <p>NT has already contacted members with a survey. Report to be produced</p> <ul style="list-style-type: none"> ■ Ensure on-going joint training opportunities with PPU and wider partners ■ Commission a local development workshop with Police to focus on engaging and communicating with people with complex disabilities ■ Identify training opportunities for staff in generic adult social care teams, including senior practitioners and team managers 	<p>Training sub-group chair (Nick Thorne)</p> <p>Nick Thorne</p> <p>Nick Thorne</p> <p>Nick Thorne</p> <p>Nick Thorne</p>	<p>April 2013</p> <p>April 2013</p> <p>March 2014</p>	Complete

Task No.	Description	Action	Responsible	Target Date	Complete
7	<p>Learning from WWH Continue programme of joint meetings between adult social care and PPU SAB members to share their Winterbourne View IMR Action Plans</p>	<p>Develop a local agreement between the LA and PPU for joint investigations which involve people with significant disabilities which provides opportunities for such individuals to communicate effectively.</p> <p>Establish joint working protocols. (To include the appropriate use of expert witnesses [including clinicians] to provide independent evidence/advice when necessary to corroborate accounts when Service Users suffer injury)</p> <p>Action plans to inform ongoing business priorities for the SAB as appropriate</p>	<p>Lynfa Vater</p> <p>Lynfa Vater</p> <p>Peter Murphy</p>	<p>September 2013</p> <p>September 2013</p> <p>March 2013</p>	<p>Complete</p>

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