

Safeguarding Adults in Torbay



Safeguarding
Adults

Annual Report
2013/14

Contents

Introduction from the Chair	3
Partnership and Principles.	4
The Work of the Safeguarding Adult Board during 2013/2014	5
Sub Group reports	7
Member organisations reports	13
Prevention item.	23

Introduction from the Chair

What is the Torbay Safeguarding Adults Board?

The findings from Winterbourne View are now being embedded into National Policy and individual practice. The Coalition Government continues with austerity measures, which are having an impact upon all partner agencies, engaged in Safeguarding. Working together has never been so important.

The knowledge and profile of 'Safeguarding' continues to increase. The demands being placed upon those engaged in safeguarding adults continues to push the boundaries of our capacity to deliver a professional, caring service.

Within this operating environment I am immensely proud of the positive contributions to improving people's lives being made by so many people, so often. As I witness the work undertaken by those working and volunteering within safeguarding, I am very aware of how the lives of carers and service users are affected each day when dealing with families and friends. A key strand for Torbay's Safeguarding Adults Board will be to hear more of the voices of service users, families and their loved ones.

This Annual Report seeks to demonstrate how the Torbay Safeguarding Adults Board is working to improve the lives of people who need our support most. This will be achieved by reinforcing our learning from the past, building stronger partnerships, building confidence in the service being delivered and building for the future.

Bob Spencer

Chair, Torbay Safeguarding Adult Board



Partnership and Principles

The overarching principles set out in Government policy for safeguarding vulnerable adults (May 2011) are fully supported by the Torbay SAB.

These are:

Empowerment – Presumption of person-led decisions and informed consent

Protection – Support and representation for those in greatest need

Prevention – It is better to take action before harm occurs

Proportionality – Proportionate and least intrusive response appropriate to the risk presented

Partnership – Local solutions through services, working with their communities.

Communities have a part to play in preventing, detecting and reporting neglect and abuse

Accountability – Accountability and transparency in safeguarding

The Torbay Safeguarding Adult Partnership has a zero-tolerance approach to abuse. Every person has the right to live a life free from abuse and neglect. It is everyone's business to ensure that we work together as a community to support and safeguard the most vulnerable in society.



The Torbay Safeguarding Adults Board continues to develop and establish strong partnerships to ensure that those most vulnerable are safe, and free from fear, harm and neglect. We recognise that this will not be achieved in isolation, but by working collaboratively as responsible partners and with others in society who will have a key part to play in protecting those most vulnerable.

The Board has continued to show commitment to the priorities in its terms of reference, with each member taking responsibility for their role in achieving these essential standards for safeguarding adults.

Who is represented on the Board?

Membership of the Safeguarding Adults Board includes senior representatives from all partner agencies, including the director responsible for safeguarding adults within Torbay and Southern Devon Health and Care Trust, the lead agency for safeguarding adults in Torbay.

A full list of members can be found on our website. See: www.tsdhc.nhs.uk/ourservices/safeguardingadults

The Work of the Safeguarding Adult Board during 2013/2014

The Torbay Safeguarding Adult Board meet three times during this year in April, July and October. Most of the detailed work of the Board is carried out through sub committees, each of which provides a report of their work below. An Executive Group was created this year in addition to our established sub groups in order to make decisions at senior level more swiftly where appropriate.

The Board works to a Business Plan which identified four priority areas for action for the forthcoming year:

- 1. Ensuring clear governance as the statutory body responsible for Safeguarding Adults in Torbay.**
- 2. Learning, Improvement and Training**
- 3. Prevention**
- 4. Policy, Performance and Practice Standards**

This report shows the work we are doing towards these priority areas

Performance

In total, 506 safeguarding adult concerns were raised in Torbay in 2013 compared with 434 in 2012. Of these, 282 required multi-agency safeguarding adult interventions representing a 56% increase on the previous year. This represents a significant challenge to both the Single Point of contact and to frontline teams, a challenge which is reflected in our key performance indicators. We are confident that initial strategy meetings provide a framework for keeping people safe, but the rise in referrals and reduction in resources across all of our partner agencies mean that case conferences can be delayed. This is a concern and work is being done to understand this further and address the issue.

Agencies continue to work in partnership to respond to concerns in a timely manner and timescales for responses are monitored both by the lead agency and Safeguarding Adults Board.



In 2013 Torbay participated in the South West Peninsula Safeguarding People staff survey, providing valuable feedback on staff awareness of Torbay safeguarding adult issues.

Of the 362 Torbay participants the result identified



Responses were fed back to contributing agencies to identify areas for improvement. The policy and practice sub group of Torbay Safeguarding Adults Board are also taking forward findings related to specific partnership improvements such as public website awareness and disseminating learning from serious case reviews.

A key performance measure for the Board is to ensure a person centred approach to safeguarding adults. The Experts by Experience group have played a critical role in undertaking discovery interviews to ascertain service user views on safeguarding adult interventions. The results of recent surveys are directly fed back to the Safeguarding Adult Board and Policy and Practice sub group. Representatives from this group are members of SAB and Policy and Practice sub group to ensure the learning from these interviews is directly linked to policy and practice developments.

Peer Review

As an alternative to more formal inspections, the Local Government Association (LGA) is working with the Association of Directors of Adult Social Services (ADASS) to deliver a series of Peer Challenges. All Local Authorities are expected to participate in a peer challenge event. Each Peer Challenge has a small team, consisting of a Director of Adult Social Services, a Senior Manager with appropriate experience, an Elected Member and a Local Government Association representative, and visits the area for three days. This visit is very intensive and the findings are delivered at the end of the period.

Torbay has chosen to make Safeguarding Adults the subject of our peer challenge, which will take place between 30th June to 2nd July. The main areas of focus have been agreed as

- Experience of the safeguarding process for domiciliary care providers
- How we can further improve the safeguarding process and to what extent we share learning and feedback with other organisations
- How do governance arrangements need to change given the changing role of the Health and Wellbeing Board, the recommendations of Winterbourne View and Francis enquiries etc.

Sub Group reports

Executive Group

Since April 2013, there have been major changes to the way in which NHS services are arranged, with new organisations coming into being and significant changes in roles and responsibilities for others. This included the formation of the South Devon and Torbay Clinical Commissioning Group, NHS England and the establishment of the Health and Wellbeing Board by Torbay Council. Other member organisations have also had their own internal reorganisations. This resulted in concerns that all parts of the system were represented and accountable. Having reviewed the position, we are satisfied that we continue to have full commitment from all local organisations involved in Safeguarding Adults and that we have set up links with other Boards as necessary.

We are continuing to develop a 'score card' which includes measures of activity and performance for all our member organisations.

Business support for the Board has also been under consideration, with some additional resources available to strengthen and develop its function.

Experts by Experience

The Experts by Experience members remain committed to the role of the service user sub group for the South Devon Healthcare Trust Board.

The Experts by Experience group are currently undertaking a peer qualitative service evaluation on behalf of the Board. One of the outcomes is to provide knowledge of the reality of what it is like to go through Torbay's safeguarding process from the individual perspective.

The evaluation framework included informing committees, taking due regard to governance, health and safety, easy read options for literature, face to face interviews and analysing the material in order to make recommendations for the safeguarding team and Trust Board.

Each interview resulted in rich information. The Expert by Experience group ratified the questions and script to be asked and in some interviews the person's story flowed and members asked few questions, other than to check out the interviewee's story. In other instances prompts were necessary, as was a break for



one individual. The recorded information was transcribed and analysed at a later date.

The first phase of the project included face to face interviews with people who had a learning disability. The second phase moved forward to ask for participation from people over the age of 65 who had been through the safeguarding process. The study was able to compare the findings from phase one and phase two.

This evaluation will inform and assist in developing strategies to promote safeguarding in a personalised way for people in Torbay, ensuring they are informed and at the centre of any plans made with them. One finding from both people with learning disabilities and people over 65 years of age was the acknowledgement of the need to have a safeguarding process. Further recommendations will help to support this, ensuring people retain control and directions of their lives. The learning from the evaluation is being shared with the Torbay Safeguarding Board, partner organisations and implemented within the Trust.

Safeguarding and personalisation remain the priorities for the Experts by Experience group and again we look forward to continuing to support and contribute to the Torbay Adult Safeguarding Board in the forthcoming year.

Key messages from the Qualitative Evaluation

1. Consider support in place - how we 'leave' people following meetings. Particularly lone family members and family members who have not been invited to the meetings and may feel excluded.
2. Consider any stigma the participant or family member may feel and how to deal with this.
3. Consideration for the same people from

all agencies and professionals to remain consistent in meetings and throughout the process, including the Chair. Safeguarded person to be informed of any absence of key people and the reasons why.

4. Consider the clarity of information given to an individual or their supporter when more than one statutory agency is involved - this includes the roles and responsibilities of each agency.
5. Consider written safeguarding information to be given to people at the start of the safeguarding process. In a wider context consider media awareness for the public of what safeguarding means.
6. Consider the environment and location of the safeguarding meeting and for the safeguarding person to be involved in this decision. Evidence from our research seemed to indicate that when the location was familiar to the individual their engagement was more relaxed and involvement in the process easier for them.
7. For consideration, where a meeting is held in two parts it is more appropriate for the person to be the first in the room rather than enter a room of professionals.
8. Consider person-centred safeguarding meetings as best practice with the right people being present for their contribution they can make rather than a reflection of professional roles e.g. ensuring the safeguarding person is asked who they would like to attend, not duplicating roles and reducing the possibility of participants feeling overwhelmed. Thus making best use of resources available.
9. Design a range of information leaflets alongside service users to reflect the different parts of the process and the

agencies that will be involved.

Serious Case Review (SCR) Sub-Group

The SCR sub-group convenes every quarter to discuss referrals and monitor progress on action plans. The group is formed of representatives from acute health care, community and social care, the police, mental health services and others. This multi-agency and multi-disciplinary group come together to review safeguarding adult cases that require special investigation. For the period April 2013 to January 2014 five meetings were held. Two cases were referred in 2013/14 and the group also monitored progress on cases and action plans from 2012/13. Each case resulted in specific actions but there are common themes relating to communication, documentation and timeliness.

This year we have led the development of a revised Torbay SCR policy that links to the Devon SCR policy so that staff and people who use services can become familiar with one process. Over the last year we have enhanced our links with the Devon Safeguarding Adults Board to work together on investigations, where appropriate, and to share the learning. We are also working closely with our Clinical Commissioning Group (CCG) colleagues so that they are aware of the learning from SCR investigations and are able to influence improvements.

Learning from a serious case review published this year showed that whole home investigations take too long and cause significant stress for all involved. For this reason we have reviewed our policy for managing whole homes investigations. This comprehensive policy now provides staff and local homes with detailed guidance on how to conduct an investigation. It is hoped that this will reduce the stress and disruption of an investigation whilst ensuring a prompt and thorough process.

The SCR sub-group have to consider which method of investigation should be used in each case. For some investigations we use Root Cause Analysis (RCA) and for others a method called Appreciative Inquiry. This year, a new method of investigating serious cases has been used. The aim of introducing the Social Care Institute for Excellence (SCIE) method is to improve the learning from serious cases and to reduce the time it takes to complete an investigation. We will be evaluating the impact of the SCIE method during 2014.

Policy and Practice Sub-Group

Purpose

The Policies and Practice Sub-Group support the work of the Torbay Safeguarding Adults Board by carrying out key functions of the Board regarding policies and practice and progressing issues detailed in the Trust's Business Plan.

Key aims and objectives

The key aims and objectives for this Sub-Group are listed below:

- To look at safeguarding policy and practice
- To methodically evaluate to ensure practice is compliant with policy
- To evaluate learning from practice to inform national policy and practice
- To understand the interface with the Mental Capacity Act and Deprivation of Liberty Safeguards
- To ensure information from this sub-group is fed into other groups to include training, Experts by Experience and others

The group's functions include:

- Receiving information and assurance – audits of records and practice
- To have an awareness of significant developments in health and social care (both locally and nationally) and how these will impact or influence safeguarding
- To influence development and



improvements in safeguarding practice within Torbay

- To commission and receive specific pieces of evidence, audit or research
- To monitor compliance of all relevant services in the safeguarding process
- Monitoring the impact of the training strategy for all involved in caring for adults regardless of employing organisation
- To agree and monitor an audit programme that will measure quality; involving peer audits across organisations and teams. These audits will include record keeping and compliance with standards set within the safeguarding adults policy
- To communication with the MCA Group, receive their documents and have an awareness and understanding of their remit

Outcomes:

- To ensure systems are consistent
- Increase awareness of safeguarding adults
- Staff have clear and consistent advice from safeguarding team
- That we have a workforce that has the necessary knowledge in safeguarding adults
- That the service we provide is effective in meeting the desired outcomes of those we aim to protect.

Mental Capacity Act (Joint with Devon)

During the last 12 months, the mental capacity facilitator has developed further guidance and tools to support the application of the Mental Capacity Act in practice. A good example of this has been the review and further development of the Managing and Chairing Best Interest meetings training session specifically for Managers. This training module sets out how important it is for a robust planning process to take place prior to a meeting being convened, as well as the provision of accurate, relevant and

timely information available to clients and family members prior to any decision making process. A checklist has been developed to support the Managers with their planning processes which has a strong focus embedded within it on ensuring the views and opinions of the client and their family remain central, and a clear honest and transparent approach is taken to building a rapport upon which effective communication can take place.

When supporting the views, opinions and rights of people who have been assessed as lacking mental capacity, Torbay has been identified as having a higher referral rate (per head of population), to the Independent Mental Capacity Advocacy service when compared with another comparable Local Authority. We are very proud of this achievement and our year on year increase in referral rates, and view this outcome as directly linked to an effective training strategy that enables our staff to understand the statutory requirements the Act places upon them and to act in a manner which actively empowers a very vulnerable group within our community.

When considering the implementation of the Deprivation of Liberty Safeguards, we have worked hard to ensure that all those who have a responsibility within the process are able to demonstrate competence when discharging their duties. In April we set up a contract with the Devon Partnership NHS Trust for the recruitment, approval and re-approval of skilled and knowledgeable Mental Health Assessors. There is now a dedicated Deprivation of Liberty Safeguards Medical Lead with responsibility for the governance of the contract which is scrutinised by the local authority within quarterly contract monitoring meetings.

In October we held our first Peer Audit Quality Assurance Panel (alongside Devon County Council). The panel members included

Local Authority legal team, senior manager, lead assessors, lead medical officer and the lead for the Independent Mental Capacity Advocate service. The panel applied a robust scrutiny process over anonymised completed applications, considering quality and timescales. A report was produced on learning outcomes which was shared with the Mental Capacity Act Sub Group of the Safeguarding Board and the Safeguarding Adult Board.

Torbay Council, in collaboration with our colleagues in Devon County Council, has demonstrated real innovation in its desire to deliver a high quality service and once again is very proud to be the first local authorities to set up quality assurance processes such as this within the South West region.

The Safeguarding Adult Board is committed to supporting its partner agencies in understanding the requirements of the Act and working in an effective and collaborative way. An example of strong collaborative working can be seen in the work currently being developed by the Mental Capacity Facilitator in supporting the police and the anti-social behaviour team within Torbay in developing their own skills and knowledge regarding both the Mental Capacity Act 2005 and the Deprivation of Liberty Safeguards. A bespoke MCA awareness session has been put together, with the help and support of a senior police officer with a view that the first sessions will be run at the end of March 2014.

On the 13th March 2014, the House of Lords Select Committee for Mental Capacity Act published its full report which sets out 39 recommendations. Within the next 12 months we will continue to commit to staying informed of all legislative change and above all ensure that our systems and processes are developed as quickly and as effectively as possible upon receipt of direction from the Government.

Training

Devon and Torbay Safeguarding Adult Boards have established two joint sub groups in recognition of the similarity of the partner agencies and issues affecting both Boards. These groups are the Learning and Improvement group and the Mental Capacity Act Group.

The Learning and Improvement Group held their first quarterly meeting in September 2013. The remit of the group is to support both Boards by enabling organisations to plan, commission and monitor Safeguarding Adults and Mental Capacity Act training, by looking at strategic issues affecting both learning and improvement and identifying areas where joint working would be beneficial.

One key area of current work is the joint Safeguarding Adults Workforce Development and Training Review of the arrangements for providing, and quality assuring, Safeguarding

Adult's workforce development training that is being carried out by Devon and Torbay Safeguarding Adults Boards. The aim of this review is to clarify what safeguarding adult training the partner agencies would like to be provided by the Board's training teams, the quality assurance work to be undertaken by the training teams against agreed competency frameworks, and the funding of both aspects of work. The recommendations of the review will then be implemented by the Learning and Improvement Group.

The group enables a close working relationship between Torbay and Devon training and safeguarding adult teams, enabling them to share best practice and learning. This is reflected in the formation of a number of small working groups to look at issues such as performance data and collating learning from national serious case reviews, with significant input from the Torbay Safeguarding Adults manager.



© Chris Slack

Member organisations reports

Torbay and Southern Devon Health and Care NHS Trust (TSDHCT)

TSDHCT acts as the lead agency for responding to Safeguarding Adult concerns in Torbay and leads and supports on much of the work described elsewhere in this report. This includes initiatives such as those described in the feature on Prevention in this report, including Serious Self Neglect, Financial Abuse and Vulnerability.

In 2013 the Trust played an active role in developing current policy and practice guidance with regard to whole home / large scale concerns, Deprivation of Liberty Safeguards, Local Prevent Strategy and Mental Capacity Act guidance for staff.

Our integrated health and social care approach provides the foundations for effective multi-disciplinary and partnership responses to safeguarding concerns. Working to the philosophy of 'safeguarding is everyone's business', the Trust is currently undertaking a drive to ensure that all staff have completed all safeguarding adult training relevant to their role. To underpin this on-going professional development programme has been drafted to support the development of professional capability through, for example, supervision and peer support networks.

In accordance with advice and guidance to Directors of Adult Social Care Services, the Trust is also working hard to ensure that safeguarding is outcome focused from the beginning to the end of the process and focuses on making a difference to people's lives. This is demonstrated in both safeguarding and MCA / DOLS policy and practice guidance and the Trust commitment to receiving qualitative feedback from the Experts by Experience group.

The need to ensure staff remain legally literate will be prioritised throughout 2014 in preparation

for the introduction of the Care Act 2014. The Act, for the first time, places a corporate duty on local authorities to make safeguarding enquiries as well as fund advocacy for assessment and safeguarding for people who do not have anyone else who can speak for them.

2013 saw a significant rise in the number of adult protection referrals. The Safeguarding Adult Single Point of Contact (SPOC) maintains the opportunity to have a central hub in Torbay for safeguarding adult concerns to be received and ensure these are triaged in a consistent way by professionally trained staff in partnership with operational teams and partner agencies. Given the increase in referrals it is essential that the Trust continues to look at ways to support proportionate partnership responses at the point of alert and, with this in mind, the Trust is currently looking at the viability of relocating SPOC within the Pilot Police enhanced referral unit. Benefits would include bringing two central hubs together to assess generic adult protection concerns as well as those associated with domestic abuse, prevent, missing persons and hate crime.

The Trust is also reviewing the way in which it supports individuals with a learning disability who are experiencing increasingly complex health needs.

The Integrated Safeguarding committee meets bi-monthly to provide assurance to the Trust Board on both Children and Adult Safeguarding. The committee receives and scrutinises update information on qualitative and quantitative performance, training updates and policy and practice issues. Much of the information within this committee is then directly fed back to the Torbay Safeguarding Adult Board to provide further scrutiny and assurance to the local safeguarding adult partnership.

Torbay and Southern Devon 
Health and Care
NHS Trust

South Devon Healthcare NHS Foundation Trust

South Devon Healthcare NHS Foundation Trust runs Torbay Hospital and provides acute services to the population of Southern Devon and Torbay.

The Director of Professional Practice, Nursing and People's Experience is the lead executive for safeguarding, supported by the deputy and associate nurse directors.

The Trust has two named professionals for safeguarding adults, who receive alerts, manage safeguarding procedures and provide training and advice for staff within the Trust. The Director of Nursing is a member of the Torbay Safeguarding Adult Board. The Trust is also represented on sub-groups of the Board. The Trust operates a Safeguarding Adult Committee, chaired by the Director of Nursing or deputy. Key functions of this group are to ratify policy and procedure and to oversee any complaints and recommendations which relate to vulnerable groups.

The Trust's work this year has included:

- Constantly working to improve patient safety has been a key focus for the Trust and they continue to monitor and ensure that their clinical governance processes are closely aligned to safeguarding principles. The subject of pressure ulcer prevention remains a feature of our safety programme.
- The Trust has reviewed the extensive findings of the Robert Francis report into the care failings at Mid Staffordshire and has drawn up areas for action. These include work on nurse staffing levels, and reviewing the appraisal process and linking this to values and behaviour. They are also working with the Education Department to ensure that our Health Care Assistants, who

are an important and much valued part of our workforce, are supported in achieving required competencies, for example, vital signs monitoring.

- The Trust continues to promote direct observation of the care environment, and real time feedback to improve the patient experience.
- In recognition that people with dementia are potentially increasingly vulnerable in a busy hospital setting, the Trust has continued to work across the health community to share good practice and to work towards the South West standards for hospital care. They have also been working to improve their response to the National CQUIN which seeks to improve the recognition, assessment and onward referral of patients with suspected dementia.
- A further cohort of young people with a learning disability have started their internships at Torbay Hospital under the banner of Project SEARCH. This is a partnership arrangement with South Devon College and the social enterprise Pluss. The programme lasts a year, during which time 10 students will work in three placement rotations in many different areas within the Trust including catering, postal service, portering, medical records, haematology clinical preparation and administrative support in human resources.

The end aim is to help the students find paid employment within the Hospital or elsewhere in the community.

- The Trust has set up a mealtime volunteer scheme, which seeks to provide additional help and social interaction at mealtimes in order to improve the experience of eating and therefore increase nutritional intake.

This has been a very successful initiative and has generated interest from other Trusts. A dedicated clinical lead and matron have helped to make this a success.

- The Trust's Learning Disabilities Liaison Nurse has overseen the production of a video for anyone who may be anxious, or concerned about coming into hospital via A&E. This video is visible on the Trust intranet and internet, and You Tube. This video shows the whole process from A&E to radiology, to the fracture clinic for a plaster cast to be secured. There are two productions of this, one male and one female, as people with Autism may not recognise the opposite sex as applying to themselves.

Priorities for 2014

- Maintain focus on pressure ulcers by participating in the Pressure Ulcer Collaborative which is being run across the health community. This will involve members of teams across all settings of health and social care to develop skills and knowledge in improvement methodology with the focus on recognition and prevention of pressure ulcers.
- Improving dementia awareness for all staff groups and achieving the Purple Angel recognition.
- The Safer Care Group work plan includes Transitions of Care which will focus on the potential for harm to occur at the point a patient moves from one setting to another.
- Increase the Trust's focus on gaining feedback from service users, with a particular focus on those from vulnerable groups.

South Devon Healthcare 
NHS Foundation Trust



Devon Partnership NHS Trust

The Director of Operations is Executive Lead for Safeguarding for Devon Partnership NHS Trust and is supported in this role by the Managing Partner and Management Lead for Adult Safeguarding.

The Trust is represented at the Safeguarding Adults Boards in Devon and Torbay by the Executive Lead for Safeguarding. The Trust has representation at the sub-groups of the Boards including Multi Agency Public Protection Arrangements (MAPPA).

Each Directorate has an identified lead for safeguarding and acts as a Champion for the agenda. The Trust has an identified MAPPA Lead who attends the Strategic Management Board.

A Safeguarding Committee is in place chaired by the Director of Operations. The role of the committee is to oversee the development of the safeguarding agenda and to ensure compliance with safeguarding requirements and best practice guidance and to monitor learning from incidents, serious case reviews and inspections.

The Safeguarding Committee is supported by a number of work stream groups.

The Safeguarding Committee reports to the Quality and Safety Committee and through this Committee to the Board of Directors.

An organisational Chart showing the Governance arrangements is included at the end of the report.

Policies and procedures

Staff can access the following safeguarding information from the Safe Services section on the Trust intranet:

- Adults Safeguarding Policy
- Policies

- Guidance notes
- Information leaflets and posters
- Safety briefings – produced regularly to develop shared understanding and promote good practice.

The following policies are in place and have or are being reviewed this year:

- The Safeguarding Adults Policy (to include PREVENT)
- Mental Capacity Act
- Incident Reporting Management and review

Single point of contact

The Trust is supported by a single point of contact for all Adult Safeguarding Alerts in Devon and Torbay. These arrangements take account of the guidance 'Clinical Governance and Adult Safeguarding: an integrated system'.

Training

The Trust has completed a training needs analysis for adult safeguarding which was approved by the Trust's Management Board. The training standards for safeguarding form part of the contract with commissioners and are monitored as part of the Contract Quality Review meeting.

All staff are required to have completed the core learning module which is available through e-learning. In addition all staff in a clinical role are required to complete practitioner level training which is a half day course. 85% of eligible staff are required to complete the training by 31 March 2014. Compliance with this target is monitored and arrangements have been put in place at team level to ensure that the training standards are met.

The following training is provided:

- Mental Capacity Act
- MAPPA



■ PREVENT (in development)

Training for administrative staff in ‘minute taking’ is being undertaken. This will ensure a consistency of recording and reporting for all safeguarding meetings and reviews.

All staff are required to have monthly supervision sessions which includes safeguarding. This is monitored on a monthly basis at Huddle (a weekly half hour session attended by the Executive Team and Senior Leaders) and Directorate Performance Reviews.

Employment checks

The Trust has standards in place to ensure that all staff have the appropriate employment checks completed. Guidance has been updated to include the requirements of the protection of freedoms Act (2012) now with the Disclosure and Barring service (DBS) who now undertake criminal checks. These standards are monitored through the Workforce Committee and reported to the Quality and Safety Committee.

The Trust has a statement about staff responsibility to safeguarding in all job descriptions

Quality and safety

The Quality and Safety Committee receive quarterly reports from the Safeguarding Committee.

The Trust’s Risk Register and Assurance Framework sets out the risks associated with Safeguarding and this is reviewed at the Safeguarding Committee and at the Quality and Safety Committee. The most recent assessment confirms that systems and processes have been developed but practice has not been fully embedded across all areas of the Trust. Actions plans are in place to ensure that the required changes in practice are fully implemented.

Safeguarding standards are monitored through:

- Safeguarding Quality Improvement plans
- Safeguarding Assurance Framework
- Team performance dashboards
- Response to safeguarding alerts raised through the Single Point Of Contact (SPOC)
- Clinical records self-monitoring
- Learning from safeguarding alerts and serious case reviews
- Management and practice supervision
- Review of CQC Provider Compliance Assessments (Outcome 7)
- Safeguarding training dashboards

Audit and monitoring 2013

The following clinical reviews have been completed:



- Embedding safeguarding practice: audit of team minutes
- A full review of all risk registers ensuring an accurate position is noted
- A full review with external agencies of the outstanding alerts and notifications that require action.

Priorities for 2014

The following priorities have been identified for 2014

- To consider the need to have a dedicated Adult Safeguarding Manager for the Trust. A business case is currently being developed
- To ensure the processes for reporting, monitoring, investigating and learning from safeguarding alerts is further streamlined and established within the Trust
- To ensure our partner agencies are kept informed of any changes to personnel or processes therefore reducing the time between allocation, investigation and action of alerts.
- To negotiate with our partner agencies on how they manage referrals to them and give decisions regarding on-going investigations or actions back to the Trust. Therefore reducing the time pending decisions being made.
- To ensure learning from safeguarding events is embedded into practice, via supervision and Trust training programmes.
- To remain responsive and reactive to changes as they occur in policy directives or good practice guidance.
- To continue to develop the PREVENT agenda and support staff in this area of safeguarding practice.

Devon Partnership 
NHS Trust

NHS England

NHS England is an executive non-departmental public body. It works under its Mandate from the Government to improve the quality of NHS care and health outcomes, reduce health inequalities, empower patients and the public and promote innovation. Its key responsibilities include:

- Authorisation and oversight of CCGs and support for their on-going development
- The direct commissioning of primary care, specialised health services, prison healthcare and some public health services (including, for a transitional period, health visiting and family nurse partnerships)
- Developing and sustaining effective partnerships across the health and care system.

NHS England has a single operating model and is largely organised into three functional areas, i.e. nationally, regionally and locally. There is senior clinical leadership at all levels, including those with responsibility and expertise in safeguarding. The NHS England Local Area Team will each have a Director of Nursing who is responsible for supporting and providing assurance on the safeguarding of children and adults at risk of abuse or neglect. The Devon and Cornwall Area Team have the responsibility to ensure the assurance of the safeguarding system is working across Primary Care and CCGs.

For 2014, NHS England Devon and Cornwall Area Team will be focusing on getting the safeguarding alert process right in Primary Care, ensuring information is available for strategy discussions and serious case reviews. In addition, they will be reviewing the training and the impact of that training that GPs and Dentists receive to support embedding lessons learnt in practice across the whole range of vulnerable adult groups.



Devon and Cornwall Police

The force's focus remains on its strategic priorities, one of which is protecting people from harm, by:

- Protecting vulnerable people
- Working with partner agencies to reduce alcohol and substance abuse
- Preventing violent extremism
- Reducing the number of people being killed or seriously injured on our roads
- Pursuing those people who cause the most harm to the community
- Reducing the harassment experienced by disabled people

These priorities have been linked to the Police & Crime Commissioner's vision (Police and Crime Plan 2013-17) relating to vulnerable people, by addressing these key areas;

- Protecting the most vulnerable with a focus on domestic, family and sexual abuse and better awareness and response to so called hidden crimes
- Working to better understand and respond to crimes motivated by prejudice against someone's beliefs or circumstances, such as hate and mate crime
- Reducing anti-social behaviour
- Increasing the safety of the vulnerable, young and victims by protection from those posing the most serious harm
- Giving victims and witnesses a stronger voice

The Safeguarding Vulnerable People (SVP) review is instrumental in driving the Force's priorities in relation to vulnerable adults and their safeguarding. The SVP review has now been completed and accepted as best practice by the Force Management Board. A pilot of the new processes is to take place within Torbay in May 2014, with a view to a roll out across the Force after a full evaluation has been completed. The design has been developed as a result of extensive consultation with key stakeholders from within the organisation and externally. Good practice both locally and



nationally has been incorporated. Benefits include:

- A Single Process for Safeguarding which utilises a Central Safeguarding Team (CST) to ensure all cases are researched, risk assessed and considered for multi-agency information
- A new vulnerability screening tool (the ViST) which will better equip frontline officers and staff when identifying risk. The new tool will be included within the Torbay pilot.
- As part of the roll out of the ViST all frontline officers and staff will be receiving a training input to enhance their understanding of vulnerability across the Safeguarding spectrum. This course will be trialled within Torbay with a view to a wider roll out.
- A new risk based approach will be trialled in relation to the allocation of Adult Safeguarding enquiries which will improve the way the Force uses specialist officers to deal with high risk and complex enquiries. These officers will be assigned to units called Multi-functional Local Safeguarding Teams (LST's) – combining the skill sets and resources of child abuse investigators, safeguarding adult investigators and domestic abuse officers. Officers will have a primary and secondary skill set to create a more resilient and flexible workforce.
- As part of the review, the hours worked will be increased enabling officers to give advice/guidance to frontline staff outside of core hours.

The Force is progressing its work across the peninsula with our multi-agency partners, to improve knowledge/reporting in the important area of safeguarding Adults and Financial Abuse. In Torbay, the strategic Financial Abuse Task and Finish Group with multi-agency and voluntary sector representation has met on a number of occasions to discuss issues around financial abuse. Tasks/ideas to progress include;

- Developing an 'easy read' leaflet for service users in conjunction with the National Illegal money Lending Team in relation to Financial Abuse.
- Staging a number of multi-agency workshop awareness events for frontline staff

The Torbay Vulnerability Forum continues to address the needs of vulnerable adults in the community, failing to reach the threshold for statutory intervention. It minimises risk to vulnerable adults, providing a multi-agency forum to discuss, assess and signpost vulnerable adults to appropriate support and services. This includes adult vulnerability relating to mental health, learning disability, older people, physical disability, substance misuse, carers, victims of hate/mate crime and repeat victims of crime. The Forum is attracting recognition at both a local and national level.



Devon & Cornwall Police
Building safer communities together

South Devon and Torbay Clinical Commissioning Group (CCG)

Since becoming formally responsible for buying and developing services for local patients, South Devon and Torbay CCG has continued to develop its role in Safeguarding Adults within Torbay and South Devon. The Quality Governance Directorate continues to take the lead for safeguarding adults and the Mental Capacity Act (MCA) for the CCG, providing representation at both Board and sub group level in order to support the Boards in the delivery of their business plans.

The Executive Clinical Lead for Patient Safety and the Director of Quality Governance both sit on the governing body and have responsibilities for safeguarding. They are supported by the Safeguarding Adult and Patient Safety lead, which also incorporates a lead MCA role.

The CCG gains assurance from the organisations from which they commission services using a variety of methods, including monitoring contracts against quality standards and participation on the Safeguarding Adult Board. Any issues of concerns are addressed through contract review meetings.

The CCG also becomes involved in safeguarding processes where it is perceived that there is an increased need for oversight in relation to specific healthcare issues. This provides assurance to both vulnerable adults and healthcare provider organisations that the process is supportive, effective, robust and impartial, as the Board is able to utilise both the skills and knowledge brought by the CCG to support change and improvement where it is required.

An external high level review of the CCGs safeguarding arrangements (both adults and children) was completed in January

2014. The CCG demonstrated that it has designed appropriate systems for discharging responsibilities in respect of safeguarding as part of the authorisation process. The findings of the review provides assurance that the safeguarding processes in place are fit for purpose and are working as intended. There were four areas that the auditors feel could be strengthened further, which the CCG had already identified as areas to focus on. Two were general to both safeguarding children and safeguarding adults and relate to the completion of the mapping of training needs within the CCG and development of comprehensive guidance regarding the sharing of information with external agencies in the light of the recent reorganisation of the NHS and the impact of the review of the Caldicott Principles which identify key principles which should be adhered to when sharing information. The audit also recommended updating the existing safeguarding adult's policy and strategy upon publication of the Care Bill.

Achievements

Locally the CCG has further developed the close working relationships with both Torbay and Devon's Safeguarding Adults team and the Safeguarding leads for Northern, Eastern and Western Devon CCG and the NHS England Devon, Cornwall and Isles of Scilly Area team, with some joint working on specific projects. The CCG has also contributed to the revised multi-agency policies and procedures of both Torbay and Devon. The CCG also liaises on a regional level through attendance at network meetings and forums enabling a sharing of learning, experience and best practice with both providers and other CCGs across the South West.

The CCG has developed a suite of Operational Principles (OP) which are values based principles that the Board, as commissioners, embed within their NHS contracts with



providers. They set out the commissioning intentions re quality of care, and describe various principles that the CCG expect providers to comply with. In order to get a higher level of assurance about how a provider is doing against an OP, the CCG has started holding annual events for each OP where best practice, good ideas and challenges can be shared between different providers and key partners, whilst also giving the Board evidence of overall levels of attainment, and where people are struggling. The safeguarding adults annual event was held at the end of January 2014. It was well attended and the overall impression was that it was useful and informative, and updating the diverse range of attendees provided an opportunity for networking, sharing experiences, celebrating good practice and thinking positively to improve services and to work closer with other organisations.

A key focus for NHS England has been the roll out of the PREVENT agenda, a key part of the Home Office's Counter Terrorism Strategy that focuses on identifying vulnerable people at risk of radicalisation and supporting them in order to prevent them from committing crimes. The CCG has been had a key role in this locally as the Department of Health is clear that this falls within safeguarding and has rolled out training across the country with the aim of helping front line healthcare staff to support patients.

As part of the CCG's role in leading safeguarding adult processes they have developed closer relationships with providers where they place people who need additional care that is not available in the community.

This closer relationship has enabled providers to use the CCG a source of advice and support for their ongoing development and improvement as well enabling the Board to monitor the systems and processes they have in place to deliver safe effective care. Involvement in Serious Case Reviews has enabled us to escalate identified areas of learning to NHS England as appropriate. These include issues such as a Primary Clinical Lead for complex vulnerable adults and also clarification of other specific issues relating to the GP contract. The CCG is also working closely with colleagues who place or care for people in care homes in both Torbay and South Devon to support the development of the quality assurance of the systems and processes of care homes. The CCG is in the early stages of looking at models of care in which frail people with receive more individualised, focused, coordinated multi-agency care with the aim of preventing people coming to harm.

Work Planned

The CCG's key responsibilities for safeguarding adults can be summarised as assurance, leadership and partnership. These areas mean that Safeguarding Adults and the prevention of harm to vulnerable adults and effective use of the Mental Capacity Act will continue as a priority for the CCG, with the CCG implementing forthcoming changes within the Care Bill through the strategy and policy when they have been updated.



***South Devon and Torbay
Clinical Commissioning Group***

Prevention item

This year, a 'virtual' workstream on prevention has been co-ordinated in order to identify the strands of work being carried out. In 2013/14, this will become a formal sub-group, chaired jointly between the Clinical Commissioning Group and Torbay and Southern Devon Health and Care Trust.

Winterbourne View Action Plan

- We will ensure that the care we commission on behalf of people with a learning disability is outcome focused to protect those most vulnerable in society, based upon the learning for the Winterbourne View Serious Case Review
- We have completed a Commissioning Strategy for People with a Learning Disability in order to focus our services and how they are arranged, in order to make sure they focus on the outcomes needed to support individuals. This was done in consultation with service users and carers in Torbay. We are working closely with the Clinical commissioning group and Torbay Council to agree an implementation plan.

An Action Plan was developed in response to the Winterbourne View Serious Case Review with the Clinical Commissioning Group. This has been monitored through regular meetings during 2012/13 with each organisation updating their actions. As good progress is being made, the frequency of formal monitoring is reducing to quarterly and finalised in March 2014 as all work is incorporated into day to day work. TSDHCT has contributed significantly to this work with improvements to quality and performance monitoring across our local providers. Examples of this include:

- We are developing our monitoring of Care Homes in which vulnerable people are placed. This includes the use of the 'Quality Effectiveness and Safety Trigger

Tool' to highlight potential concerns within the home, the collection of 'soft intelligence' to identify concerns outside of formal mechanisms and the use of an observational checklist by visiting staff to monitor the home environment.

- We are updating the contract used to commission care home placements with a greater focus on quality of care and safeguarding adult's requirements so that providers are clear about our expectations. We will incorporate the Operating Principles set by the CCG into this new contract format.
- We are planning to return any individuals placed away from home, using the least restrictive environment. To do this, we are working to provide high quality, safe care in community settings whenever possible.
- We are ensuring that our Safeguarding Adult processes and practice are designed to support individuals by taking account of feedback from people experiencing them. A Peer Review (carried out by colleagues from other Local Authorities) will take place in June 2014, to evaluate our Safeguarding arrangements against the six key principles of safeguarding, empowerment, protection, prevention, proportionality, partnership and accountability.
- The Community Learning Disability Team is on target to complete 81.6% of annual reviews due in 2013/14. The team is adopting a clearer focus on outcomes when reviews are undertaken. Each review carried out by the Community Learning Disability Team is audited by a manager to ensure that there is a focus on outcomes for the individual. Any actions identified in the review are RAG rated in order to prioritise work for the team.

Blue Light Day

Devon Blue Light day was held at Torbay Leisure Centre at Clennon Valley on Tuesday 20th August 2013 during National Learning Disability Week. The aim of the day was to raise awareness to people with a Learning Disability about all the services that are available in Devon to keep them safe. Over 200 people with a learning disability attended the day and there were lots of stalls to look at with information and advice for keeping safe. Different agencies came together for the day and provided information on keeping safe. Devon and Cornwall Police, Torbay Safeguarding Team, ambulance service, fire service, Torbay Council, Street Wardens, Mencap and ROC all attended alongside many other agencies. Torbay Community Learning Disability Team also held a stall on the day and provided advice and guidance on cancer screening programmes for men and women's health.

There will be a similar event on 29th July 2014 in another part of South Devon.

Vulnerable Adults Forum

The Torbay Vulnerability Forum was developed in January 2013 following consultation with key statutory and non-statutory agencies in Torbay, to meet the needs of the community and in particular those vulnerable adults who failed to reach thresholds for statutory intervention.

The aim of the forum is to minimise current or future risk to vulnerable adults by providing a multi-agency forum to share information, discuss, assess and signpost vulnerable adults to appropriate support and services.

The forum, which is being billed as best practice amongst an ever increasing number of agencies, both locally and regionally receives on average four referrals a month and tasks out 13 actions per meeting.

One specific example of how the forum is making a difference concerns a vulnerable woman who called the police 475 times in three months prior to being referred and on being discussed a number of supportive interventions were implemented resulting in appropriate support and a cessation of all calls.

Self-Neglect

Serious self-neglect is a category within our Safeguarding Adults policy in Torbay; however its definition is wide and subject to misinterpretation. Societal changes are resulting in an increase in the amount of people who may be considered to be seriously self-neglecting; although this may be true, not all of these people would meet the safeguarding adult's criteria of significant harm.

Serious self-neglect is a complex issue which encompass a complex interplay between mental, physical, social and environmental factors. It frequently covers inter-related issues such as drug and alcohol misuse; homelessness, street working, mental health issues, criminality, anti-social behaviour, inability to access benefits, and/or relevant health related services.

Whilst we have built up skills and knowledge in safeguarding people within this category of abuse, we need to ensure that we are targeting valuable resources to the people at the highest level of risk. Therefore we are working with Partnership agencies across Devon and Torbay to create robust, shared threshold criteria, to triage safeguarding alerts against.

Pressure Ulcer Prevention Project

The prevention of pressure ulcers is a local and national priority, recognising the human suffering as well as cost implications on resources. The occurrence of a pressure ulcer can cause increased risk of infection, emergency hospital admission, longer stay

in hospital, pain, psychological distress and often loss in independence and are considered to be a key indicator of the quality of care a patient receives.

The Pressure Ulcer Prevention (PUP) project has been developed with the aim of educating staff and service users about prevention of pressure ulcers as many of these are preventable, alongside resources being produced. With some basic principles, such as encouraging a person to make small but regular movement, the risk of pressure damage to the skin is reduced.

Currently the PUP project has taught 600 carers from residential, nursing homes and domiciliary care agencies within Torbay and Southern Devon. These are from half the establishments we have within the locality. NHS staff are also receiving training, including Registered Nurses, Allied Health Professionals and Skilled Non-Registered Staff.

They have achieved significant improvements in our hospitals, reducing the number of avoidable serious pressure ulcers acquired in our care by 50 percent so far this year. In the community, the results are not as conclusive as nurses have to rely on the skills and knowledge of others including family, care agencies, residential care homes and patients themselves to undertake the care activity.

The 'Staying Healthy' Booklet is being distributed which gives those people caring for someone clear guidance of prevention of pressure ulcers. The collaborative pilot starting in February 2014 will support the development of a system wide approach to pressure ulcer prevention including their partners in the independent sector.

Contracts

Torbay and Southern Devon Health and Care Trust is introducing a new contract for all of the organisations which provide services on

its behalf. These contracts will state clearly the range of expectations and requirements placed on them in terms of Safeguarding Adults and other essential aspects of care.

Quality

Torbay and Southern Devon Health and Care NHS Trust is working closely with the organisations which provide services on their behalf to monitor more closely the quality of care they provide. This includes an early warning system of any difficulties so that support can be considered to prevent the situation deteriorating. In addition, staff and visitors to homes are being asked to feed back and provide information on the quality of the environment and service.

Expenditure 2013/2014

13/14 Forecast spend:

Staffing	£344,292
SAB	£20,160
Venues / Office	£3,565
SCR / AI	£11,900
IMCA	£64,086
Training	£25,933
TOTAL	£469,936

Plans

The Business Plan for 2014/15 will be published on the web. The following priorities will be highlighted:

- To ensure that Torbay SAB is fit for purpose following the introduction of the new legislative framework for Safeguarding Adults, to be introduced in the Care and Support Bill during 2014.
- To ensure that learning resulting from local and national serious case reviews and case law is shared across our organisations and included in practice guidance.
- To work with the local community to develop networks of support for vulnerable individuals to prevent abuse wherever possible.



South Devon Healthcare 
NHS Foundation Trust


*South Devon and Torbay
Clinical Commissioning Group*

Torbay and Southern Devon 
Health and Care
NHS Trust



Devon & Cornwall Police
Building safer communities together

Devon Partnership 
NHS Trust