

Safeguarding Adults Strategy 2008-2013

Keeping adults
safe and well

With Dignity, Value, Respect

Community Care Services



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EXECUTIVE SUMMARY

Our Vision

By 2011 we will have developed Safeguarding Champions for each of the major service user groups:-

Older People

- Younger people with Physical disabilities
- People with Mental Health needs
- People with learning disabilities
- People with needs arising from their abuse of drugs and/or alcohol

Safeguarding champions will have the responsibility of promoting safeguarding issues and acting as a conduit between service user area and the Safeguarding Board.

All staff in statutory agencies will have safeguarding as a specific topic covered during the induction of new staff.

More staff in RBK and private and voluntary care homes and day centres and community services will have received training in safeguarding. A list of trained investigator will be kept.

A new post of Protection of Vulnerable adults and Mental Capacity Act Coordinator (VA&MCAC) is in post and supporting all safeguarding functions including outcome monitoring, lessons learned and data collection.

The general public will have a greater awareness of Safeguarding issues.

1. INTRODUCTION

The purpose of this document is to set out the Royal Borough of Kingston upon Thames (RBK) Safeguarding Adults Board's strategic plans for ensuring the safeguarding of vulnerable adults. It will define the principles that underpin best practice in safeguarding and highlight how the Board will develop its approach. It will describe the services currently available and identify future needs, setting a direction for the next three years.

A Commission for Social Care Inspectorate (CSCI) inspection of Learning Disability Services took place in July 2007. Safeguarding in Kingston was highlighted in the Inspection report as an area for improvement. This strategy sets out RBK's commitment and detailed plans to improve Safeguarding practice. Kingston's aim is to deliver Safeguarding to standards which are regarded as best practice.

2. UNDERPINNING THIS STRATEGY ARE THE FOLLOWING PRINCIPLES:

- RBK has a responsibility to lead on safeguarding adults
- Each of us has a right to live our lives free from violence and abuse
- Safeguarding adults is a shared responsibility of all agencies
- High quality multi-agency working is essential to good safeguarding
- Adults have a right to take risks
- Operating within a continuous cycle of improvement improves services
- This document has been through a consultation process with all partners of the Safeguarding Adults Board (SAB) and other relevant agencies

3. OUR MISSION AND VALUES

The Safeguarding Adults Board (SAB) was developed from the Multi Agency Vulnerable Adults Committee and exists to drive forward the mission and values set out in the Department of Health (DH) 'No Secrets' document, published in March 2000.

Our mission remains to create, maintain and develop:

"A framework for action within which all responsible agencies work together to ensure a coherent policy for the protection of vulnerable adults at risk of abuse, and a consistent and effective response to any circumstances giving ground for concern or formal complaints or expressions of anxiety. The agencies' primary aim should be to prevent abuse where possible but, if the preventive strategy fails, agencies should ensure that robust procedures are in place for dealing with incidents of abuse.

The circumstances in which harm and exploitation occur are known to be extremely diverse, as is the membership of the at-risk group."

(Taken from the introduction to 'No Secrets' DH, March 2000)

We recognise that to ensure the safety of adults within Kingston statutory, private and voluntary organisations must communicate and collaborate at both strategic and operational levels. We renew our commitment to that.

We know that high quality training of those working with vulnerable groups or individuals improves their practice and enhances their abilities to recognise and respond to safeguarding issues is paramount to achieving our aims.

4. POLICY CONTEXT

In 2000 the DH document 'No Secrets' formed the basis of the policies and procedures subsequently produced by all local authorities. The No Secrets policy is currently under review.

In 2005 the Association of Directors of Social Services (ADSS) published 'A national Framework of Standards for Good Practice and Outcomes in Adult Protection Work'.

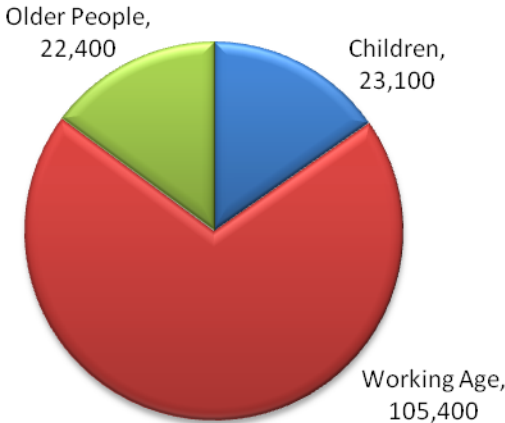
Local

- RBK's Multi Agency 'Protection of Vulnerable Adults Policy' has been updated and renamed as the Safeguarding Adults Policy and Procedure, to take account of new guidance
- RBK's Workforce Development strategy includes the following information about safeguarding training:
 - Provision of awareness training for all staff, including NHS, Council staff and colleagues from the private and voluntary sector
 - Improved investigation and interview training for managers and care management staff
 - All induction training includes a section on Safeguarding
 - All National Vocational Qualification (NVQ) care candidates cover a safeguarding unit
 - Specialist training for minute takers is being commissioned

Population data

The Royal Borough of Kingston is the smallest of the 32 London Boroughs, with a population of 155,900. It is a relatively affluent Borough, with higher than average rates of economic activity, although there are some pockets of significant deprivation. The development and growth of Kingston University and Kingston College means that there is a population of over 20,000 students in the Borough. Kingston is a diverse community, with around 15% of the population from black and minority ethnic groups (2001 census, aged 18+).

Kingston's Resident Population



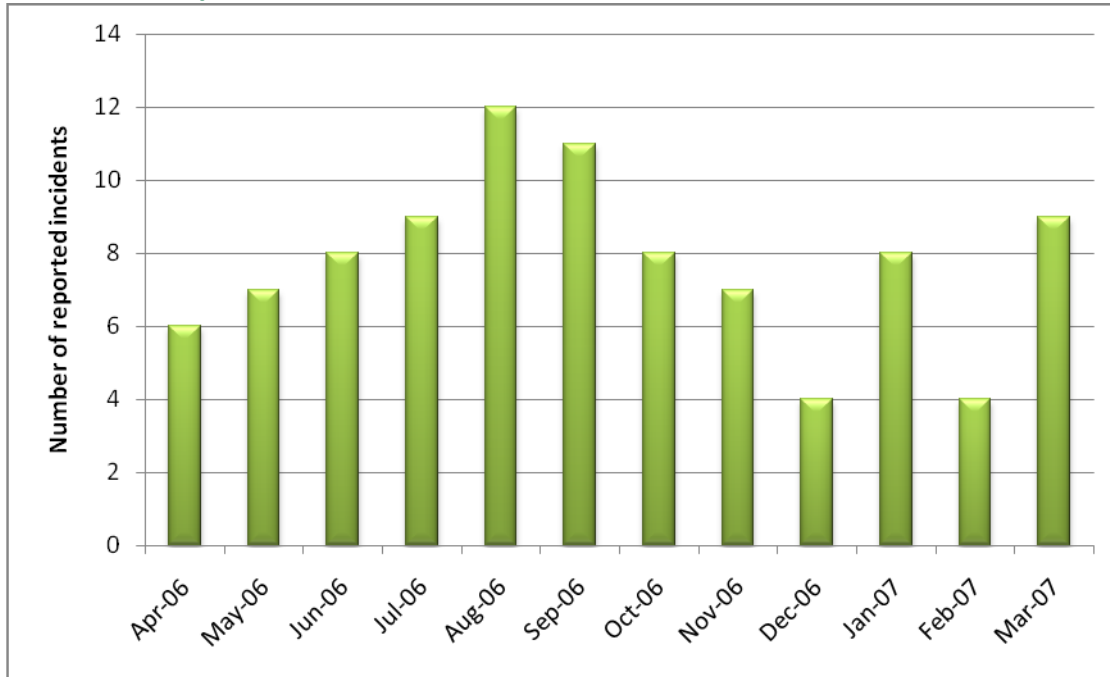
Total Population 155,900

Source: Office of National Statistics 2006 mid-year estimates

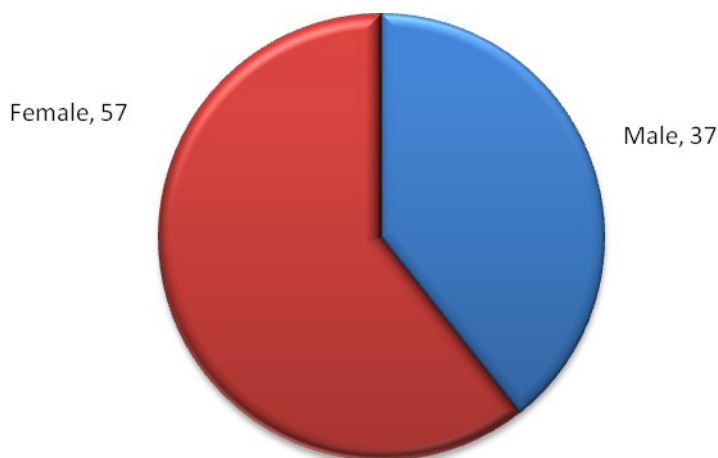
Safeguarding numbers

The charts below show the number of users who were worked with under the Vulnerable Adults policy in the year to March 2007.

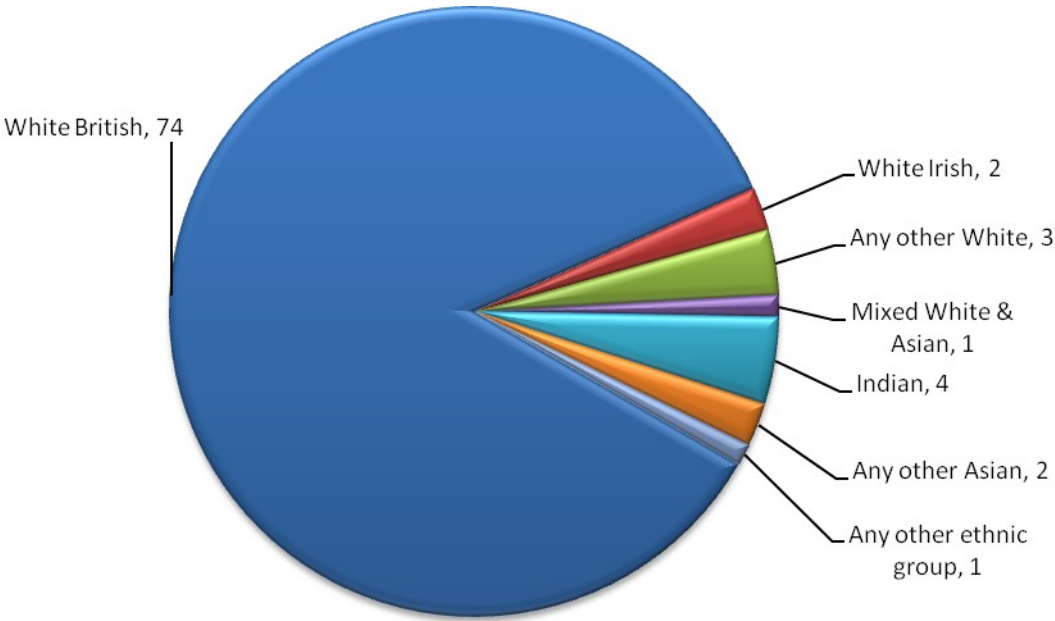
Number of reported incidents /month



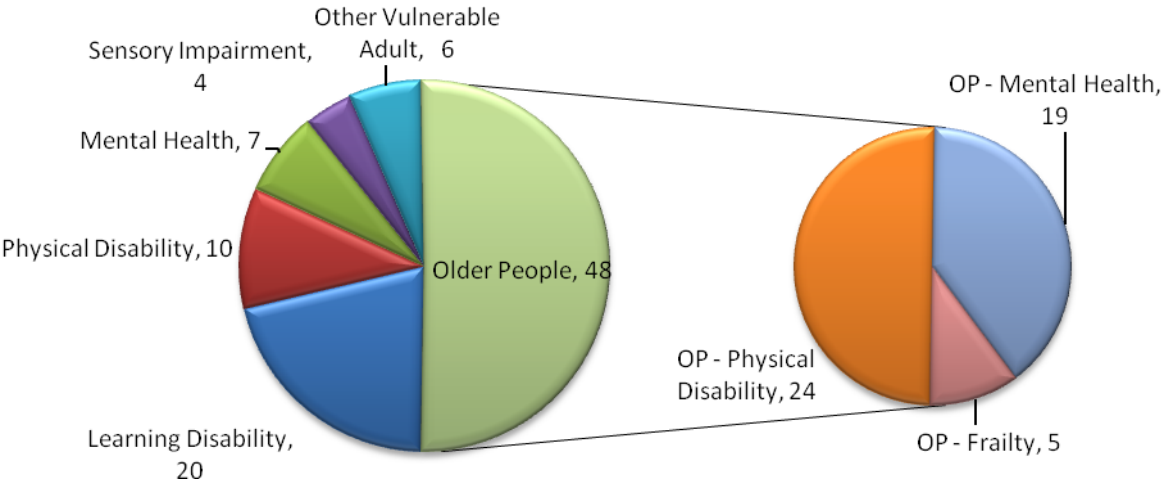
By gender



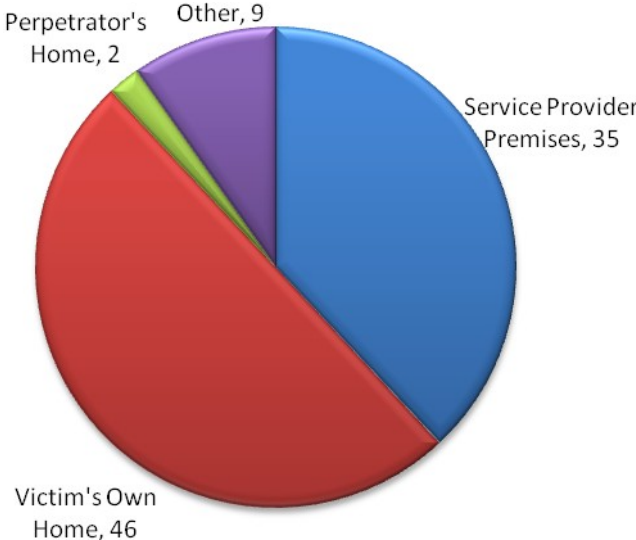
By ethnicity



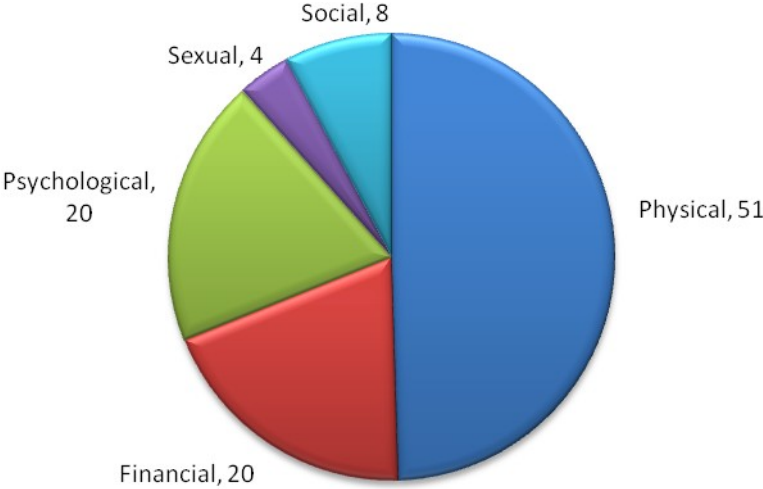
By user category



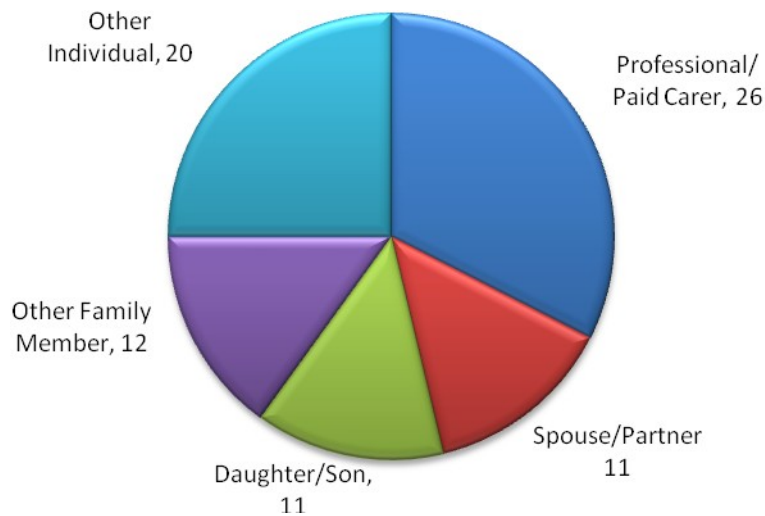
By venue



By type of abuse



By perpetrator



Referrals have fluctuated, rising until 2006/07, but falling in 2007/08, although completed investigations remained similar. In 2008/09 referrals are rising.

The referral rate is one indicator of Safeguarding activity and performance and will be monitored by the Board. The Safeguarding Policy and Procedure sets detailed performance data, which is to be collected and analysed.

5. OUR VISION

Kingston and its partners aim to provide Safeguarding services, which enable adults to live as full members of the community, free from abuse and intimidation. Coordinating and overseeing this is the multi-agency Safeguarding Adults Board, which includes representatives from all major stakeholders and has been expanded to include representatives of Carer and user organizations. It is recognized that safeguarding issues can arise in any location and with any individual.

Key to our vision is four themes:

- To raise awareness of Safeguarding, to promote the values that enable people to choose to live their own lives, make their own decisions and be safe from abuse and exploitation
- To prevent abuse through working together with partners to ensure good practice in care and early, appropriate identification of safeguarding issues
- To investigate safeguarding issues thoroughly, appropriately and sensitively, with the aim improving the lives of those involved

- To ensure that learning from investigations and other engagement with users and carers is shared and changes practice, which, in turn, improve peoples' lives

A wide range of actions will be undertaken and coordinated to achieve the above, RBK will have a lead role, but other partners play crucial roles.

Set out in Appendix 1 is an action plan to achieve these goals. The action plan is based on a Commission for Social Care Inspection seminar from June 2008, which set out the key characteristics of good Safeguarding practice, identified following over 20 Commission for Social Care Inspection (CSCI) Inspections.

This action plan will be monitored, adapted and updated by the Safeguarding Adults Board as part of its key role in the governance of Safeguarding.

6. PRESENT SERVICES

Safeguarding is everyone's business, from ordinary citizens, relatives, to all staff working in social care. Anyone can and should raise safeguarding issues and promote safe and independent living.

Operationally, Safeguarding is managed within the line management structures of RBK's community teams and within all provider services, whether they are RBK or private and voluntary services. Team Managers and their deputies have responsibility for following the Safeguarding Policies and Procedures in response to issues raised.

There is specialist support to ensure best practice from a Safeguarding Lead and Safeguarding Adults Coordinator. Safeguarding is a high priority for the Council and its partners; resources will be prioritized to ensure Safeguarding functions are carried out effectively.

Ensuring good Safeguarding practice and understanding the trends arising from referrals are key tasks for all partners. Dedicated resources will support this quality assurance aspect of Safeguarding.

7. GOVERNANCE AND ENSURING DELIVERY

The Safeguarding Adults Board will review, update and be responsible for the delivery of this strategy and action plan. As set out in the action plan, it is crucial that Safeguarding issues have a much higher profile across the community and agencies in the community. Raising awareness and establishing stronger links are part of the action plan, but it is important to ensure that there is a corporate overview of Safeguarding for the Council. Accordingly, the Safeguarding Adults Board will report to the Safer Kingston Partnership, and thereby the Borough's local strategic partnership.

Performance data on Safeguarding will be reported to and reviewed by the Council's performance management structures, with monitoring through 'Everyone Counts'.

Aside from a higher corporate profile in RBK it is the aim of the Board to ensure greater awareness and ownership of Safeguarding in other local bodies such as the NHS, voluntary sector organisations, police and the community as a whole. One of the key roles of the Board will be to work with others to raise the awareness and profile of Safeguarding.

8. THE SAFEGUARDING BOARD

'No Secrets' proposes the following representation for the inter-agency framework or Safeguarding Adults Board:

- Commissioners of health and social care services
- Providers of health and social care services
- Providers of sheltered and supported housing
- Regulators of services
- The police and other relevant law enforcement agencies (including the Crown Prosecution Service)
- Voluntary and private sector agencies
- Other local authority departments, e.g. housing and education
- Probation departments
- DSS Benefit Agencies
- Carer support groups
- User groups and user-led services

- Advocacy and advisory services
- Community safety partnerships
- Services meeting the needs of specific groups experiencing violence
- Agencies offering legal advice and representation

RBK's Safeguarding Adults Board (SAB) has good attendance from these groups, however the seniority of the membership needs to be reviewed and the scope also. There is a need to improve user and carer representation, representatives of specific groups experiencing violence and agencies offering legal advice and representation.

9. THE IMPROVEMENT JOURNEY

The action plan below benchmarks Safeguarding in RBK against the key elements of good safeguarding practice, as identified by CSCI.

The action plan identifies areas for improvement, gaps and key tasks. The Inspection of Services for People with Learning Disabilities in July 2007 identified that Safeguarding was a key area for RBK to improve.

The action plan will be reviewed at each Safeguarding Adults Board and formally renewed each November. The Board will be responsible for the coordination, delivery and quality assurance of the strategy.

10. SAFEGUARDING ADULTS BOARD ACTION PLAN

The following Plan is based on a CSCI seminar from June 2008, which seems to be the best benchmark for the Safeguarding Adults Board to measure itself against.

The seminar was based on the learning from over 20 CSCI Inspections in 2007 and 2008 and set out the key elements of good Safeguarding practice in strategic and operational terms.

Set out below are the key areas of improvement, with identified actions for RBK and its partners, showing who is responsible and timescales for delivery.

Safeguarding Adults Action Plan

Strategically:

Area	Gap/Action for RBK	Who	When
Multi-agency commitment through a dedicated forum. Strong Leadership and Membership at a senior level	We have the Safeguarding Board, but must work to continue to make sure we get a wide and good attendance. Board is now chaired by Head of Community Care Services (HoCCS). Director level representation from Primary Care Trust and Mental Health Trust. Membership to include users, carers and providers.	HoCCS/Safeguarding Lead	Established July 2008 on-going thereafter
Governance arrangements: There must be clear reporting arrangements. It was suggested the annual report go to the Council's Scrutiny Panel.	Need to clarify reporting process. Adult Safeguarding to report to Safer Kingston Partnership. Performance data through RBK systems to Everyone Counts. Annual report to Members, probably Executive, rather than the Scrutiny Panel.	HoCCS/Head of Strategy and Performance (HoS&P)	New arrangements proposed to September 2008 Safeguarding Adults Board. First report to Members Feb 2009
Strong Political Leadership and Political support. Senior Politicians need to be aware, as does the Executive. Member champion required.	Member briefing on the importance of safeguarding adults, performance, statistics. Promotion campaign with Members: briefing, face to face and written. Trends in case reporting to be reported to Members. More on Council Intranet site. Exec Member for Adults Services is Champion for Safeguarding Adults	HoCCS/Safeguarding Lead/HoS&P	By October 2008

Area	Gap/Action for RBK	Who	When
Performance Management. Clear relevant data set, which needs to be reported to the Board, with detailed trend analysis. Also needs to be reported through Performance Management and political hierarchy, see above.	<p>We have just joined the Department of Health pilot on data collection for safeguarding, so we expect learning from this.</p> <p>Specify clearly what we collect and ensure it is collected. Data to go through Council's and partnership performance management structures.</p>	HoCCS/Safeguarding Lead/HoS&P/Senior Information Officer	Oct 08
Quality assurance. Regular case file audits. Do existing performance review mechanisms pick up safeguarding adequately? Reporting and analysis of this audit QA process. Ask yourself the question: how do we know it is safe practice?	<p>Existing practice being improved with clear guidance.</p> <p>Develop QA system including audit.</p> <p>Report regularly to Safeguarding Adults Board.</p> <p>Integral part of policy and procedure</p>	Safeguarding Lead/Safeguarding Coordinator/HoCCS	September 08
Integration of Safeguarding into all Service strategies. Demonstrate we are commissioning safe services.	<p>Commissioning safe services to be included in all service strategies currently out for consultation.</p> <p>Ensure Safeguarding is in all contracts and SLAs,</p> <p>Safeguarding is a key theme in the draft Sustainable Communities Strategy.</p>	Community Care Services Management Team	<p>End of August 2008 for strategies.</p> <p>October 2009</p>

Area	Gap/Action for RBK	Who	When
Safeguarding needs to be integrated into all contract and contract management processes.	Revise all contracts over the next 9 months; making sure there is a suitable safeguarding paragraph in all contracts, including individual service agreements, e.g. residential placements, to include Home Care and Supported Living too. Contract monitoring and individual review processes in place to pick up safeguarding issues.	Community Care Services Management Team	To complete all, April 09
There should be strong wider partnerships for safeguarding: community safety, Domestic Violence, Multi Agency Public Protection Arrangements (MAPPA), etc. there should be safeguarding champions across the piece.	Include Safeguarding Adults updates and planning issues on Safer Kingston agenda, Domestic Violence Forum agenda Develop protocol with Police Officer responsible for Community unit Identification of Safeguarding champions in other areas, e.g. Mental Health, Domestic Violence etc.	HoCCS/HoS&P to discuss.	Autumn item at Safer Kingston? By December 2008
Link with Children's Safeguarding Boards for opportunities for joint approaches	None at present. Formal link role to be established.	HoCCS/Safeguarding Lead/Head of Safeguarding for Children's Services (HoSCS)	By November 2008

Area	Gap/Action for RBK	Who	When
Involvement of people who use services in shaping and evaluating safeguarding services.	Add users to Safeguarding Board, but we need to do more, possibly asking each Board, Learning Disability Partnership Board, Older Peoples etc to have twice yearly updates/discussions on Safeguarding.	CCS DMT	Invite users to September Board. Safeguarding updates from Jan 2009
Dedicated resources. Safeguarding needs dedicated specialist resources, which can be used both strategically and operationally.	New Safeguarding Lead post established and filled. Raised profile for Safeguarding at Community Care Management Team. New Safeguarding QA post required	HoCCS	Raised profile at CCS Management Team done June 08. New Safeguarding Lead post established and filled June 08 New Safeguarding QA post to be recruited by end 2008

Operational

Area	Gap/Action for RBK	Who	When
Sound policies and procedures, implemented consistently and appropriately. Clear expectations of staff. A more consistent approach.	Continue re-draft and review of procedure to ensure consistency and clarity of responsibilities . Include QA process to ensure delivery	Safeguarding Lead/Safeguarding Coordinator	September 2008 Safeguarding Adults board. QA part of that, but new QA post by end 2008 to support
Specialist staff resources	Safeguarding has a higher profile at Management level. New post of Safeguarding/Mental Capacity Act lead filled. New QA post being established.	HoCCS and CCS DMT	Done QA post by end 2008
Learning and Development opportunities for all staff and agencies. Training should inform/develop the key competencies, i.e., investigation, reporting, chairing etc.	Sub-group of Safeguarding Adults Board established to focus on training. New training plan will be produced	Safeguarding Leads and Principal Managers, Training and Workforce Development	Sub group established New plan Nov 2008
Accessible public information, in a range of formats and available at a wide range of locations.	Leaflets produced. DVD to be produced	Safeguarding Lead/Public information and involvement lead	Leaflets November 2008 DVD October 2008
Multi-agency actions are appropriate to concerns raised. This is the first of a couple of elements, which relate to the proportionality of response and risk management. Clear protection	Part of the Procedure/Audit process.	Safeguarding Lead/Safeguarding Coordinator	September/October 2008

Area	Gap/Action for RBK	Who	When
<p>plan, review and sign off.</p> <p>Clarity of thresholds across the community, e.g. when do we say, 'No that's not Safeguarding', or that a safeguarding piece of work is complete and monitoring becomes part of ordinary casework?</p>	<p>Part of the Procedure/Audit process. Policy will set out triggers for serious case review.</p>	<p>Safeguarding Lead/Safeguarding Coordinator</p>	<p>September/October 2008</p>
<p>Management of risk, recognition of choice. There needs to be a clear mechanism for managing risk.</p>	<p>Risk procedure has been revised</p>	<p>Safeguarding Lead/Safeguarding Coordinator/Care Management Development</p>	<p>Completed July 08</p>
<p>Effective information sharing</p>	<p>Protocol in place, but needs to be monitored for effectiveness in relation to Safeguarding. This is part of the QA process in the Policy.</p>	<p>HoCCS/Safeguarding Lead/Equality&Access Manager</p>	<p>November 08</p>

Key to individuals

Initial	Name	Role
RT	Roy Taylor	Strategic Director of Community Services (SDoCS), DASS and Chair Safe Kingston Partnership
SP	Simon Pearce	Head of Community Care Services (HoCCS)
JC	Jo Carmody	Safeguarding Lead, Principal Manager responsible for Safeguarding
PA	Pat Aphra	Lead/Coordinator for Safeguarding Practice and MA/DoL
CF	Charlotte Fitzgerald	Head of Strategy and Performance, Community Services (HoS&P)
AM	Avril Mayhew	Assessment and Care management Development Officer
KM	Kris Meyers	Principal Manager Workforce Development, Community Care Services, also has a functional link to Learning and Children's Services
LP	Lin Phillips	Equality and Access Manager – responsible for DP and Information Sharing
HW	Helen Wilkinson	Senior Management Information Officer, Community Care Services