

ISLE OF ANGLESEY COUNTY COUNCIL	
COMMITTEE:	Executive Committee
DATE:	18 March, 2013
TITLE OF REPORT:	Adults' Safeguarding Local Improvement Journey
PURPOSE OF THE REPORT:	<ol style="list-style-type: none"> 1. Endorse progress achieved around our local improvement journey 2. Endorse priorities underpinning our next phase of improvements.
REPORT BY:	Head of Adults' Services
CORPORATE DIRECTOR:	Gwen Carrington, Director Of Community

1.0 BACKGROUND/CONTEXT

- 1.1 Protecting our most vulnerable individuals (children and adults) is the core business of Social Services. It is paramount that we have effective structures and systems in place to protect the most vulnerable. These structures and systems need to be sustainable and place safeguarding at the heart of a partnership approach across the public sector and indeed the care sector in general;
- 1.2 Members will be aware that I have been reporting to both the Executive and the Housing and Social Services Scrutiny Committee annually in respect of local safeguarding activity within a national framework of expectations. My last report referred to the 2011/12 activity as well as our emerging improvement journey and was submitted in July, 2012 to Scrutiny and in September, 2012 to the Executive respectively. Reference was made at that time to the internal Improvement Board that had been established during the Autumn of 2011 in Adults' Services as a vehicle to drive forward an ethos of continuous improvement within an overall strategic context of transformation, modernisation and remodelling of adult social care;
- 1.3 This report will solely concentrate upon the improvement journey underpinning adults safeguarding within a national framework of evolving expectations, responsibilities and accountabilities. Reporting on 2012/13 safeguarding and adult protection activity will happen during early Summer, 2013 and once the committee structure of the new Council becomes operational.

2.0 NATIONAL DIRECTION OF TRAVEL – ADULT SAFEGUARDING

- 2.1 As previously reported and as Members will be aware, the Welsh Government have been paving the way for significant legislative change in Wales in order to enable and support the full implementation of its 10 year strategy for Social Services known as – “*Sustainable Social Services for Wales. A Framework for Action*”. The Social Services and Wellbeing (Wales) Bill 2013 has now been published (January, 2013) and has commenced upon its process of enactment. Safeguarding is one of the key national priorities for action in the next period.
- 2.2 Our initial analysis of the Social Services and Wellbeing Bill concludes the following overarching change in current policy and direction:
- Social Services proposed to be the **key co-ordinating agency** for adult protection referrals and investigations with other agencies having legal duties to report harm or abuse, co-operate and investigate;
 - Replacing regional and local Protection Forums with **Safeguarding Boards** and also paving the way to creating Safeguarding Boards straddling across children and adults services;
 - Greater emphasis on **outcome** focused practice;
 - Bringing the **legislative framework** around adult protection closer to that of safeguarding children and young people.

Indeed, the Bill makes specific provision in the area of strengthening Safeguarding (Part 7 of the Bill) and provides for the following:

TABLE 1

**SOCIAL SERVICES AND WELLBEING (WALES) BILL 2013:
PROVISIONS FOR THE STRENGTHENING OF SAFEGUARDING**

<p>➤ A statutory framework to protect adults at risk. This is to include provision for authorised officers of the local authority to apply to the court for an “adult protection and support order”. Such an order will confer a power of entry to facilitate practitioners in speaking to an adult suspected of being at risk.</p>
<p>➤ Duties on relevant partners to report to the local authority when it suspects that a person may be an adult at risk.</p>
<p>➤ The establishment of a new National Independent Safeguarding Board to provide national leadership to the safeguarding agenda and to advise Ministers on the adequacy and effectiveness of safeguarding arrangements (children and adults).</p>
<p>➤ The creation of new Safeguarding Children Boards and new Safeguarding Adults Boards. Board areas and lead partners of the Boards are to be prescribed through regulations.</p>

3.0 LOCAL IMPROVEMENT JOURNEY

3.1 As one of the key, fundamental priorities around the commissioning and delivery of Adult Social Care, safeguarding has been an important feature in the Adults’ Services Improvement Programme in respect of both 2011/12 and 2012/13. My report submitted to the Housing and Social Services Committee on 10 July, 2012 and the Executive on 3 September, 2012 reported on progress in relation to last year’s improvement plan and journey;

3.2 Members will be aware that the Department negotiated with the Social Services Improvement Agency (SSIA – part of the WLGA in Wales) to undertake a piece of audit work around adult protection during the latter part of 2011/12 [audit fieldwork completed in March, 2012]. The prime purpose of this audit work was to seek assurances around practice locally. The independent audit focused upon 2 specific objectives:

- Current local standing against the All Wales Interim Adult Protection Guidance. The methodology included analysis of a sample of case files – ensuring a representative spread of practice. There was also discussion with a cross section of practitioners and managers;

- Seeking a position statement around how well placed we were to respond to the proposed requirements of the Social Services and Wellbeing Bill.

As previously reported, the findings of the independent audit were positive and summarised that the Service “**has successfully embedded a positive culture of safeguarding adults and has created a co-operative “can do” approach to responding to alerts and referrals. Staff are committed to safeguarding and managers provide a supportive environment within which to work.**”

3.3 Our priority, efforts and energies over the past 9 months have been concentrated around realising the recommendations of the aforementioned Independent Audit. An Improvement Plan was prepared locally in response to the audit which has steered our response as a Service as well as enabling us to evidence our journey of continuous improvement. I can report that significant progress has been made against the Improvement Plan over the past 9 months. A copy of the current version of the Plan [V5] is attached (APPENDIX 1) which has been reviewed monthly and has enabled a disciplined approach to reflect progress against the rag status of each improvement area.

Members will glean from our local improvement plan that it comprised of **8 key actions** and underpinned by **18 success criteria/measures**. Below is a resume of the 8 key actions within our Improvement Plan:

TABLE 2

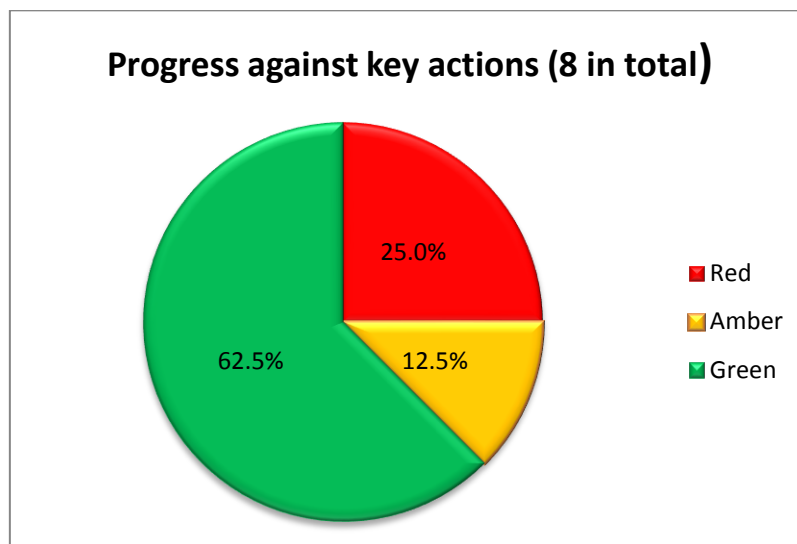
SAFEGUARDING KEY ACTIONS: LOCAL IMPROVEMENT PLAN

Key Action 1	Seek to ensure appropriate and timely response to alerts and referrals around adult safeguarding
Key Action 2	Further develop our practice to facilitate, enable and support purposeful and qualitative evaluation and screening of referrals
Key Action 3	Ensure purposeful and focused strategy discussion and well structured and convened strategy meetings.
Key Action 4	Work within the current All Wales Interim Adult Protection Procedures to further strengthen our local response and practice when allegations reach the investigation stage.
Key Action 5	Further embed the full implementation of the All Wales Interim Adult Protection Procedures to underpin safeguarding practice locally.

Key Action 6	Develop local framework and practice to ensure people's experiences and outcomes of safeguarding are integral to every stage of the process.
Key Action 7	Work within the current Gwynedd and Mon Adult Protection Forum to develop a sub-regional safeguarding framework compliant with the requirements of the Social Services and Wellbeing (Wales) Bill.
Key Action 8	As the Social Services and Wellbeing (Wales) Bill moves through the consultation process, develops and becomes statute, we will ensure that staff at all levels have regular opportunities to keep abreast of developments.

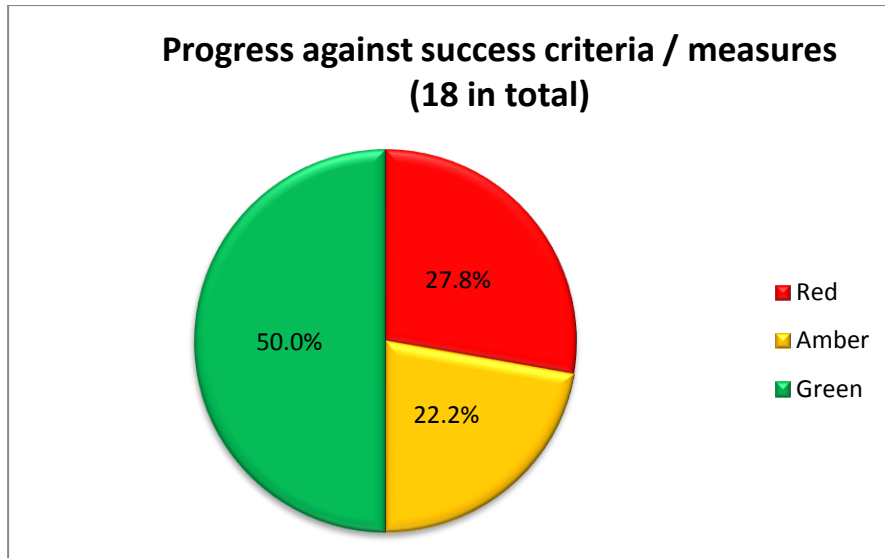
The following pie charts visually summarise our progress to date:

**Adults' Safeguarding Improvement Plan –
Progress against key actions.**



75% of our key actions are now green/amber at February, 2013

Adults' Safeguarding Improvement Plan – Progress against Success Criteria / Measures



72.2% of our key actions are now green/amber as at February, 2013

3.4 Strategic Safeguarding Board

I am pleased to be able to report to the Executive Committee that significant progress has also been evidenced over the past 9 months around the strategic framework underpinning adult safeguarding. The Môn/Gwynedd Area Adult Protection Committee has been replaced by a Môn/Gwynedd Adult Safeguarding Board. The Board has met once in Shadow form and its development is supported by a jointly agreed assessment tool and implementation plan. This new arrangement will bring a number of benefits including simplifying engagement with partner organisations (including the Police Authority and Health Board). This work in the North West of Wales has also been a catalyst for exploratory discussions at a regional level – with a view to considering the propriety of developing a North Wales Adult Safeguarding Board. To this end, a statement of intent and direction of travel will be considered by the 6 North Wales Local Authorities and the key statutory partner organisations (Health and Police) at the end of this month (26 March, 2013).

3.5 Where Next?

An end of year review of safeguarding has now commenced as an integral part of the process of producing the 2012 Annual Report of the Statutory Director of Social Services (ACRF). This will inform development areas to be prioritised during 2013/14 within of a new Improvement Framework. It is however anticipated that the following improvement areas will focus in the evolving framework for the coming year:

- Further strengthen the explicit use of risk assessments throughout the safeguarding process;
- Improve the quality and use of formal protection plans;
- Further improve and formalise the conduct and reporting of investigations;
- Improve practice in seeking consent and views, wishes and feelings of people being safeguarded at every stage in the process (user experiences);
- Improve focus on outcomes in safeguarding work (adopt national set of outcome measures for safeguarding to be published April, 2013);
- Consider opportunities available to strengthen strategic capacity in safeguarding and oversight of operational improvement plans as part of restructuring or realignment of senior management roles.

4.0 **RECOMMENDATIONS**

The Executive Committee is requested to:

- R1.** Endorse the significant progress achieved to date around our local safeguarding improvement journey;
- R2.** Endorse the key priorities underpinning our next phase of improvements in adult safeguarding as we prepare for the evolving national framework (as detailed in paragraph 3.5 above);
- R3.** Form a view around Elected Member involvement in the Môn/Gwynedd Adult Safeguarding Board as it develops and becomes mainstream. (referred to in paragraph 3.4 above)

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Improvement Plan – Adults’ Safeguarding 2012/13

1. POLICY CONTEXT

There are several key drivers underpinning Adults Safeguarding:

- One of the nine roles and accountabilities of the Statutory Director of Social Services (Section 7 Statutory Guidance, Local Authority Social Services Act 1970) – ***sound adult safeguarding arrangements and reporting.***
- Imminent change in legislation which it is envisaged will strengthen the legislative framework underpinning safeguarding of adults (Social Services (Wales) Bill 2012).
- The need to proactively demonstrate an ethos of continuous improvement by means of an improvement plan focussing on and ensuring momentum on the back of improvement work accomplished during 2011/12. Focus of activity during 2012/13 therefore needs to concentrate around the:-
 - ❖ Strategic outcomes underpinning the Adults' Services 2012/13 Business Plan
 - ❖ Recommendations of a recent independent audit of adult safeguarding arrangements on Ynys Mon undertaken by SSIA. This audit focussed upon the following:
 - Current local standing against the All Wales Interim Adult Protection Policy. The methodology included analysis of sample case files within a representative spread of practice. There was also discussion with a cross section of practitioners and managers.
 - Position statement around how well placed the Service is to respond to the proposed requirements of the Social Services (Wales) Bill 2012.

RAG Risk Rating - KEY

The table below summarises how the RAG tool will be applied within the context of this Improvement Plan:-

STATUS	DEFINITION	ACTION
RED	<ul style="list-style-type: none"> Requires remedial action to achieve objectives; Timeline/ cost/ objectives at risk. 	<ul style="list-style-type: none"> Escalate to Adults' Services Improvement Board to agree remedial actions.
AMBER	<ul style="list-style-type: none"> Problem identified being actioned OR potential problem identified with no action currently being taken – monitoring activity in place proportionate to risk; Possible risk to timeline/ cost/ objectives. 	<ul style="list-style-type: none"> Raise awareness at Improvement Board; Statutory Director to decide whether further action is warranted and report back to Improvement Board.
GREEN	<ul style="list-style-type: none"> Project/ action on target; Timeline/ cost/ objectives within plan. 	<ul style="list-style-type: none"> None; Information sharing with Improvement Board periodically.

Progress against the actions identified in this Improvement Plan around Adults' Safeguarding is to be monitored on a quarterly basis. The lines of reporting are to be through:

- Management Teams – Adults' Services and Community Department
- Housing and Social Services Scrutiny Committee

End of Year Position:

This improvement plan has been monitored at regular intervals throughout the course of the year and amended versions have been issued to capture progress, highlight areas that required additional attention and also as a vehicle to ensure momentum.

This current version of the Improvement Plan (V5) reflects the state of play at year end.

Next Steps:

1. End of Year progress to be reported to:-
 - Directorate Management Team
 - Housing and Social Services Scrutiny Committee / Executive Committee
 - Statutory Director of Social Services
 - Portfolio Holder
2. Undertake an end of year review of Safeguarding as an integral part of the process of producing the Annual Report (ACRF). This will inform development areas to be prioritised during 2013/14 and which will form part of a new Improvement Framework.

Anwen Davies
Head of Adults' Services

People in Anglesey are Healthy and Safe

Appendix 1

Strategic Priority (What) : We will safeguard and improve the “life chances” of vulnerable children and adults in our society									
Development Priority <i>We will</i> :									
<ul style="list-style-type: none"> Have systems in place to ensure that adults are safeguarded from harm and abuse wherever possible and offered timely support and protection which is compliant with National Policy and Guidance. 									
Key actions <i>(by...)</i>	Responsible Officer	By when	Success Criteria / Measure – (How do we know when you have achieved the key action?) <i>Performance Indicator / an Action you will undertake / or both</i>	Quarterly Targets				Risks & Risk Mitigation Commentary	Risk RAG
				Qtr 1	Qtr 2	Qtr 3	Qtr 4		
Seek to ensure appropriate and timely response to alerts and referrals around adult safeguarding	Corporate Director / Head of Service	Autumn 2012	<ul style="list-style-type: none"> Engage in discussion with Police Authority colleagues at a senior level to ensure implementation of the All Wales Interim Procedures requirement to use the standard VA1 referral form. Ensure dialogue at the North Wales Adult Protection Forum + Gwynedd / Môn Forum. 		<ul style="list-style-type: none"> -Ensure discussion with Senior Police Colleagues. -Ensure matter is itemised on agenda of Autumn North Wales Adult Protection Forum / NAWASH for discussion and consensus around way forward 		<ul style="list-style-type: none"> Further discussion at Adults Safeguarding Shadow Board – thereafter escalation to NWSASIC 	<p><u>Risk:</u> Police Authority may not adopt All Wales proforma and continue to use their own internal document</p> <p><u>Mitigation Commentary:</u> Seek All Wales discussion if Sub Regional / Regional negotiations do not succeed.</p> <p>Discussion at NAWASH, 18/09/12</p>	

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<p>We will further develop our practice to facilitate, enable and support purposeful and qualitative evaluation and screening of referrals.</p>	<p>Operations Managers / Co-ordinator</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> Continue to support the Designated Lead Manager (normally the Team Leader) to improve evaluation decisions through discussion, monitoring and review. 		<p>Fully mainstream practice around use of screening tool to assist screening / decision-making. (PVA 4) Improved version of the PVA4 document on RAISE module 15/11/12</p>	<p>Evidence as main stream practice. Monitor compliance Quarterly through local target setting.</p>	<ul style="list-style-type: none"> Evidence as mainstream practice. Monitor compliance Quarterly through local target setting. 	<p><u>Fully Implemented</u></p> <p>Switch to ongoing maintenance through quarterly monitoring (qualitative) by Operations Manager</p>
<p>We will ensure purposeful and focussed strategy discussion and well structured and convened strategy meetings.</p>	<p>Operations Manager (Older People / Physical Disabilities)</p>	<p>From Sept 2012</p>	<ul style="list-style-type: none"> Fully implement the minutes template making any necessary improvements in consultation with the Designated Lead Manager and Minute Takers. Seek to ensure quality threshold of minute taking through tailored development sessions and ongoing supervision. Endeavour to ensure evidenced participation by all relevant agencies during strategy discussions/meetings. 		<ul style="list-style-type: none"> Ensure all administrative staff are familiar with the minute-taking template. Make available appropriate training and support to less experienced staff / refresher sessions for experienced staff. 	<ul style="list-style-type: none"> Further reinforce through Managers Group local adherence to All Wales Process chart. Completed Investigate responsibilities of respective agencies at Gwynedd / Môn Adult Protection Forum 	<p>Monitor usage of the minutes template and quality of minute taking.</p>	<p>Minute taking training delivered 14/09/12.</p> <p>All administrative staff familiarised with template</p> <p>Fully Implemented</p> <p>Following additional matters to be actioned over coming months:-</p> <ul style="list-style-type: none"> Create a risk log as a means of capturing non-attendance at Strategy Meetings

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								<ul style="list-style-type: none"> • Ensure in house process to escalate patterns of non-attendance or availability causing significant delay • Any issues around quality of minute taking to be forwarded by chairperson to line manager for action • Seek a resolution around usage of electronic signatures • Reinforce responsibility associated with POVA training 	
	Operations Managers / Team Leaders		<ul style="list-style-type: none"> • Continue to fully embed practice around ensuring effective and proactive strategy discussion. 	Implement into practice	Implement into practice New PVA4 introduced 15/11/13	Implement into practice	Evaluate	Ongoing monitoring through line managers	

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<p>We will work within the current All Wales Interim Adult Protection Procedures to further strengthen our local response and practice when allegations reach the investigation stage.</p>	<p>Operations Managers / POVA Co-ordinator</p>	<p>31 March, 2013</p>	<ul style="list-style-type: none"> • Consider how to improve the use of risk assessments throughout the safeguarding process. • To consider how to improve the quality and use of formal protection plans. • Consider how to improve and formalise the conduct and reporting of investigations. 	<p>Standing Agenda items on POVA Managers Workgroup</p>	<p>1:1 meetings with DLM week commencing 19/11/12</p>	<p>Discussion at POVA Managers Workgroup</p>	<p>Team</p> <p>Submit Proposed steps to further embed into practice for consideration/ratification by Service Management Team</p>	<ul style="list-style-type: none"> • Submit Proposed steps to further embed into practice for consideration/ratification by Service Management Team • Fully implement improvement areas • Evidence further improvement <p>Further training sessions to be convened to support colleagues to fully appreciate the role of risk assessment and protection plans.</p>	<p>Risk Assessment Training, 12 staff members attended 20/11/12</p>
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<p>We will further embed the full implementation of the All Wales Interim Adult Protection Procedures to underpin safeguarding practice locally.</p>	<p>Operations Managers / POVA Co-ordinator</p>	<p>From Sept, 2012</p>	<ul style="list-style-type: none"> Clarify that all Social Work staff and managers know how to access the full All Wales Procedures and make use of them for more detailed guidance. 	<p>Wales Policy and Procedures can be accessed via POVA module by staff members. Can also be accessed via Council website</p>	<p>Ensure that all staff & Managers fully appreciate how to access the All Wales Flowchart Prepare</p>	<p>Ensure desktop access to all staff + library hard copy within the Service</p>	<p><u>Risk:</u> Not all field work staff fully embrace desk top technology as a practice tool. <u>Mitigation Commentary:</u> Line Managers to fully support through mentoring.</p> <p>Fully Implemented</p>	
			<ul style="list-style-type: none"> Fully implement the All Wales flow chart of the safeguarding process locally as an aide-mémoire for Social Work staff and managers. 	<p>Revise local processes with a view to fully implementing the All Wales Framework. Completed</p>		<p>Evaluate Implementation</p>	<p>All Wales flow chart has now fully replaced local framework, (as of September, 2012)</p> <p>Fully Implemented</p>	

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	<p><u>Risk:</u> Revised Structure not adopted due to budgetary constraints</p> <p><u>Mitigation Commentary:</u> Seek alternative proposals to strengthen strategic capacity in Safeguarding within current management structure.</p>	<ul style="list-style-type: none"> • Implement Revised Structure • Position Statement at 05/02/2013 – Quality Assurance Manager post submit to wider Social Services housekeeping of staffing structure 	<p>Consult on Proposals</p>	<p>Submit proposals for restructuring for discussion / consideration</p> <p>Position statement at 04/09/12 – Quality Assurance Manager post proposal endorsed and to go out to advert September, 2012</p>	<p>Consider effective of current service structure – with reference to current strategic capacity in safeguarding</p>	<ul style="list-style-type: none"> • Consider any opportunities available to strengthen strategic capacity in safeguarding and oversight of operational improvement plans as part of restructuring or realignment of senior management roles. 	<p>From Sept 2012</p>	<p>Corporate Director / Head of Service</p>	
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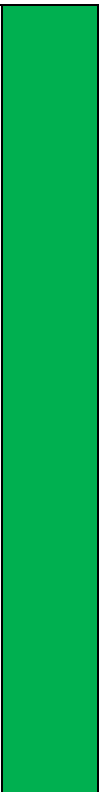
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<p>Develop local framework and practice to ensure people's experiences and outcomes of safeguarding are integral to every stage of the process (cross-reference to the Social Services Bill- Giving people a stronger voice and real control; placing more emphasis on achieving outcomes)</p>	<p>Operations Managers / POVA Co-ordinator</p>	<p>From Oct, 2012</p>	<ul style="list-style-type: none"> • Improve practice in seeking consent and views, wishes and feelings of people being safeguarded at every stage of the process. • Improve use of advocacy, Best Interest Decisions and IMCAS where people need support or lack capacity. • Improve focus on outcomes rather than process in safeguarding work. 	<p>Completed. Incorporated within the PV44. Encourage process to proceed to Case Conference. Re-introduced questionnaire</p>	<p>Ensure dialogue with Team Leaders + Service Managers in order to facilitate development of an action plan.</p>	<p>The POVA Managers Group will agree an action plan to address these key practice issues.</p>	<ul style="list-style-type: none"> • Implement • Position Statement at 05/02/2013 – no progress on development of service action plan 	<p><u>Following to be actioned :-</u></p> <p>Operations Manager and POVA Co-ordinator to facilitate development of action plan to address this development area. Benchmark against good practice.</p> <p>Local proposals – service management team + North West Wales Shadow Safeguarding Board</p> <p>Further internal work to be instigated around further clarifying the thresholds of vulnerability. This to include exploring screening. (Operations Managers/POVA Co-ordinator/Team Leaders)</p> <p>Further strengthen training programme e.g. T/L to participate.</p>	
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<p>We will work within the current Gwynedd and Mon Adult Protection Forum to develop a sub-regional safeguarding framework compliant with the requirements of the Social Services (Wales) Bill 2012</p>	<p>Corporate Director / Head of Service</p>	<p>July, 2012 June, 2013</p>	<ul style="list-style-type: none"> • Enter into discussion with Gwynedd Council and key partners around using the SSIA Self Assessment Tool for safeguarding Adults Boards in order to: <ul style="list-style-type: none"> ➢ Assess current effectiveness of Gwynedd/Mon Forum ➢ Identify best way forward. 	<ul style="list-style-type: none"> • Negotiate work programme proposal for approval by SSIA • Seek engagement of Partners - Achieved 	<ul style="list-style-type: none"> • Undertake self assessment facilitated by SSIA - Achieved • Position statement at 04/09/12 – 1 day session of the Gwynedd/Mon Adult Protection Forum arranged for 11 October, 2012 to complete self-assessment – Achieved 	<p>Prepare position statement and improvement programme – completed October, 2012 – Completed October, 2012</p>	<ul style="list-style-type: none"> • Adopt improvement programme by key partners • Commence phased implementation of improvement programme • First meeting of Adult Safeguarding Shadow Board to be convened 06/02/2013 	<p><u>Risk:</u> Gwynedd Council may wish to adopt different timescales</p> <p><u>Mitigating Commentary:</u> Seek to renegotiate a compromise around timeframe with Gwynedd.</p> <p>Fully Implemented</p>	
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<p>As the Social Services Bill moves through the consultation process, develops and becomes statute, we will ensure that staff at all levels have regular opportunities to keep abreast of developments</p>	<p>Corporate Director / Head of Service / Operations Managers Training Managers</p>	<p>From July 2012</p>	<ul style="list-style-type: none"> Ensure information sharing sessions are made available to staff on the development of the Social Services Bill – as a forum to keep up to date with developments and discuss implications for practice. 	<p>Plan and negotiate series of information sharing sessions. Completed</p>	<p>Completed</p> <p>Consult Managers on proposed sessions.</p>	<p>Convene development sessions</p> <ul style="list-style-type: none"> Session convened 06/11/12 Further sessions to be convened 	<p>2013</p> <p>Sessions convened for all Adults' Services teams during January</p> <p>Evaluate and revise in line with Welsh Government announcements on enactment of proposed legislative changes</p>	<p><u>Risk:</u> Operational priorities have precedence over colleague's time.</p> <p><u>Mitigating Commentary:</u> Line Managers to ensure protected time for staff to be released to attend briefing sessions.</p> <p>Fully Implemented</p>	
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