



## **Bolton Safeguarding Adults Board**

### **Our Annual Report 2017-18 and our Priorities and Delivery plan for 2018-2020**



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## Introduction from the Independent Chair

I am delighted to introduce the Bolton Safeguarding Adults Board Annual Report for 2017-18, and our business plan for 2018-2020. The Annual report highlights some significant achievements over the last year, and the business plan sets out our priorities for the next two years, which have been agreed following extensive consultation with all agencies, and with service-users. They reflect what we see as the key areas of work we need to maintain, improve or develop. We have included introductions from the three key agencies who make up the Safeguarding Adults Partnership; The Local Authority, The Police, and the Clinical Commissioning Group, but this document also reflects the key achievements by all agencies who make up the Safeguarding Adults Board.

The last year has had its challenges for the Board, with a change of Independent Chair in November 2017. Since then, we have worked hard to improve the structure and effectiveness of the Board, work which is now bearing fruit. We have improved our business planning process, and have also revised our performance dashboard, work which will enable us better to demonstrate that we are achieving our objectives. A key priority for the next two years is to make sure our Safeguarding processes are understood by all agencies, and the wider community, and that they are effective. We want to use new ways to show that we are making a difference, with more use of audits, but also using Service-user questionnaires and surveys to ask people what their experiences have been like. We also want to increase the Community's awareness of the work of the Safeguarding Board, and make sure they know who to contact if they believe a vulnerable adult is being abused, exploited or controlled.

Putting service-users at the centre of making decisions about their care is vital if they are to be empowered to have control over their lives and achieve the outcomes they want. In previous years, we have started to embed the principles of 'Making Safeguarding Personal' (MSP) into service delivery. This centres around engaging with people about the outcomes they want at the beginning and middle of working with them, and then asking them the extent to which those outcomes were realised at the end. MSP is a personalised approach that enables service delivery and safeguarding to be done with, not to, people. It focuses on achieving meaningful improvement to people's circumstances and enables practitioners, families and the Safeguarding Board to know what difference has been made. Embedding MSP remains a key priority for us this year, and our delivery plan explains how we will achieve this.

We will also put an emphasis on learning the lessons from Safeguarding Adult Reviews, and other multi-agency reviews which take place when an Adult has been abused or neglected in some way. It isn't always possible to prevent abuse occurring, but when it does we have a duty to look at what happened and do our best to make sure it does not happen again. We will establish a Statutory Review panel, who will not only coordinate Statutory reviews so they are completed on time and to a good standard, but will also track recommendations for improvement from those reviews and ensure those recommendations are implemented.

Finally, we want to collaborate more effectively with the Safeguarding Children Board, and the Community Safety Partnership. All three Boards / Partnerships have key themes in common, such as tackling Domestic Violence, Criminal Exploitation, and providing a coordinated multi-agency response when people are in need of early intervention. We will explore how we can work more effectively together on these key themes.

Finally, I am delighted to say that one of our campaigns, to increase the community's awareness of 'Loan Sharks' and the risks of taking on high interest loans, was particularly successful, earning us a highly commended award from the National Illegal Money team. Over the next two years, we want to continue campaigns about all forms of financial abuse, which can be devastating for victims, not only financially but emotionally.

## Welcome Message from the Leader of the Council

Firstly I would like to take this opportunity to thank our partner agencies for working collaboratively to ensure they are all meeting their statutory responsibilities in supporting adults at risk of harm in Bolton. The Care Act (2014) clearly defines the duties and responsibilities for all of the partners organisations that work together to safeguard adults at risk and in particular the three statutory partner; Bolton Council, Greater Manchester Police and Bolton Clinical Commissioning Group.

All partners wholeheartedly have continued to work together to promote a stronger and safer Bolton.

To do this, the partnership has continued to strive to deliver our visions and ambitions which we set out in a three year strategic plan.

We know that continuing to achieving our priorities still presents a significant challenge and we also know that some of the actions identified by the Board will take time to develop. Building on the successes of the past three years, the Board has written a ambitious strategic plan for the next two years. To achieve these ambitions and deliver safer services to the Bolton communities, the whole partnership will continue to work together to support the people who use our services.

We will provide annual information on the implementation of this strategy, and I look forward to working together to achieve more effective and safer services and communities in Bolton.

Cllr Linda Thomas

Leader of the Council

## Bolton Safeguarding Adults Board: Our mission and vision statements

The BSAB works to promote a zero-tolerance culture towards abuse and neglect of adults who are vulnerable, and its work is underpinned by the following ethos and principles:

- Living a life free from harm and abuse is a fundamental human right of every person;
- Safeguarding adults at risk and their carers is everyone's business and responsibility;
- All organisations and local communities have a responsibility to ensure that they foster a culture which takes all concerns seriously, and enables transparency, reporting of concerns and whistleblowing;
- All staff and volunteers in whatever the setting have a key role in preventing abuse or neglect occurring and in taking prompt action when concerns arise;
- Adults at risk and their families, carers or representatives must have access to information regarding the standards, quality and treatment they can expect to receive from any individuals (paid or unpaid), services or organisations involved in their lives;
- A 'Making Safeguarding Personal' approach is essential to ensure that any support offered or provided is person centred and tailored around the needs, wishes and the outcomes identified by the adult. The person at risk at the centre of any safeguarding process must stay as much in control of decision making as possible';
- Personalised support is for everyone, but some people will need more support than others to make choices and manage risks. Making risks clear and understood is crucial to empowering and safeguarding adults;
- All organisations must have processes aimed at preventing abuse from occurring in the first instance and to enable support to be offered at an early stage.
- When abuse does take place, it must be identified early and dealt with swiftly and effectively, and in ways that are the least intrusive and most proportionate.
- People supporting adults with care and support needs and/or their carers must the appropriate level of skills, knowledge and training to safeguard adults from abuse; and
- It is vital that clear processes are in place to identify learning from serious cases so that lessons can be used to improve partnership working.

## Bolton Safeguarding Adults Board: Our six key principles

Principle	Description	Outcome for Adults at Risk
Empowerment.	Presumption of person led decisions and informed consent.	"I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens."
Prevention	It is better to act before harm occurs.	"I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help."
Proportionality	Proportionate and least intrusive response appropriate to the risk presented.	"I am sure that the professionals will work for my best interests, as I see them and will only get involved as much as needed and I understand the role of everyone involved in my life."
Protection	Support and representation for those in greatest need.	"I get help and support to report abuse. I get help to take part in the safeguarding process to the extent to which I want and to which I am able"
Partnership	Local solutions through services working together and with their communities. Communities have a large part to play in preventing, detecting and reporting neglect and abuse.	"I know staff treat any personal and sensitive information in confidence, only share what is helpful and necessary. I'm confident professionals will work together to get the best result for me."
Accountability	Accountability and transparency in delivering safeguarding	"I understand the role of everyone involved in my life."

## Bolton Borough

The Bolton Borough, made up of eight townships, has a total population of around 281,600 (mid-2015 population estimates). The population of the borough is forecast to increase by around 20% or around 54,000 people by 2035.

Bolton has an ethnically diverse population, with 18% belonging to a non-white ethnic group. 8% of the population are of Indian background, the largest such community in North West England. The next largest ethnic group is Bolton's population of Pakistani background at 4% of the Borough's population. Bolton's White population makes up 82% of the total, with the vast majority identifying as British.

## Structure of the Board

The following core statutory organisations are members of the Board:

- Bolton Council Children and Adult Services.
- Greater Manchester Police.
- NHS Bolton Clinical Commissioning Group.

NHS England will attend only where there are specific concerns that require NHS England oversight or action.

By invite:

- North West Ambulance Service.

The following will be members in an advisory capacity:

- Bolton Council Legal Services.
- Safeguarding Board and Partnership Manager.
- NHS Bolton Clinical Commissioning Group clinical advisor.

Board members are all senior officers of their organisations who are responsible for effectively representing their organisation and have authority to make decisions on their agencies' behalf. Each agency is responsible for ensuring work around safeguarding takes place effectively in their organisation and contributes to the partnership's vision and priorities.

To support the work of the Board there is a Safeguarding Executive Group which oversees the work of the priorities identified for the year's work program. This work program was delivered through the activities of 4 subgroups.

Professional advisors share their knowledge and expertise to support members in carrying out their functions and duties. The advisors normally attend all meetings of the Board and provide a legal opinion and perspective of relevant legislation, policy and practice issues.

The role of the observing member has been to scrutinise and has held the board to account on the decisions, activities and actions of the BSAB in their efforts to ensure adults at risk are safeguarded. They are not part of the decision making process.

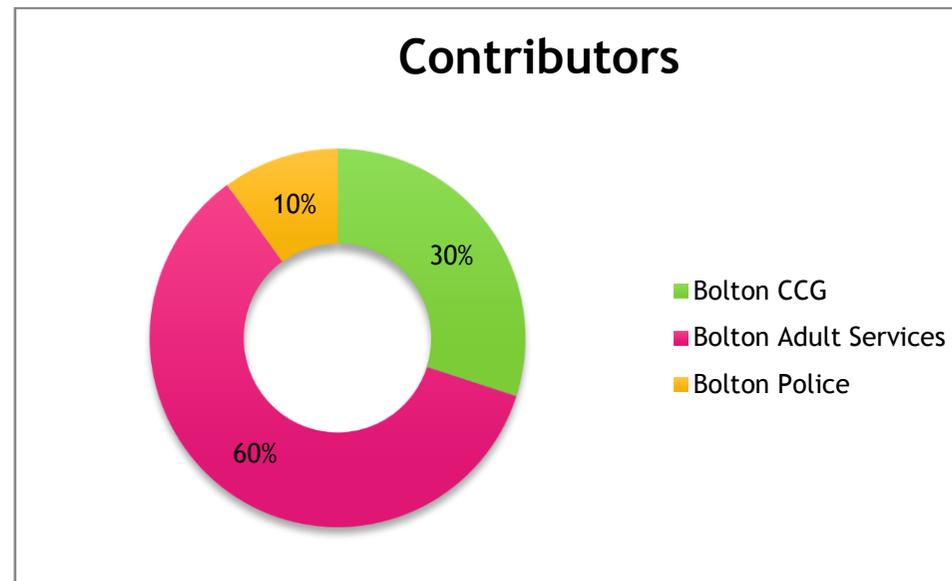
## Attendance at the Board and Executive Group

The full BSAB meets on a bi-monthly basis during, and we held development sessions in July 2017 and March 2018. The work of the BSAB is supported by the BSAB Executive Group. This Group consists of senior managers from some of the key partner agencies of the Board. The Executive Group meets regularly in between the full BSAB's meetings and is chaired by the Assistant Director – Adult Services, Bolton Council.

## Financial Arrangements

This year the BSAB received total funding of £90,000, detailed in the figure below. Three key statutory agencies had agreed to contribute financially to the BSAB's operating budget before the year began. This ensured that the Board was prepared to meet its new statutory requirements and enabled the formation of BSAB Business Support Team to support the partnership to meet its obligations.

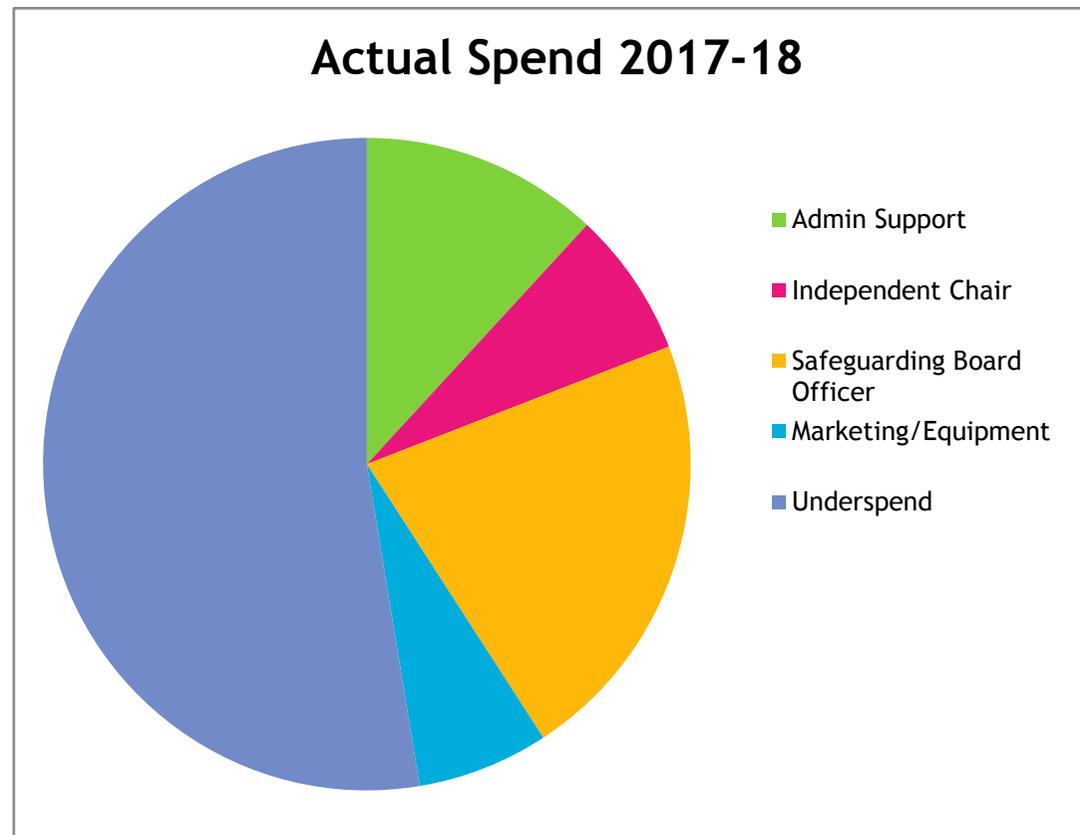
The board approved a notional budget of £100k per year in 2014, this was in response to the Care Act and the board becoming a statutory function and that the financial contributions were to be made by the three statutory partners. The contributions were based on the children's board % split as demonstrated below;



There have been ongoing discussions and negotiations with the Police and Crime commissioner across Greater Manchester regarding GMP contributions to both Children’s and Adult safeguarding boards. A decision was made centrally regarding these contributions. During this year the Police and Crime commissioner released funding of £17,000. The Local Authority and NHS Bolton CCG have continued the contributions at the agreed level in 2017/18. Other organisations have contributed ‘in kind’ to the board, by allowing access to venues free of charge, and contributing to the Board’s sub-groups and training pool.

## Expenditure

The figure below indicates 2017/18 BSAB expenditure. Staffing costs, comprising the independent chair and the BSAB Business Support Team, make up the majority of expenditure, followed by the Board’s funding of multi-agency training opportunities. Overall, there was an underspend for this financial year and will be held in the board’s reserves. The Board reserves will be drawn down on for future Safeguarding Adult reviews as and when required.



## Progress achieved in 2017-18

Priority	What we said we'd do	What we've done
Ensure our safeguarding processes are effective	<ul style="list-style-type: none"> <li>a) Review arrangements for publication of multi-agency policies and procedures – including TRI-X and training requirements (linking with multi-agency workforce sub-group).</li> <li>b) Consideration of a managing allegations policy and an Adults LADO. (similar to children's process)</li> <li>c) Sub group to refresh knowledge and understanding, review practicalities of receiving referrals for SAR and taking a lessons learned approach.</li> </ul>	<p>Safeguarding policy is hosted by Tri-x cover. Contract has been extended. NW ADASS policy developments underway, ongoing discussions prior to board accepting.</p> <p>This is being discussed at a GM level, awaiting outcome. NW ADASS have issued a PIPOT policy which is being explored along with a local arrangement. Proposal to come to Board in March 2018 and was accepted further work on the policy will be done during 2018/19.</p> <p>We have reviewed our SAR policy which was agreed by the board is Care Act compliant</p> <p>ASB group to consider wider learning and pathways for Coroner Reg. 28s, SUIs, and critical incidents – link to performance dashboard.</p>
Embed making safeguarding personal within service delivery across all agencies	<ul style="list-style-type: none"> <li>a) Quality Assurance team to identified standards through a task and finish group. Focus groups to be arranged with staff to ensure the workforce involvement is engaged and consulted with</li> </ul>	<p>BSAB agreed a set of MSP principles which have been embedded into all partner organisations. An audit will be carried out in 2018/19 to check compliance of this.</p>
Establishing clear and fully multi-agency policies & procedures relevant to the work of the Board	<ul style="list-style-type: none"> <li>a) Develop strategies to deal with the impact of race, ethnicity, religion, gender and gender orientation, sexual orientation, age, disadvantage and disability on abuse and neglect.</li> </ul>	<p>Assurance has been given from board partners that agencies have relevant policies and procedures in place within their organisations that sit underneath the multi-agency overarching policy.</p>
Develop our workforce by promoting a learning culture and improving our multi-agency training offer.	<ul style="list-style-type: none"> <li>a) To develop and establish further programmes for Safeguarding Champions, including support to various networks of Safeguarding Trainers and Leads</li> </ul>	<p>The board commissioned a review of its performance information to assist the board in being able to see the prevalence, activity and impact of safeguarding interventions. This work has continued throughout the year and will be completed by September 2017.</p>

	<p><b>b)</b> Provide and offer staff training in how to successfully chair a safeguarding meeting, and how to contribute to discussions.</p> <p><b>c)</b> Encourage partner agencies to have safeguarding champions</p> <p><b>d)</b> To provide multiagency training to staff on self-neglect and investigation and interviewing techniques.</p> <p><b>e)</b> To provide specialist Mental Capacity Act and Deprivation of Liberty, Best Interest decision making training to the whole multiagency workforce.</p>	<p>CCG- All GPs have safeguarding champions 8 Champions A&amp;E.</p> <p>Council have run a programme for CVS. CVS agTraining – community organisations all over prescribed, not sustainable to continue delivering. Train trainer session to use with volunteers key messages. Financial year</p> <p>FT - 50-60 champions work plan next 12 months.</p> <p>There have been 19 programmes running during 2016-18</p> <p>Health/ Social work care staff and safeguarding champions delivered the training. Additional programmes to be planned to meet demand of the workforce.</p> <p>Investigation and interviewing techniques programme delivered to safeguarding team managers and to RBH staff.</p> <p>BIA training and refreshers for BIA in place. MCA every day and complex cases training in place .</p>
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	<p><b>f)</b> To continue to review safeguarding programmes Level 1/2/3 ensuring they are compliant with Multi Agency policies and national competencies</p> <p><b>g)</b> To collate and report training activity across partner agencies</p>	<p>Revised competence framework from Learn to Care, Inter-collegiate document the standard for health professionals.</p> <p>Share and cross reference competencies and review content for Domestic violence/FGM and Hate crime.</p> <p>To be scoped with The Workforce Development Sub group, to monitor if this is meeting the needs of the whole partnership workforce. This work is continuing into 2018/19.</p>
<p>Improve community engagement</p>	<p>a) Establish good working relationships with national partners and police to scope out a public and professional campaign around financial abuse.</p> <p>b) To monitor the referral numbers through the MASSS and on the BSAB performance dashboard</p> <p>c) To develop a survey to explore what terminology is being used and to identify and review existing 'safeguarding adult products', format / messages / usefulness</p>	<p>The board commissioned a campaign to raise awareness of financial abuse. The communication and engagement sub group of the board is working with partners from national teams to increase awareness of Illegal Money Lending, Scamming and Rogue Traders. We reviewed national recognition for this work.</p> <p>Poster has been created and circulated to partners to display in appropriate areas. Public campaign planned; use of Bolton FM, Twitter, partner websites to launch the MASS number.</p> <p>A poster has been created to highlight to the public the MASSS telephone number and we are now monitoring the number of referrals from the public through our multiagency dashboard.</p> <p>Review in 6 months and the information to be illustrated via the performance dashboard</p> <p>A survey has been published and results have been taken to Board. More progress needs to be made in improve the visibility and awareness of the Board - Information about how the SAB works should be easily</p>

	<p>d) Produce public information on the safeguarding process and guidance for service users/carers involved in a safeguarding enquiry</p>	<p>accessible to partner organisations and to the general public. This will be achieved through the redesign of the BSAB website. Developing a strategy for systematically capturing the voice of the vulnerable person and embedding this within safeguarding policy and practice.</p> <p>The communication group are working to map out how process, policy and guidance for the public can be better access within the redesign of the website.</p> <p>Board newsletter to be launched and sharing of annual reports in all organisations.</p>
<p>Improve the effectiveness of the board</p>	<p>a) Communicate with partners regarding their contributions</p> <p>b) Will undertake a planned Peer Review with Liverpool in 2017/18</p>	<p>Currently the CCG and LA are the main contributors to the funding the board, but in 2017/18 the Deputy Mayor funded the board £17000 on behalf of GMP. Financial breakdown submitted to Board in September 2017</p> <p>We were unable to complete the peer review in the 2017/18, but this will now take place in September 2018.</p>

## Achievements and Awards

In March 2018 Bolton Safeguarding Adults Board (BSAB) was acknowledge for the work they had done around financial abuse. The board were presented with a Highly Commended Award for its contribution to educating the public and professional on prevalence of Loan Sharks in Bolton.



In September 2017 the BSAB acknowledged the prevalence and realities of financial abuse in our communities. BSAB brought together committed passionate professionals. We hosted a multi agency event to raise awareness with guest speakers from, Friend's Against Scams, Illegal Money Team, Police, Local Trading Standards, Russel and Russel Solicitors. This event enabled us to develop professional knowledge and scope out what the whole multi agency partnership can do to respond to and prevent financial abuse.

BSAB identified that the rate of referrals regarding financial abuse were very low around 1-2% of referral in 2016-17 highlighting a need to raise awareness in our Bolton communities about this form of abuse. Bolton Community Voluntary Service (CVS) commissioned a seasonal 'loan shark' awareness campaign over the festive period in partnership with BSAB which has increased awareness of Loan Sharks, fraud and promoted 'Hoot' as a safe and local option for borrowing at Christmas. As a poster,

**Financial Abuse Professional Workshop**

**Date and Venue**  
Friday 22nd September 2017  
The Festival Halls, Bolton Town Hall  
9am—4.30pm (TBC)  
Registration and light refreshments on arrival  
(Lunch provided)

**Guest speakers on the day...**  
Keynote speakers from Making Research Count: Professor Mary Gilhooly and Dr Gillian Dalley, (to be confirmed) Bolton Borough Police Force, Bolton Local Trading Standards, Russel and Russel Solicitors, England Illegal Money Lending Team, National Trading Standards Scams Team.

**Aims of the day**

- Do we know what financial abuse is?
- Do we know what the signs and symptoms are of financial abuse?
- Do we know what financial abuse looks like in Bolton?
- Do we know what the Greater Manchester and national picture looks like?
- Do professionals and the public need a referral pathway to follow when reporting abuse?
- What are our training needs?

**Book your place**  
(Only 100 spaces available)  
Bolton Council delegates  
To book a place on the event use Oracle self-service  
Safeguarding Partnership and External delegates  
To book a place on the event email TrainingSharedServiceCentre@bolton.gov.uk

Bolton **safeguarding adults** board.org.uk preventing abuse and neglect

press realise both on our local radio station Bolton FM and within the Bolton Newspaper, on-line twitter and Facebook campaign and it was shared actively by committed local partners and promoted in a range of community venues.

The campaign engaged all partner agencies who work across Bolton. BSAB has strong networks and have great relationships with partners and the community we serve. Our range of Board partner agencies is 12 in total, with a good track record of engaging our diverse and emerging communities. We are committed to reach all our communities in Bolton continually working with our partners and targeting the most vulnerable in a town with a 286,000 plus population.

BSAB is confident that potential victims of financial abuse are now better informed of alternative solutions, support agencies and reputable lenders. Those which are already victims of financial abuse or have been in the past now know who to contact for support if they get into financial difficulties in the future.

Through this campaign we know we will be keeping our community healthier for longer as being in debt especially to loan sharks/illegal money lenders can affect physical and mental health. We are confident that we have the expertise across our committed and passionate partner agencies and their networks to reach out and influence positive change in our communities regarding the risks of financial abuse.

We will ensure the legacy of the campaign is continued by incorporating financial abuse in the BSAB Strategic Plan 2018-20 and embedding it into our multi agencies policies and training, and form closer working relationships with national teams of experts. This will ensure victims are better supported accessing a complete multi agency response

**The only thing getting ripped off this Christmas, should be the wrapping paper!**

Report a Loan Shark to Illegal Money Lending Team  
www.stoploansharks.co.uk  
Call: 0300 555 2222

Christmas Loan Shark and Savings Advice with Hoot  
Contact Bolton  
www.hootbolton.org.uk  
Call: 01204 195024

Report a Scam or Rogue Trader report to Trading Standards  
www.tradingstandards.gov.uk  
Call: 0345 400506

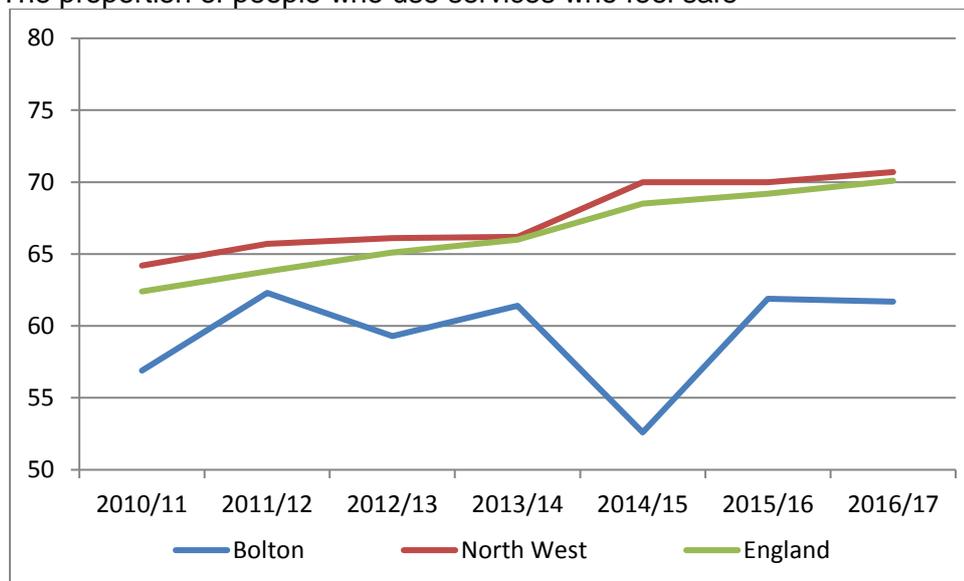
hoot use with money  
STOPLOANSHARKS  
SEA ME  
safeguarding adults

# Safeguarding Partnership activity in 2017/18 and what this means

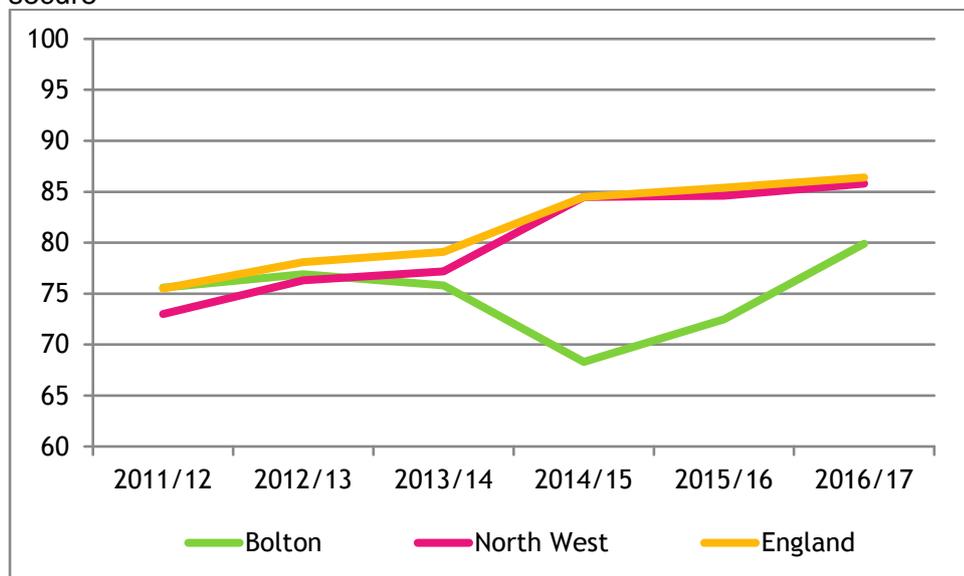
## Section 1: Empowerment and Making Safeguarding Personal

- The proportion of people who use services who feel safe / feel that services have made them feel safe and secure

ASCOF 4a - The proportion of people who use services who feel safe



ASCOF 4b – The proportion of people who use services who say that those services have made them feel safe and secure

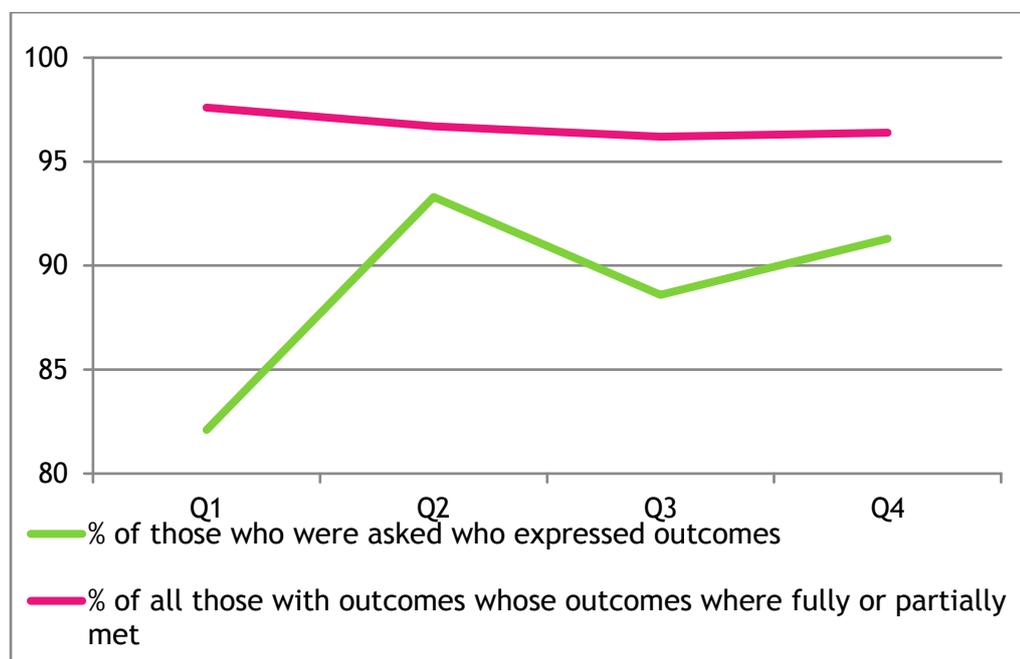


The two indicators above are calculated from the annual Adult Social Care survey, and are part of the Adult Social Care Outcomes Framework (ASCOF). These focus on how safe people feel overall and whether the services they receive help them to feel safe and secure.

The latest published information shows that Bolton's performance on both indicators has been below national and regional averages over the past 5 years, however there has been an improving picture over the last 3 years, particularly for the ASCOF 4b indicator, showing that those who were surveyed increasingly feel that services help them to feel safe and secure.

Results for these two indicators for the 2017/18 survey are broadly comparable to the 2016/17 results shown in the report. The data is based on surveys that went to all eligible service users (2783 people) with a return rate of 34.5% (961 people).

- The number of people experiencing adult safeguarding enquiries, who define the outcomes they want.
- The number of people whose expressed outcomes, are fully or partly met.



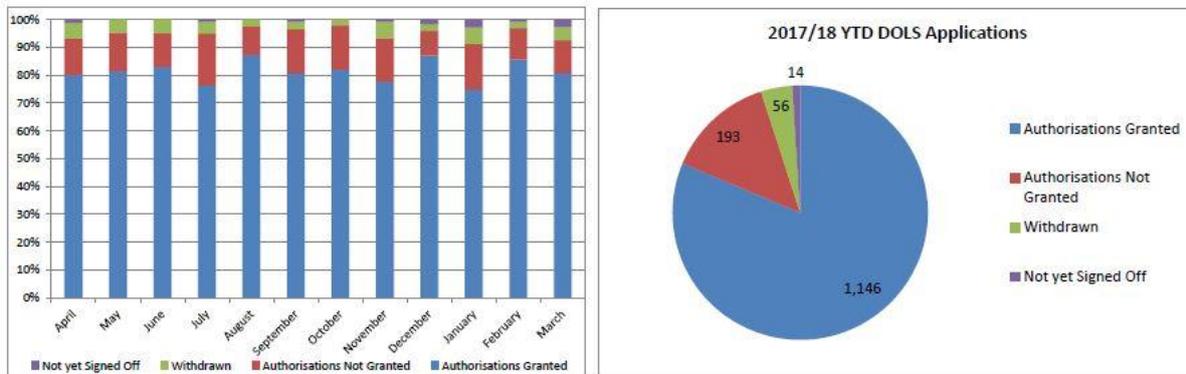
Bolton's Safeguarding Adults Board has reported on data from Making Safeguarding Personal (MSP) for the first time this year. Data for the full year in 2017/18 shows that people's outcomes were fully or partially met for 96% of those asked (1c); this equates to around 65% all safeguarding enquiries. The data also shows that for some cases, people were not asked about their desired outcomes (1b). These cases have been reviewed and it was found that the vast majority did not have capacity to state their outcomes. This has been identified as a recording issue and changes to Liquid Logic are being implemented to improve the accuracy of this reporting going forward. Reporting into 2018/19 should show a vastly reduced number of individuals 'not asked' and this will continue to be monitored by the Board.

- Number of DOLS applications made by Care Homes / Acute Trust (Hospital)
- Number of DOLS applications accompanied by Urgent / Standard authorisations

Quarter	Month	Total Applications	Total Applications - Care Home	Total Applications - Hospital	Total Applications - Urgent	Total Applications - Standard
		Number	Number	Number	Number	Number
Quarter 1	April	90	78	12	22	68
	May	108	85	23	33	75
	June	123	103	20	34	89
Quarter 2	July	118	92	26	42	76
	August	119	93	26	47	72
	September	114	96	17	31	82
Quarter 3	October	100	86	14	24	76
	November	134	107	27	40	94
	December	123	104	18	38	85
Quarter 4	January	139	118	21	48	91
	February	132	109	23	47	85
	March	109	87	22	29	80
<b>TOTAL</b>		<b>1,409</b>	<b>1,158</b>	<b>249</b>	<b>435</b>	<b>973</b>

The vast majority of DoLS applications are from Care Homes, with an increased rate of 85% at the end of 2017/18. Around 30% of DoLS applications are accompanied by an urgent authorisation, this is higher than Bolton's rate at the end of 2016/17 but lower than the national average of 50%.

- Number of DOLS approved



There has been a significant reduction in the number of DoLS Applications which have not yet been signed off. Only 14 applications were outstanding at the end of Quarter 4 in 2017/18, although this is expected to increase at Quarter 1 of 2018/19. The overall breakdown at the end of 2017/18 is as follows:

- 81% Granted
- 14% Not Granted
- 1% Withdrawn
- 1% Not Yet Signed Off

## Section 2: Prevention

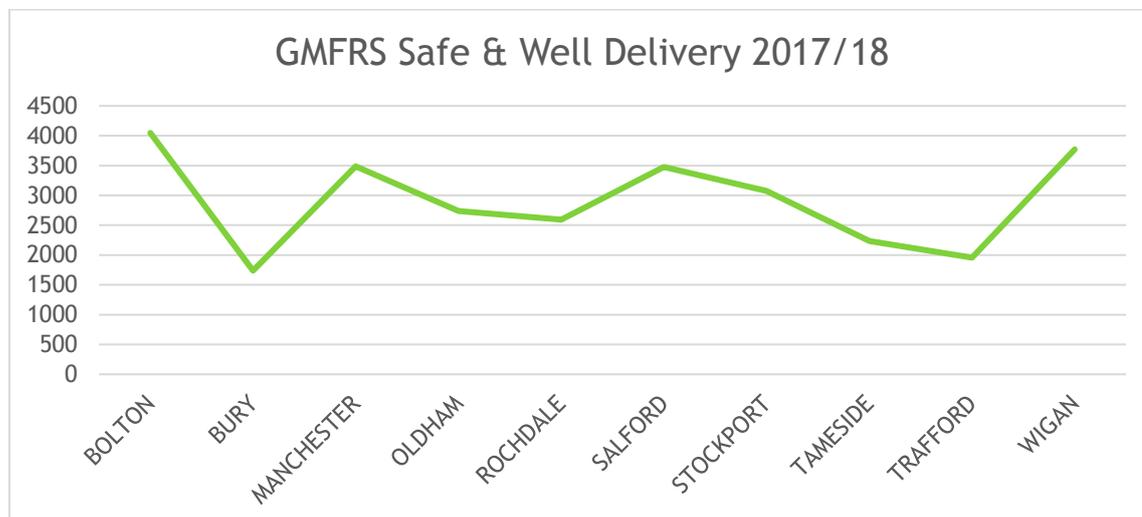
- CQC quality ratings for Adult Social Care

CQC Inspected provision for Social Care	Settings included in Broad Category	Number of registered settings	Number of inspected settings	% of settings judged good or better - snapshot at end of 2016/17	Number inspected or re-inspected during 2017/18	% of settings judged good or better - snapshot at end of Q4 2017/18	Benchmarking	
							Latest published England average	
Residential and Nursing Care	Nursing Homes	16	15	84.6%	8	80.0%	Residential Social Care	79.2%
	LA Residential Homes	2	2	100.0%	0	100.0%		
	PVI Residential Homes	34	33	93.5%	13	90.9%		
Personal Care	LA Homecare/Community support	2	2	100.0%	1	100.0%	Community based Adult Social Care	84.8%
	PVI Homecare/Community support	40	28	92.3%	18	92.9%		

80% of services, settings and institutions judged good or better	Dark green
65–79.9% judged good or better	Light green
50–64.9% judged good or better	Amber
less than 50% judged good or better	Red

The table above summarises the overall quality ratings for adult social care settings in Bolton and shows that at the end of 2017/18 the percentage of services achieving a ‘Good or better’ inspection outcomes continues to be above national averages.

Number of home fire safety checks to adults at risk in the community



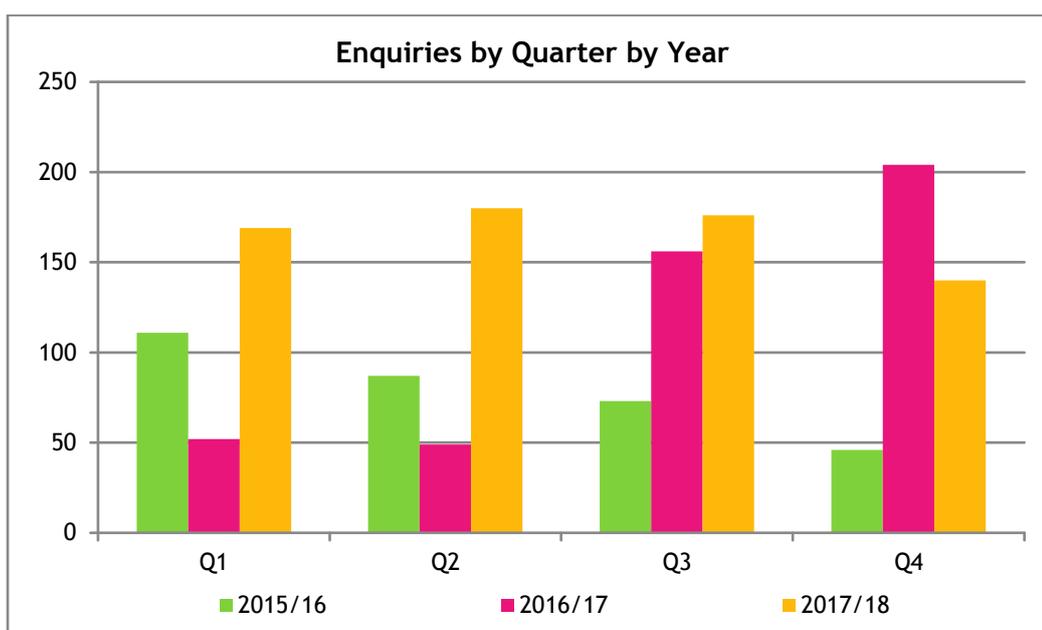
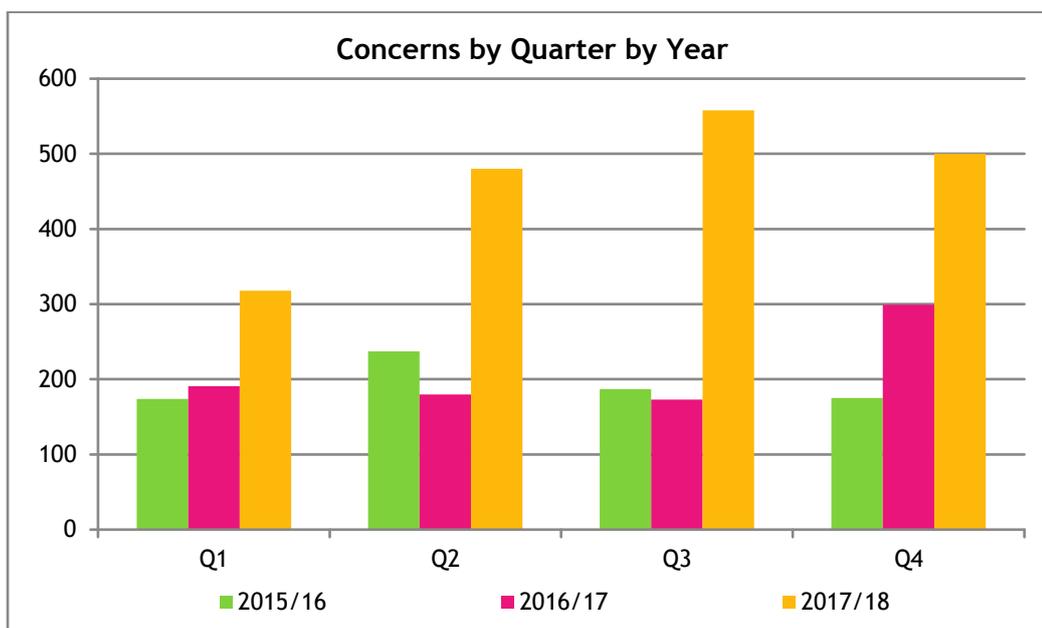
Data above shows that Bolton has delivered the highest number of Safe and Well visits along with Wigan within Greater Manchester.

The reasons are two fold; firstly, the reassurance campaigns and targeting model GMFRS use following a fire incident or fatality – there was a slight increase in the number of dwelling (homes) fires over the previous reporting year, and secondly the performance of partner agencies in promoting Safe & Well to their service users – the Community Safety Manager is also working very closely with CCG and NHS teams to improve the referral rate within those agencies.

Every incident is followed up by a Post Incident Reassurance Campaign where a number of homes are targeted in the incident area, depending upon the geographical layout this ranges from 50 – 250 houses.

## Section 3: Proportionality

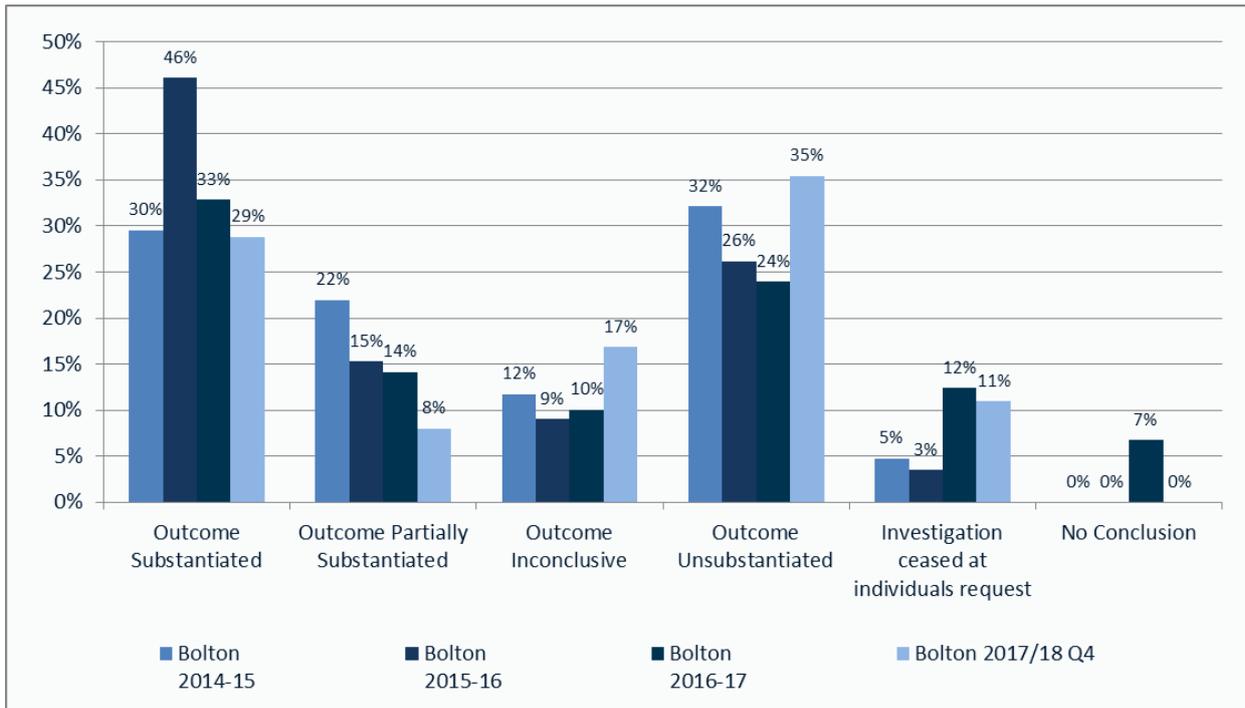
- Number of Safeguarding Adults concerns and enquiries



'Concerns' measure the number of alerts that the Local Authority receives about adults that are potentially at risk of harm, abuse or neglect; 'Enquiries' measure the number of safeguarding investigations that then take place under Section 42 of the Care Act 2014 in response to a concern that has been received.

Performance data around the level of concerns and enquiries has recently been refreshed following the identification of data quality issues which showed that previously the number of concerns had been under-reported. The refreshed data shows that there were 1856 concerns and 665 enquiries received within 2017/18.

- Breakdown of enquiries by status at conclusion



The data above summarises the status of enquiries at their conclusion and shows that the rate of enquiries that were either fully or partly substantiated has reduced by 10 percentage points this year to 37%. In line with this trend, the rate of enquiries where the outcome was unsubstantiated has increased to 35%.

## Section 4: Partnership

- Breakdown of concerns received by source of referral

<i>By Source</i>				
Source	Bolton 2014-15	Bolton 2015-16	Bolton 2016-17	Bolton 2017-18 Q4
	Percentage	Percentage	Percentage	Percentage
Anonymous	1%	1%	0%	0%
Care Quality Commission	2%	12%	1%	1%
Council professional	10%	8%	22%	27%
Education / Training / Workplace Establishment	0%	0%	0%	1%
Friend / Relative / Neighbour	13%	13%	15%	10%
Health professional	16%	15%	15%	35%
Housing	2%	1%	2%	2%
Member of the public	0%	0%	0%	0%
Other	5%	10%	35%	15%
Police or probation service	3%	3%	8%	8%
Provider Staff	45%	34%	0%	0%
Self Referral	2%	3%	2%	1%
Not Recorded	0%	0%	0%	0%
<b>Grand Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Data on source of referral shows that there is an ongoing issue of low level of concerns received from members of the public (0%), low levels of concerns from Provider staff over last 2 years and an increases in rates of concerns received from Council professionals and health professionals.

- Breakdown of enquiries by type of abuse

<i>By the type of abuse or risk</i>				
Type of Alleged Abuse or Risk	Bolton 2014-15	Bolton 2015-16	Bolton 2016-17	Bolton 2017-18 Q4
	Percentage	Percentage	Percentage	Percentage
Physical	28%	18%	18%	21%
Sexual	5%	1%	6%	7%
Emotional/Psychological	8%	5%	8%	10%
Financial and Material	18%	9%	11%	17%
Neglect and acts of omission	22%	35%	30%	30%
Domestic Abuse	0%	1%	2%	4%
Self-Neglect	0%	0%	4%	5%
Organisational	18%	31%	13%	7%
Modern Slavery	0%	0%	0%	0%
Not Recorded	0%	0%	7%	0%
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Data on the breakdown of types of enquiry shows that the predominant categories in this area are neglect, physical abuse and financial or material abuse.

# The Future of Bolton Safeguarding Adults Board 2018-20

## Our Business Plan for 2018-2020



## Our key priorities for 2018-20

### **1. Ensure our safeguarding processes are effective**

We will improve our performance monitoring, so that we can demonstrate effectiveness. We will also use more service-user surveys to see if services are meeting the needs of those who use them.

We will seek reassurance around the quality of Section 42 Safeguarding referrals, investigations and outcomes.

### **2. Embed making safeguarding personal into all service delivery across the partnership**

It is important that, where possible, service-users and their families have a voice in the service they receive, and that we ask them if they have achieved the outcomes they wanted.

We also need to involve service users more in the work of the Board and consult with them whenever possible.

### **3. Improve Engagement with Service-Users and the wider community to promote Safeguarding**

We want service users and the community of Bolton to know more about the work of the Board, and how they can contact the Board or make Safeguarding referrals when they are concerned that someone is being abused, controlled or neglected.

We will also run campaigns over the next two years highlighted different forms of abuse, and where people can turn to for advice.

### **4. Workforce Development and Effective Practice**

This year we want to have a more systematic approach to Safeguarding training for staff from all agencies and will introduce a level one Safeguarding training package.

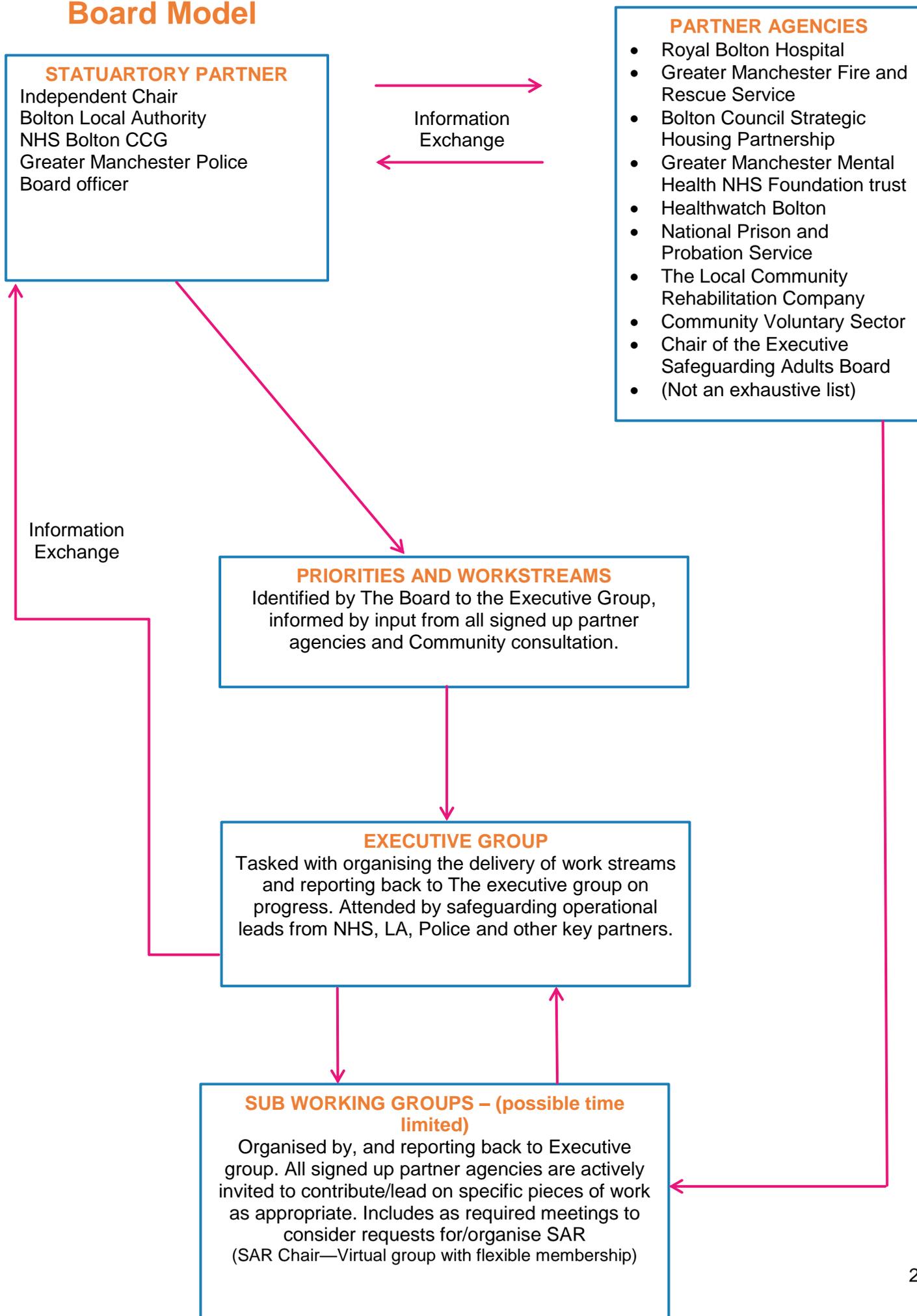
We will also do more to seek reassurance that practice is of a high standard by introducing more multi-agency audits.

We will ensure that we learn lessons from Safeguarding Adult reviews, and other statutory reviews, by forming a cross-board Statutory review panel.

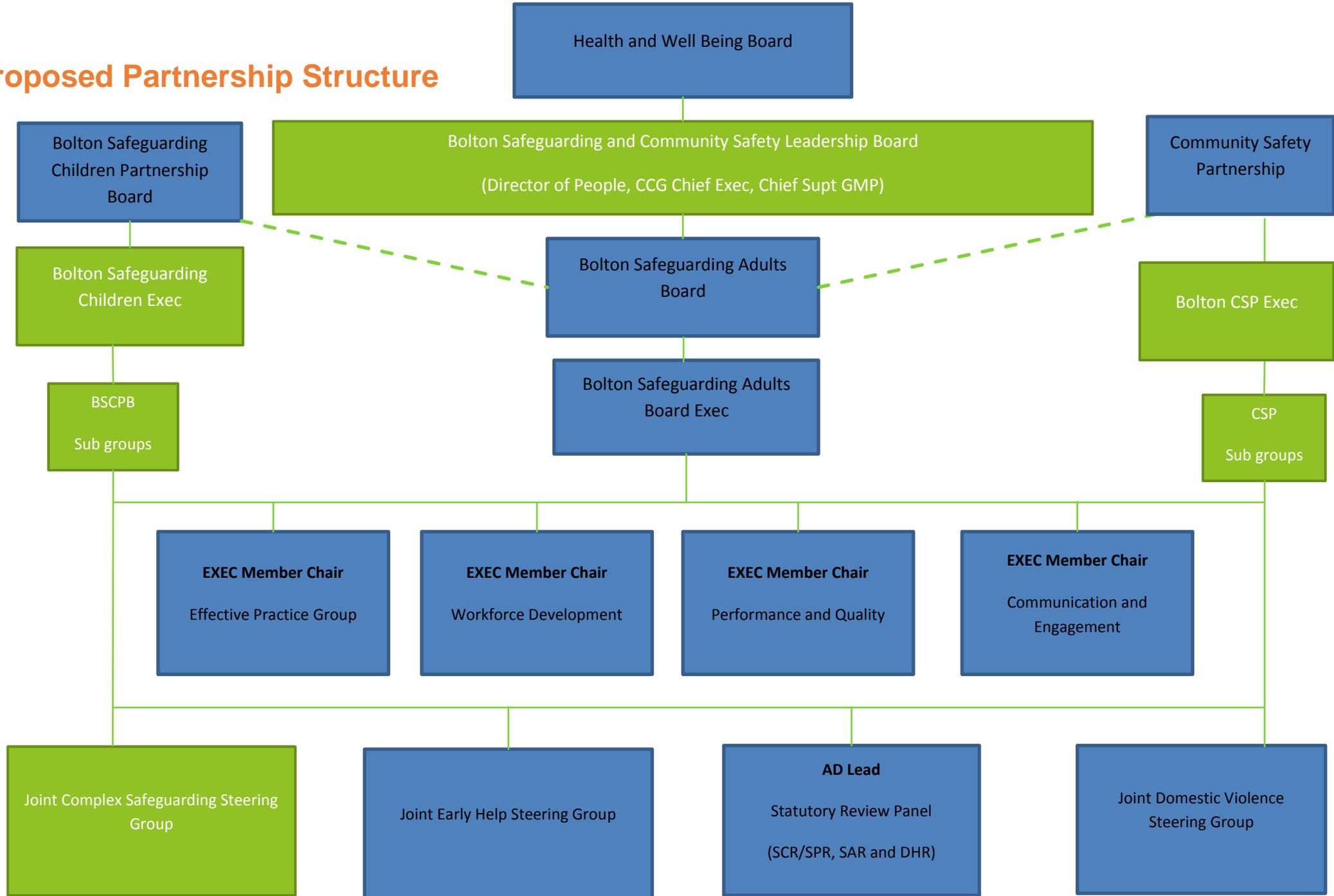
### **5. Strengthen collaboration between our Safeguarding Boards and the Community Safety Partnership.**

We will explore ways to draw up joint strategies across the three Boards around the themes of Domestic Violence, Early help / intervention and Complex Safeguarding.

# Board Model



# Proposed Partnership Structure



## Our Delivery Plan for 2018-2020

<b>Priority 1 – Ensure our Safeguarding Processes are Effective</b>						
<b>Objectives</b>	<b>Outcomes</b> What do we want to achieve for Bolton adults	<b>Actions</b> what is needed to achieve the outcomes	<b>Timescale</b> When will the actions be completed	<b>Lead</b>	<b>Success Measures</b> What data will tell us we are achieving our objectives	<b>Review</b> RAG rating at each review
We will improve the effectiveness of the Board and ensure all partner agencies are engaged with the Board	Our six principles are effectively delivered so the lives of Adults are improved, and they are Safeguarded.	We will conduct a peer review with Liverpool. The outcome of the review will be shared with the Board and an improvement plan developed.  Partner agencies need to maintain good attendance Board meetings	December 2018  Ongoing	Rachel Tanner Charlotte Thaker John Brimley  All partners	The action plan is implemented  Partner attendance figures	
We will improve multi-agency performance monitoring and quality assurance processes, to provide reassurance that services delivered to vulnerable Adults are of a good standard.	Services provided to Adults with care needs are of a good standard Service-users have a voice and can tell us about the quality of services they receive and where we need to improve.	Alongside quantitative data, we will develop a range of qualitative performance measures such as Service User questionnaires, and Case audits	December 2018	Richard Sly and Matt Emerson	Satisfaction ratings from Service User questionnaires  Evidence of good quality service delivery from case audits.	

We will Safeguard service users from professional malpractice or abuse	Service users are protected from workers who pose a risk of harm to them	We will establish a framework for managing professional and administrative malpractice in relation to safeguarding adults. We will investigate all cases promptly and take appropriate Safeguarding action.		Effective practice sub-group	Data relating to the number of investigations and outcomes.  Case studies	
We will ensure our Safeguarding policies and procedures are up to date and effective.	Service users will be reassured that staff are working within effective practice guidelines and procedures	We will review all current practice guidance and procedures	March 2019	Effective practice sub-group	Guidance and Practice procedures are reviewed Case audits and case reviews show that these are being followed by staff.	
We will ensure that our Safeguarding referrals, investigations and interventions are effective	Service users in need of Safeguarding receive a prompt response to make them safe.	We will complete an audit of Safeguarding referrals, interventions and outcomes	March 2019	Effective practice sub-group	Results of the Case audits  Case studies	
We will ensure that there are processes in place promptly to Safeguard those Service users who go missing.	Service users are quickly found and taken to a place of safety	We will effectively implement the Herbert Protocol	June 2018	Effective practice sub-group	Police data relating to the number of vulnerable adults safeguarded due to the protocol being in place.  Case studies	
We will embed the new DOLS/LPS legislation across the whole partnership.	Service users will be reassured that staff are working within effective practice guidelines and procedures	We will review all current practice guidance and procedures	April 2019	Effective practice sub-group	Guidance and Practice procedures are reviewed Case audits and case reviews show that these are being followed by staff.	

## Priority 2 – Further Embed making safeguarding personal into all service delivery across the partnership

<b>Objectives</b>	<b>Outcomes</b> What do we want to achieve for Bolton adults	<b>Actions</b> what is needed to achieve the outcomes	<b>Timescale</b> When will the actions be completed	<b>Lead</b>	<b>Success Measures</b> What data will tell us we are achieving our objectives	<b>Review</b> RAG rating at each review
The Board will champion the MSP approach and facilitate engagement of all organisations across the partnership in developing Making Safeguarding Personal We will promote the change of culture within our workforce which underpins MSP	Vulnerable adults are able to have a voice in the services they receive and the outcomes they want to achieve	We will provide further training for all staff in MSP	Ongoing	Effective practice sub-group	Case audits show the principles of MSP are applied.	
We will promote the principle of hearing the voice of service-users, so that their feedback can be used to improve service delivery	Vulnerable adults are able to comment on, and play a part in developing, the services they receive	We will consult with service users so we can hear what they think about the care they have received and the outcomes their have achieved	Ongoing	Effective practice sub-group	Service user Questionnaires	
We will seek assurance that the principles of MSP are being used in service delivery	Service users will be reassured that staff are working within effective practice guidelines and procedures	We will complete an audit with the Quality Team	Ongoing	Care Management	Case audits	
We will support the development of competent practice in applying the Mental Capacity Act, and seek assurance that it is being applied in relevant cases.			Ongoing		Case audits	

## Priority 3 - Improve Engagement with Service-Users and the wider community to promote Safeguarding

<b>Objectives</b>	<b>Outcomes</b> What do we want to achieve for Bolton adults	<b>Actions</b> what is needed to achieve the outcomes	<b>Timescale</b> When will the actions be completed	<b>Lead</b>	<b>Success Measures</b> What data will tell us we are achieving our objectives	<b>Review</b> RAG rating at each review
We will engage and support voluntary and community sector groups and organisations to engage people on safeguarding issues, provide key messages and use their organisational and service user experience to develop the offer in Bolton.	A stronger understanding of Safeguarding across diverse communities and their groups. Increased reporting from people in communities and voluntary and community sector partners.	Increased engagement with the voluntary and community sector.  Clearer messages for communities.  Strong messages for diverse communities.  Targetted communications to the voluntary and community sector.	On-going (to 31 March 2019).	Charlotte Thaker/Darren Knight.	Increased engagement in safeguarding training through VCS groups and organisations. Increased reporting. Key messages used across a range of community networks.	
We will improve the visibility and awareness of the Board. Information about how the SAB works should be easily accessible to partner organisations and to the public	Service users and the community will understand where to get help if they believe they or someone else requires Safeguarding	Review the Board's website  Engage with service user fora	March 2019  Ongoing	Communication and Engagement sub-group	Comments box available on the website  Service user Questionnaires	
We will involve service users, carers and the wider public in the work of the Board.	Service Users and Carers will have a voice in and influence the work of the Board.	Consult with service user and carer groups to increase co-production	Ongoing	Communication and Engagement sub-group	Service user Questionnaire	
We will give the wider public a voice on the Board	The wider community can influence the work of the Board	We will appoint a lay member to sit on the Board	December 2018	John Brimley Charlotte Thaker	A lay member is appointed and attends all meetings	

<p>We will improve engagement with Bolton's diverse population around key themes which could present a risk to vulnerable adults.</p>	<p>Service Users, Carers and the wider public will have more information about key risks and will know where to go to get help.</p>	<p>We will run information campaigns around the following;</p> <ul style="list-style-type: none"> <li>• FGM</li> <li>• Modern Slavery</li> <li>• DAV</li> <li>• Repeat missing adults and the Herbert protocol</li> <li>• Financial abuse</li> <li>• Forced criminality</li> </ul>	<p>Ongoing</p>	<p>Communication and Engagement sub-group</p>	<p>Responses to those campaigns</p> <p>Questionnaires</p> <p>Case studies</p>	
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## Priority 4 - Workforce Development and Effective Practice

<b>Objectives</b>	<b>Outcomes</b> What do we want to achieve for Bolton adults	<b>Actions</b> what is needed to achieve the outcomes	<b>Timescale</b> When will the actions be completed	<b>Lead</b>	<b>Success Measures</b> What data will tell us we are achieving our objectives	<b>Review</b> RAG rating at each review
We will continue to develop our workforce by promoting a learning culture and improving our multi agency/partnership board training offer	Service users will receive an effective service from well-trained staff, who will be better equipped to notice Safeguarding concerns.	We will develop and implement a multi-agency level 1 Safeguarding training package.  We will also consider any specialist training which is required.		Workforce Development	Numbers of staff who have been trained  Case audits show evidence that the training has been put into practice	
We will seek assurance that relevant partners provide training for staff and volunteers on the policy, procedures and professional practices that are in place locally (as per CA guidance)	Service users will be reassured that staff are working within effective practice guidelines and procedures	All agencies should report to the Board the number of staff who have been trained in any year.	March 2019	Workforce Development	Numbers of staff who have been trained  Case audits show evidence that the training has been put into practice	
We will work in collaboration with the Safeguarding Children Partnership and the Community Safety partnership to ensure that Statutory reviews are completed to a high standard, and that we learn the lessons from them.	Instances of abuse and neglect will not be repeated.	We will establish a joint Statutory Review Panel who will have the responsibility for – - Commissioning reviews - disseminating learning across the partnership - Ensuring that recommendations	October 2018	Charlotte Thaker John Brimley	Evidence that recommendations from Statutory reviews are implemented in agreed timescales.	

		<p>from those reviews are implemented</p> <ul style="list-style-type: none"> <li>- We will lead an annual shared thematic learning event across all 3 partnerships</li> </ul>	By March 2019	Joint Statutory Review panel	Feedback from participants from the learning event	
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### Priority 5 - Strategic joined up work across the three partnership Boards (BSCB, BSAB and CSP)

Objectives	Outcomes	Actions	Timescale	Lead	Success Measures	Review
	What do we want to achieve for Bolton adults	what is needed to achieve the outcomes	When will the actions be completed		What data will tell us we are achieving our objectives	RAG rating at each review
We will establish our Early Help offer for vulnerable adults at risk.	Adults will receive an effective coordinated multi-agency response to their needs to prevent risk and needs increasing	<p>We will establish a joint Early Help strategy in collaboration with the Safeguarding Children Board and CSP, following the outcome of the current Early Help review.</p> <p>We will establish a joint Early Help steering group</p>	<p>December 2018</p> <p>December 2018</p>	Charlotte Thaker Shona Green	<p>What data can we get from other agencies to show progress?</p> <p>Case studies</p>	
We will improve Safeguarding for Vulnerable Adults experiencing Domestic Abuse or Violence by working in collaboration with the Safeguarding Children Board and CSP to develop a more coordinated approach	Vulnerable Adults experiencing DAV will receive a more effective multi-agency response to Safeguard them.	<p>We will establish a cross-board Domestic Violence and Abuse steering group.</p> <p>We will create a profile of DAV in Bolton to inform a refreshed DAV strategy.</p> <p>We will run a multi-agency DAV conference,</p>	<p>October 2018</p> <p>December 2018</p> <p>By March 2019</p>	<p>Shona Green Charlotte Thaker Raf Martinez</p> <p>DAV steering group</p> <p>DAV steering group</p>	<p>What data can we get from other agencies to show progress?</p> <p>Case studies</p>	

		which will devise a refreshed DAV strategy				
We will improve our response to complex Safeguarding	Vulnerable adults experiencing modern slavery, human trafficking, sexual exploitation, or criminal exploitation will receive a more effective multi-agency response to Safeguard them.	We will establish a cross-board Complex Safeguarding steering group  We will refresh our complex safeguarding strategy	By March 2019  By March 2019	Complex safeguarding	The strategy is implemented  What data can we get from other agencies to show progress?  Case studies?	
We will ensure the Bolton Suicide prevention strategy has a focus on Vulnerable Adults.	Vulnerable Adults who are at risk of suicide receive an improved multi-agency response.	We will engage with the Suicide prevention steering group	Ongoing	John Brimley Charlotte Thaker	Annual Suicide review	

## Appendix 2 - Partner agency achievements and organisational statements

### Bolton Council - Adult Services

Bolton Adult Services are the lead agency for statutory safeguarding investigations under Section 42 of the Care Act and have taken great strides in improving person centred safeguarding pathways, embedding the principles of making safeguarding personal.

The central safeguarding team was launched in September 2016 and the introduction of the team has provided a more consistent response to safeguarding for the public and an advice line for other professionals.

The safeguarding team have recently delivered some mandatory workshops for our social workers attended by on other teams to reinforce the safeguarding pathways and processes across adult social care. These were well received by our staff and the team are looking to provide similar workshops for health staff based in our integrated teams and other partners. Safeguarding file audits are undertaken quarterly and we are striving for continuous improvement across the team and district social work teams with dedicated training on key subjects and consistency in recording. We held an effective practice week in November 2017 and safeguarding was a key priority in our Quality Assurance Framework. We are planning a further week of effective practice in October this year.

We have organised a peer review with Liverpool and this is due to take place in September 2018 and we are looking forward to the peer challenge and suggestions on how we might improve our safeguarding offer in Bolton. We are always looking to extend our working partnerships and would like to see more of our partners spending some time working over at the MASSS.

The centralisation of safeguarding has provided a greater ability to monitor trends and patterns of abuse for both individuals and providers where there may be indications of provider failure occurring. This has led to earlier intervention to support the Safeguarding Intelligence Forum to respond in a multi - agency manner to improving quality in the care market.

Over the past year, a social worker from the safeguarding team has visited all of our residential and nursing homes to establish links and leave the homes with information packs. This is in the spirit of working in partnership to try and prevent safeguarding incidents by offering advice and guidance in a supportive manner to try and prevent situations escalating in to the formal safeguarding process. Over the next year we intend to do the same with all of our domiciliary care providers. The team are also in the process of agreeing link workers for each of the district and specialist teams.

We have made improvements in the LAS case recording system for adults to support the safeguarding process and our performance dashboards. All documents relating to safeguarding enquiries can be found in one place on the individuals electronic record. The safeguarding episode is clearly distinguished on the system.

Bolton Council continues to have statutory responsibilities for the DoLS process under The Mental Capacity Act (2005). Bolton Council has a dedicated DoLS Team comprised of MCA/DoLS Lead and four social workers who are all experienced in a range of mental capacity and best interest issues related to the welfare of vulnerable adults. The Council has continued to prioritise the training of BIA's and has supported a further people to complete training taking total number of internal BIA's to. The majority of the safeguarding team are also Best Interest Assessors.

Between 1,000 and 1,500 Bolton residents are assessed annually in care homes and hospitals as part of the DoLS process. In addition to regularly reporting to the Bolton Safeguarding Adults Board, Bolton DoLS Team is also required to report annually to the Department of Health. Improvements have been

made through the establishment of the team and new IT system in consistency in approach and timeliness of completion of process, a reduction in the usage of independent BIAs remains a goal. The dedicated DoLs Team also provide a single point for professional advice and supporting applications to the Court of Protection.

### **Dols Statistics 2017-18**

During the year Bolton Council received a total of 2198 DOLS applications  
Of the applications received:

- 203 were not granted
- 1937 were granted
- 58 were withdrawn

This is a significant increase in the numbers of applications from the previous year.  
During 2016-17 Bolton Council received a recorded 1156 DOLS applications.

### **STATISTICAL INFORMATION FOR 2018-19**

In addition to the formation outlined above, over the present we also hope to develop more detailed information regarding applications including:

- Numbers of Deprivation Applications: In/Out of Borough
- Numbers of Authorisations Granted: In/Out of Borough
- Numbers of Deprivation Applications: From Hospitals/Residential & Nursing Home Care
- Numbers of Deprivation Applications: Where Bolton Council is the Managing Authority (e.g. Darley Court/ Wilfred Geere/ Laburnum Lodge)

### **Reducing Cost Of External Assessments**

In recent months we have looked at ways to increase the numbers of Best interest Assessments completed by internal assessors.

- The DOLS Team is trialling the ADASS approved "Form 3B" (this is a streamlined Best Interest Assessment form which can be used for renewals where there are no relevant changes).
- We have consulted Team Managers and internal Best Interest Assessors to set realistic targets for numbers assessments over the year.
- It is hoped over time that this could help to reduce the amount spent on external Best Interest Assessments.

### **Training**

We have organised our own DOLS/BIA Refresher Training locally during 2018 to maximise attendance and reduce cost. We plan to repeat this during 2019.

We are currently organising MCA/Best Interest Training over the coming year which will be aimed at professionals, providers and partner agencies.

### **SPEEDING UP THE DOLS PROCESS**

In recent months there has been a great deal of work done by the DOLS Team and Administrative staff to tackle various delays and backlogs within the DOLS system.

As a result there is now:

- No backlog of applications awaiting allocation for assessment.
- No backlog of completed Form 5s (DOLS Authorisations) awaiting being signed off.

- 22 Authorisations are currently awaiting being sent out to Managing Authorities (all of these are for authorisations dated from the 9<sup>th</sup> August 2018 onwards).

### **Liberty Protection Safeguards**

Current there are proposals to replace the DOLS process with LIBERTY PROTECTION SAFEGUARDS (LPS). The DOLS Team is monitoring this very closely. As and when appropriate the DOLS Team will aim to organise briefings for professionals, partner agencies and providers in order to help ensure that within Bolton we are as prepared as possible for the impact of any changes.

## Greater Manchester Police Bolton Division

A review of our processes recently has led to us keeping a record of our referrals into Adult Services since 6<sup>th</sup> March 2018

Vulnerable Adult incidents which are appropriately 'coded' for our attention by front-line officers are reviewed within the Public Protection Investigation Unit by dedicated staff each day. Following review of these there may be a referral directly by the police. Occasions where this would not occur may include where the VA is receiving support already as a result of the incident – for example through Mental Health/NHS. Professional judgement is employed by the staff conducting this role based on experience.

I can provide a figure of approximately 240 referrals in this period to-date. One could therefore assume a 12-month average of 960 referrals to Adult Services by the PPIU.

The latest statement provided by PPD SLT in respect of Adults at Risk (which may not have altered in the past 12 months) is....

Vulnerability is the number one priority within GMP and it is essential that we all work together to protect the most vulnerable within our communities.

In the last year, GMP closed 35,000 incidents where vulnerability was identified. As a force we are able to identify who is vulnerable the challenge now is to try and respond differently to try and make a difference. This is a really interesting time, there is a real appetite to try and be more innovative in our approach.

### **Tameside Model**

The Tameside model has now been running since February 2016, where all incidents, which historically would have been closed for the attention of PPIU specialist, are now being reviewed within the PSR hub at Hyde. In conjunction with partner agencies we are problem solving, offering support to improve and promote the well-being of individuals.

This early intervention will try to prevent escalation and repeats calls to services which will benefit all.

### **Cohesive approach**

The National trend is to not see the varying strands of vulnerability in isolation, and to develop with the College of Policing, professional curiosity to recognise, identify and respond to vulnerability in order that effective steps can be taken to make vulnerable people safer. This is very much GMP's stance, and future training will recognise all vulnerability.

In investigations involving Adults at Risk, where there is an element of care, custody or control or within a care setting the lead investigators will be within the PPIU.

# Bolton NHS Clinical Commissioning Group (CCG)

## Introduction

NHS Bolton Clinical Commissioning Group (CCG) is committed to safeguarding adults across Bolton through the commissioning, contracting, monitoring and quality improvement of health services.

The CCG is a member of Bolton's Safeguarding Adult Board. The CCG's Executive Lead for Safeguarding and the CCG's Safeguarding Adult Lead and Professional Clinical Advisor fully support the multi-agency safeguarding arrangements across Bolton.

The CCG's Safeguarding Adult Lead is an active member of working sub-groups to the Safeguarding Adult Board. These include:

- Effective Practice and Performance;
- Market Quality and Oversight;
- Multi-agency Workforce Development.

The CCG's Associate Director of Communications and Engagement is a member of the Communication, Engagement and Prevention Sub-Group.

## CCG's safeguarding policies and Procedures

The CCG, led by the Designated Professionals has renewed and developed the following policies:

- Safeguarding Children And Adults;
- Mental Capacity;
- Deprivation of Liberty Safeguards;
- Domestic Abuse And Violence: Workplace Policy;
- Safeguarding Training Strategy

## Safeguarding Audits

The CCG has undertaken safeguarding audits to the following providers to seek assurance around their safeguarding arrangements including appropriate support. Advice and intervention has also been provided to support services where there has been an improvement need identified, this is not an exhaustive list as this work is ongoing throughout the year to seek assurance from all NHS providers commissioned by the CCG.

- Bolton General Practices;
- Greater Manchester Mental Health Trust;
- NHS Bolton Foundation Trust;
- Bridgewater Community Healthcare NHS Foundation (Bolton);
- Bolton Nursing Homes;
- Independent providers.

## Annual General Practice Safeguarding Conference

The annual General Practice safeguarding conference was attended by all 49 Bolton GP practices Safeguarding Leads as part of their Bolton Quality Contract. The following safeguarding topics were presented.

- Adverse Childhood Experiences;
- Prevent and Safeguarding;
- Joint Inspection Themes and GP Practice audit summary;
- Identification and Referral to Improve Safety (IRIS) & Multi Agency Risk Assessment Conference (MARAC);
- Trapped.

## Training

CCG staff has completed their safeguarding level 1 training. Training topics includes:

- Safeguarding children;
- Safeguarding adults;
- Prevent.

The safeguarding adult lead has delivered specialist training to the following professionals:

- General Practice Staff;
- CCG Nurse Assessors Funded Care Team;
- Nursing Home Managers.

Subjects included:

- Safeguarding Adults In Clinical Practice (Refresher);
- Mental Capacity Act from a Clinical Practice Perspective (Refresher);
- Exploration of Relevant Case Law Safeguarding Adults;
- Safeguarding Adults in Clinical Practice level 2 and 3;
- How to undertake clinical capacity assessments;
- How to chair best interest meetings;
- Mental capacity, covert medication and best interest process;
- Prevent and safeguarding;
- Mental capacity, best interest and parental responsibility for 16/17 years olds
- Understanding Deprivation of Liberty Safeguards (DoLS) and the Role of Commissioners / Nurse Assessors Exploration of Relevant Case Law Safeguarding Adult.

GP / Practice Nurse Education

NHS Bolton CCG Safeguarding Team delivered 5 specialist three hour Complex Safeguarding training sessions to General Practice Clinical staff. This training was aimed at level 3 staff and combined both children and adults.

Deprivation of Liberty Safeguards for people living in their own homes

NHS Bolton CCG has agreed a policy and process for people who are funded by the CCG where a person is deprived of his / her liberty in their own home which requires authorisation by the Court of Protection.

## Bolton Council - Strategic Housing Services

The following represents a range of projects delivered by Bolton's Housing Partners over the last year. It demonstrates the wide range of activities delivered to assist vulnerable people. Extra Advice and Support for vulnerable people

Following a pilot project delivered last year, the housing partnership has recruited two new posts to assist vulnerable people. The Housing Advice and Support Officer (Home First) provides an advisory and support service for people in hospital or at risk of being admitted, because their housing circumstances are preventing independent living. The Housing Advice and Support Officer (Older People) provides an advisory and support service for older people, their families and their carers who wish to consider alternative housing, support and care options. Both posts have been recruited in to the Care and Repair Team. This team is commissioned by Strategic Housing and delivered through Bolton at Home. The posts have been funded by the BCH Partnership and Bolton Council.

Improving our approach to dealing with self-neglect and hoarding. Work with regard to self-neglect and hoarding continues following a long break due to limited resources. Strategic Housing and a multi-agency partnership is developing a guidance document as to how best to deal with the most serious hoarding cases. Extra funds to tackle rogue landlords The Councils Community Housing Services team have successfully bid for £258,034 funds from the government. The money will be used to target unscrupulous landlords who rent sub-standard accommodation to exploit vulnerable tenants throughout Bolton.

The bid was developed in conjunction with Community Safety, Police and Immigration Control & Enforcement (ICE) and will involve officers from Housing Standards and partner agencies carrying out targeted and proactive inspections and ensuring that landlords meet their legal obligations. Key issues that will be addressed include overcrowding, fire safety and dangerous flats above shops. Housing Partners working together.

Housing Partners continue to meet informally to share information about Safeguarding and cascade relevant information down to all staff in the BCH Partnership. The partnership manages over 25,000 homes and our registered social landlords assist us to reach and support some of our most vulnerable residents.

### **Bolton at Home**

Bolton at Home is by far the largest of our registered social landlords with approx. 18,000 homes across Bolton. Over the last year Bolton at Home report:-

- Family Intervention Team is running at maximum capacity achieving contract outcomes
- Preventing homelessness Support Service building numbers and some effective joint working between BH, Council and Adullam homes.
- New Quality Assurance Officer in post to work closely with safeguarding and response team to ensure quality.
- 50 households supported by Domestic Abuse Violence (DAV) victim service- additional resources put into that team
- New DAV perpetrator pilot in place exploring our approach to perpetrators. Working with DAV partnership to progress
- 600 tenancies being supported through the Tenancy Support Service.

### **Tackling Homelessness**

Bolton Council have always proactively recognised homelessness in all its various manifestations and has a good record of providing interventions to both prevent and relieve homelessness, as well as providing services for both families and single people who become homeless - in particular the councils continued commitments to funding supported temporary accommodation and other services for homeless people.

The Councils 2017 – 21 Homelessness Strategy and Action Plan provides a continued commitment across the Council and from its partners in tackling homelessness.

The preventative approach ensures, where possible, circumstances are addressed early and in a planned way.

The number of formal homeless applications has increased slightly for the year 17/18 (553) compared with 16/17 (516) however for those where the Council accepts a main duty the numbers have remained on a par 17/18 - 193 compared with 16/17 - 197. The focus on the prevention of homelessness resulted in 1180 cases being assisted in 17/18 (16/17 – 1110)

One manifestation of homelessness that has been increasing are the small number of individuals who at some stage have been or are rough sleeping. On average Bolton has between 10-20 people rough sleeping at any one time.

A number of services E.g. Urban Outreach and the Councils Help for Single Homeless service have been successful at providing early interventions to divert the majority of individuals who rough sleep into supported and other accommodation and on a pathway that relieves their homelessness. It is however recognised that there is a small but increasing cohort of people who have been unable to maintain or secure accommodation in an increasingly limited and challenging housing market, in particular those with chaotic and complex needs including addiction related issues. There is a range of activity being undertaken across GM led primarily through the partnership working between the ten Councils as part of the national Homelessness Trailblazer programme.

Bolton Council is fully engaged with this programme:-

- proactively working with the GM Rough Sleeper Social Impact Bond (SIB) project which hopefully will work with upward of 20 individuals locally
- actively engaged in shaping the GM Housing First project (which will be put out to tender later this year). Whilst this isn't solely a rough sleeper project, it is designed to intervene with those with chaotic lives who are chronically homeless living in very insecure and precarious arrangements.
- 

It is noted though that the challenges presented by Welfare Reform including the pending roll out of UC and the increasing difficulties of supply of affordable housing does present severe challenges to the tackling of homelessness, and in particular those with complicated and chaotic presentations. During the most severe weather conditions this winter, additional resources were dedicated to assist those people at risk of rough sleeping Additional accommodation options were made available and the winter watch café was kept open throughout to provide warm and shelter.

### **Helping to improve people's money skills**

The Money Skills team have seen an increase in customers with mental health issues, often affected by welfare reform changes which have increased levels of vulnerability. Advice has centred on legal issues and information about creditors to assist and prevent increased levels of debt. Money Skills continue to work with customers to help reduce expenditure. Advice is often provided to very vulnerable people e.g. victims of domestic abuse.

### **Improving private sector housing**

Housing Partners deliver significant activity to assist residents living in private sector / private rented homes. Tackling poor property conditions and management of the private rented sector is becoming increasingly important as the sector continues to expand and house more vulnerable people. Some of this activity includes:

- Bringing empty properties back into use remains a priority for the Council as it not only increases the number of available homes in the Borough but also provides revenue through Council Tax and New Homes Bonus. During 2017/18, 599 properties were brought back into use.

- During this quarter there have been 65 housing, health and safety (HHSRS) inspections, resulting in 56 category 1 hazards and 219 category 2 hazards being identified. These 65 inspections resulted in 81 hazards being identified relating to excess cold and damp and mould growth. Works were requested to reduce the risk these issues posed. 82 hazards were reduced to acceptable levels during the quarter following intervention by officers.
- In 2017/18 248 HHSRS inspections were carried out resulting in 209 category 1 hazards and 978 category 2 hazards being identified, with 567 hazards being reduced to an acceptable level.
- The following notices were issued to owners during this quarter;
  - 63 owners were issued with a hazard awareness notices
  - 3 improvement notices
  - 4 suspended improvement notices
  - 6 prohibition orders
  - 3 smoke detector notices

### **The Bolton Community Housing Partnership**

The Bolton Community Homes Partnership continues to thrive and over this year has delivered:

- Updated individual BCH Partner organisation Adult and Children Safeguarding lead
- BCH completed Adult Safeguarding audit - all partners compliant. Great Places working on developing a communication plan to improve how it engages with customers.
- BCH Partnership Officer cascades information to BCH Adult and Children Safeguarding leads to ensure relevant information is shared and actions progressed.
- BCH partners signed up to the BCH Homelessness pledges and BCH task and finish group established to work in partnership with the council and other services in order to prevent & relieve homelessness and support Bolton's Homelessness action plan
- BCH Partnership Officer attends the Adult and Children Safeguarding Housing Sub-Group and cascades relevant information to BCH Safeguarding leads and any actions are progressed.

## Bolton Community and Voluntary Services

Bolton CVS continues to provide tailored and targeted support around safeguarding to groups and organisations from across the borough. Throughout the year, Bolton CVS provided Child Protection and Adult Safeguarding policy templates to groups and our Development Officers provided support in tailoring the documents to ensure they are appropriate to services delivered by groups. In addition, Bolton CVS provided a range of guidance and factsheets on our website around safeguarding for voluntary and community groups including information on DBS checks.

Bolton CVS promoted Child and Adult Safeguarding and Hate Crime Awareness e-learning programmes on our website and all new and existing Bolton CVS staff and volunteers undertake these online courses as part of their induction.

Bolton CVS have worked in partnership with Bolton Council Adult Safeguarding staff to develop a Level 1 equivalent Safeguarding Adults at Risk training programme. This has been delivered to all Bolton CVS staff and 4 training cohorts from the voluntary and community sector.

Bolton CVS have developed a 'Train the Trainer' session, again in partnership with the Adult Safeguarding Team. This was piloted in May 2018. A resource pack including all training materials has been developed and made available to participants on the course. We intend to run this course on a quarterly basis to enable voluntary organisations to deliver their own basic adult safeguarding training to volunteers and staff and provide broader reach. The training aligns the core competency framework of Level 1 Safeguarding Adults at Risk.

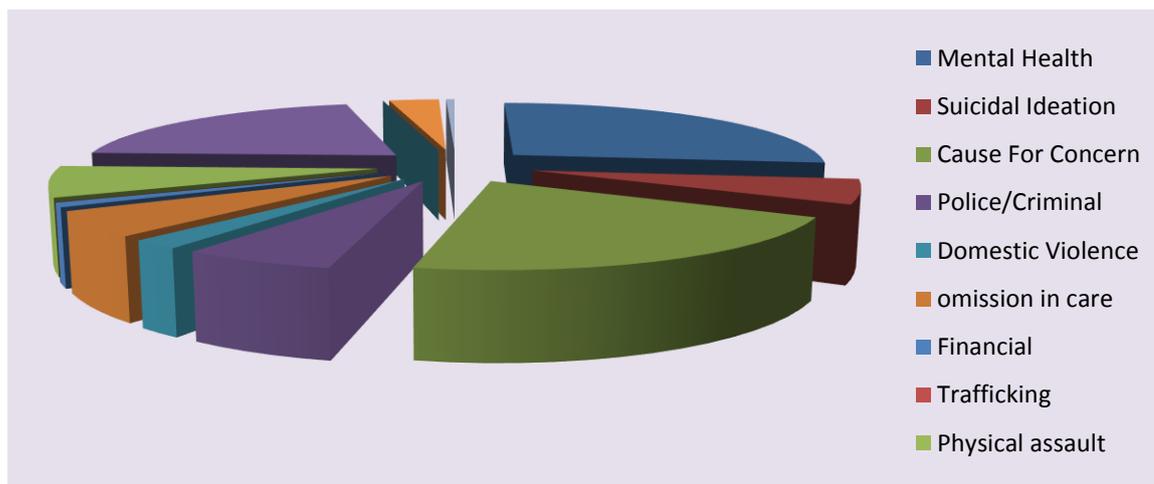
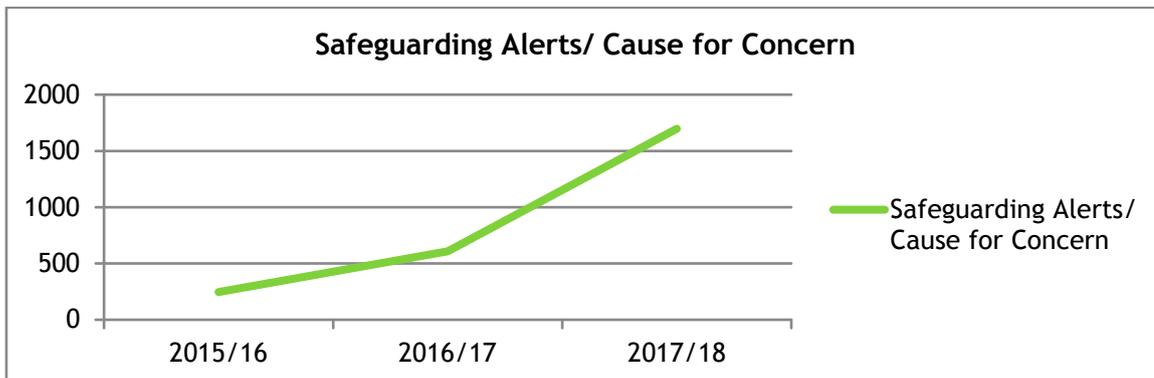
All training will be incorporated into a competency in the revised Bolton Quality Mark where appropriate to the groups' service delivery. Bolton CVS has worked in partnership with Safeguarding Today to deliver a Level 1 equivalent training course in Safeguarding Children and Young People. A further course will be delivered to the sector in July 2018 by Bolton Council Shared Training Services. All Bolton CVS will receive refreshed Safeguarding Children and Young People training in June and July 2018.

# Bolton NHS Foundation Trust

## Safeguarding Adults Provision

Safeguarding is a fundamental component of all care provided within the Trust, underpinned by the Trust values of vision, openness, integrity, compassion and excellence. The Trust recognises that Adult Safeguarding is everyone’s responsibility regardless of designation or role.

The past 12 months has seen a significant increase in the number of Safeguarding Alerts or ‘Cause for Concerns’ raised by Trust Staff.



The significant rise reflects an increase in activity across the Trust especially over the winter months, improved staff awareness through multi-agency training and development of ‘The Safeguarding Champions Initiative’ being rolled out across the Trust. There are now a designated 33 Champions within the Emergency Department. Approximately 90% of referrals are raised by the Emergency Department although all departments and Community teams identify and escalate concerns. The majority of concerns are mental health related or in respect of persons who are struggling to cope in the community and not previously known to partner agencies.

## Deprivation of Liberty Safeguards

In 2017-18, 226 Deprivation of Liberty urgent authorisations were imposed by the Trust. 86% of these were submitted to the Bolton DoL’s team. On April 3<sup>rd</sup> 2017, there was legislative change in respect of reporting of patients who have died and subject to a DoL’s. The Trust is no longer required to inform the Coroner in respect of the DoL’s status at time of death. Trust policy has been amended to reflect this.

Prevent

There continues to be a great emphasis on delivering 'Prevent Training' as per the NHS mandate, with over 2,500 staff and volunteers having completed the Home Office training package. Both the Lead Nurse for Adult Safeguarding and the Named Nurse for Safeguarding Children now attend the 'Channel Panel' which is facilitated by the Local Authority.

### **Training**

The Lead Nurse for Adult Safeguarding has delivered training and updates to a multi-agency work force including GP's, Care Homes and to students at the University of Bolton. Adult safeguarding training is provided in both e-learning and face to face formats. The Trust, which has 6500 employees, has a target of having to ensure 95% of designated staff complete level 1 and level 2 training on a 3 yearly basis.

### **Monitoring**

The Quality of the service provision continues to be monitored by the Trust's Safeguarding Committee which meets on a bi-monthly basis, the Chair (Director of Nursing) of which reports to the Quality Board. Also the Trust, assesses each Ward area and each District Nursing Team at least once per year using the Bolton System of Accreditation (BOSCA). There are 14 safeguarding standards that must be achieved by the departments. The assessment identifies any training requirements or additional support that maybe required from the Safeguarding Team or other specialist Teams.

### **Partnership working**

As per the Care Act 2014, The Trust is a member of the Bolton Adult Safeguarding Board with the Board, Executive Board and its subgroups represented by the Trust by either the Deputy Director of Nursing or the Lead Nurse for Adult Safeguarding. The Trust's Safeguarding Adults Policy is Care Act 2014 compliant. The Care Act 2014 is now included in the mandatory Safeguarding Adults Training provision as is the 'Making Safeguarding Personal' agenda.

The Lead Nurse regularly contributes to investigations conducted internally, locally and Nationally, working alongside numerous agencies such as the Police and Local Authorities. Within the Safeguarding Adults at Risk Policy there is a clear pathway as to how potential safeguarding concerns should be escalated to the Local Authority in their role as Lead Agency as per the Care Act.

### **Safeguarding and support for patients with Dementia and their Carers**

In 2015-16, there were 2,309 people with dementia in Bolton registered with their GP. In response to this in 2017-2018, Bolton FT as part of it's development of dementia awareness has included training on how patients with dementia can be exceptionally vulnerable and prone to abuse such as physical violence, neglect and financial abuse. Also, there has been an increase in the numbers of carers who are struggling to cope and provide care for loved ones with dementia and can subsequently develop 'carer's stress'. Integrated team working has proven on numerous occasions to improve support for patients and their carers.

In Addition, The Trust's Dementia Action Plan demonstrates the doing as a Trust around the subject area, aligns us to the national audit of dementia and "fix dementia care: hospitals" as well as providing oversight of other projects that will make a tangible difference to patients and relatives stay on the wards.

### **Safeguarding patients with a Learning Disability**

#### **Learning Disabilities Mortality Review (LeDeR)**

The LeDeR programme supports local reviews of deaths of people with a learning disability, this supports greater scrutiny of deaths of people with a learning disability.

The hospital learning disability nurse is supporting the work of the reviewing officers a number of reviews have been completed and several others are work in progress and as we progress with the review process the aim is to devise an action plan to share good practice and to identify areas of

learning across the organisation with the main objective of Improving the standard and quality of care for people with a learning disabilities.

### **Learning Disability Awareness training**

The learning disability nurse engages in regular training throughout the hospital to raise awareness about the needs of people with a learning disability who access acute services at Royal Bolton hospital. Learning Disability awareness training is now a regular feature on the trust development days for newly qualified nurses in the elective and medicine divisions. Hospital staff also have access to bespoke learning disability training pertinent to their speciality and area of work. Ward and department staffs also have access to support or advice specifically required for individual patient.

### **Learning Disability sub-Group**

The learning disability sub group meet bi-monthly the membership of the group includes hospital staff representatives from the wards and departments throughout the hospital and people with a learning disability from a self-advocacy group.

Our aim is to promote and safeguard the rights and dignity of all patients with a learning disability and their carers who access acute health care at Royal Bolton hospital.

## Greater Manchester Fire Service Bolton Division (GMFRS)

Update from the agency/work stream  
Bolton

Safe and Well Visits delivered: 4053

- Safe and Well Visits for Persons at Increased Risk (Fire): 895
- Priority Safe and Well Visits (High Risk/DV Victim/Threat of Arson/Kill made) : 120

Persons identified as being at Increased Risk of Fire (Vulnerable Adults):

Partner Agency Referrals to GMFRS for Safe & Well visit (Person at Increased Risk)	645
GMFRS Referrals (Post Incident) from Incidents that required further assistance (Person at Increased Risk) by Community Safety Team	250
GMFRS Referrals to Bolton Adult Safeguarding	22
Fatal Incidents	3
Possible Fatal/Serious Incidents (Casualty/Rescue)	2

GMFRS internal e-learning Safeguarding training completed by all staff. Raised awareness of safeguarding in general and specifically what our internal processes are to support the reporting of safeguarding concerns externally. Although Safeguarding Training remains an area of concern for GMFRS, specifically ensuring that our training standard is in line with at least Level 1 of the National Framework. This has been identified as an area of development from a previous SCR in Salford/Trafford area.

Smoke Alarm ownership across Bolton is below the national average (95%) and GMFRS continue to promote Safe & Well through partnership working to increase the number of homes that have working smoke alarms. Community Safety Manager is developing existing and new partnerships across the Borough to ensure all key staff are aware of the Safe and Well visit and the referral pathway to GMFRS. Concerns have been raised at the Bolton Adult Safeguarding Board regarding continuing support of GMFRS Prevention initiatives (Safe and Well) from all partners following a fatal incident during this reporting year.

## National Probation Service

The National Probation Service (NPS) continue to be committed to safeguarding adults in our local communities, including both members of the public and the offenders we work with. The highlights of the work undertaken throughout the NPS during this last year include:

- A National electronic resource called 'Equip' which includes all adult safeguarding policies and practice guidance to encourage a consistent approach to safeguarding adults throughout the NPS. This was introduced in 2016 and continues to be updated and developed throughout 2018 and onwards.
- An NPS Policy statement published in May 2017- 'Safeguarding Adults at Risk'- This policy statement acknowledges the NPS's responsibility for safeguarding and promoting the welfare of adults at risk. It recognises the importance of people and other organisations working together to prevent and stop both the risk and the experience of abuse and neglect, whilst at the same time making sure an individual's well-being is being promoted with due regard to their views, wishes, feelings and beliefs. It also acknowledges the important contribution the NPS can make to the early identification of care and support needs for an offender in the community, as well as cases where an offender who is a carer needs support. This continues to be promoted with staff throughout 2018 and onwards.
- An NPS Practice Guidance document published in May 2017- 'Offenders in the Community with care and Support Needs'. This continues to be promoted with staff throughout 2018 and onwards.
- An NPS mandatory Adult Safeguarding training programme, which includes e-learning for all staff (including administrative staff), followed by a classroom learning event for all operational staff. This is an on-going training programme and continues throughout 2018 and onwards.

In addition to the national work, the NPS in Bolton have continued to work alongside partner organisations to ensure that adult safeguarding remains embedded in what we do. This includes; membership and attendance at the Adult Safeguarding Board, an Adult Safeguarding representative at MAPPA level 2 and 3 meetings (multi agency public protection arrangements), attendance from the NPS at both the operational and strategic MARAC groups, the 'Mental Health Criminal Justice Steering Group', the 'Police Mental Health Diversion Panel', the 'Hate Crime Steering Group' and the 'Prevent Steering Group'.

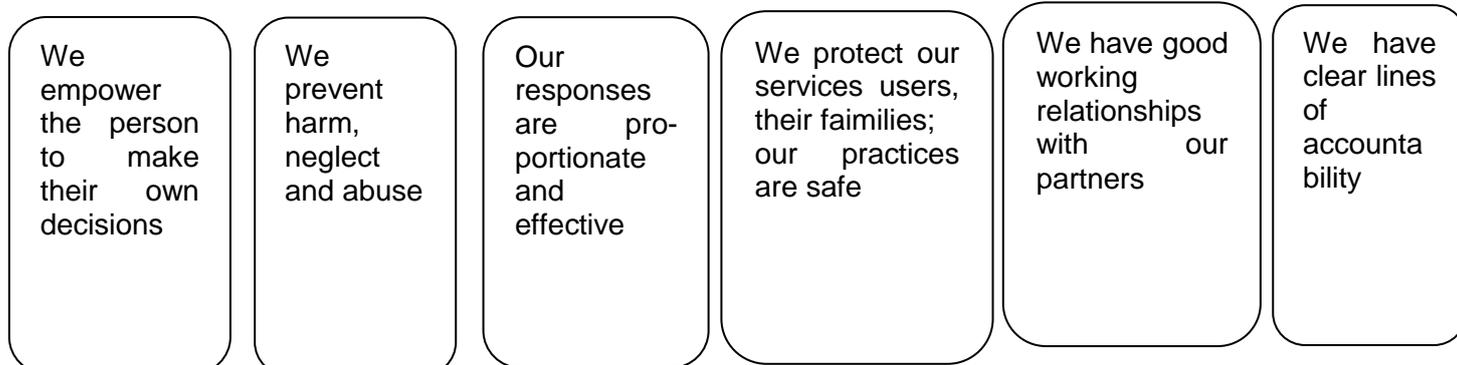
The North West NPS division has made a commitment to improving our work with those individuals on the autistic spectrum and is working alongside the Autistic Society on the 'Autism Standards Project' to improve outcomes for those offenders.

The NPS has continued to commission a Personality Disorder project (Insight) alongside the NHS to better improve the identification of PD and access to treatment pathways for those offenders effected by personality disorder.

A recent audit of those cases flagged as an 'Adult Safeguarding concern' has been completed (May 2018) within the Bolton/Wigan NPS cluster to highlight good practice and identify area's for practice improvement.

## Greater Manchester Mental Health Trust

GMMH Trust is committed to meeting its safeguarding responsibilities and promotes a strong organisational understanding of the important role of ensuring that adults who use our services are safe and free from harm. Safeguarding is at the heart of what we do and our safeguarding arrangements encompass our Shared Trust Values.



During the past 12 months GMMH have been inspected by the CQC and were rated as outstanding in relation to being a well-led organisation and overall good.

Mersey Internal Audit have also provided significant assurance regarding GMMH safeguarding practice.

There has also been some significant developments in the expansion of our portfolio of services including the acquisition of Bolton Achieve providing drug and alcohol services which is an example of the confidence placed in the Trust to deliver safe and effective services.

A considerable amount of work has been undertaken within Greater Manchester Mental Health NHS Foundation Trust (GMMH) and the Bolton Division in relation to adult safeguarding.

There are representatives from GMMH on :-

- Bolton Adult Safeguarding Board
- Bolton Adult Safeguarding Executive/Operational Board
- Sub groups of the Adult Safeguarding Board- i.e.
- Communication and engagement
- Effective Practice
- Quality Market including Safeguarding Intelligence Forum
- Workforce Development
- Board Development Day
- 

A number of other groups in relation to safeguarding adults and public protection are also attended by GMMH staff, which includes:-

- MARAC Steering Group
- MARAC meeting
- MAPPPA
- Channel
- Self neglect/hoarding forum
- 

A significant amount of resource is offered to contribute to the safeguarding adult agenda and multi-agency work of the Board.

As the Trust acquired Manchester Mental Health and Social Care provision in January 2017 there has been some changes in relation to policy development and harmonisation of policies which include:-

- Safeguarding Adults at risk policy

- Domestic violence and abuse policy
- Chaperone policy

A new Corporate Safeguarding Team for GMMH has been established which includes:

- An Executive Lead
- Head of Safeguarding for Children and Adults
- Child Safeguarding Lead
- Adult Safeguarding Lead
- Workforce Development Managers
- Trainer posts
- Named Nurse for Safeguarding Children
- Named doctor for safeguarding adults

The corporate team is still recruiting to some deputy safeguarding lead posts. Then within the different Divisions of GMMH, each Division has a safeguarding lead and deputy structure.

In relation to training at 31 March 2018 this was as follows:-

• Level 1 safeguarding adults training	93%
• Level 2 safeguarding adults training	90%
• Level 3 safeguarding adults training	43%

Plans are in place to expand the training pool to ensure sufficient training available at level 3. All Divisions are asked to provide staff who are willing and able to work with the Corporate Team to deliver.

With regards to PREVENT training, the Bolton Division of the Trust achieved 81% by 31/3/18. An eLearning package has been introduced.

Adult safeguarding activity is closely monitored via the Trusts Datix incident management system. Strong links and working arrangements are in place with the Bolton Adult Safeguarding Hub where all GMMH incidents in relation to adult safeguarding are reported. Work has been ongoing with Bolton Council and their IT representatives to ensure GMMH activity is collected on the Council system for the Safeguarding Adult Returns. A solution has been found which will show improvement.

From Datix reports, there is improvement in the recording of incidents and robust onward actions. In the Effective Practice Sub Group, learning from incidents is shared on a multi-agency basis. It has been agreed where any agency is subject to a regulation 28 from the Coroner that the Board is informed via the Effective Practice Group. Service changes as a result of safeguarding concerns have been shared by all, for example, further concerns regarding an interpreter service provider has led to GMMH procuring an alternative provider.

Overall, significant progress has been made in contributing to the safeguarding adult agenda for Bolton by GMMH. Work continues to embed Making Safeguarding Personal (MSP) within the service. Also, the Trust IT system is being considered in relation to recording safeguarding and the development of a template to record the MSP process.

The Trust continues to be committed to the multi-agency approach to safeguarding adults in Bolton.

## Cheshire and Greater Manchester CRC

The CRC provide supervision and support of low and medium risk offenders with overarching aims to protect the public, reduce re-offending and victims and to rehabilitate and integrate services users positively in their local communities.

Cheshire and Greater Manchester CRC have supported over 12,000 services users during the course of 2017/18. The Safeguarding of Adults remains a key priority for CGM CRC. We recognise that our service users are also members of the local communities against which their offences are often perpetrated and, on occasion, victims themselves. The CRC aims to balance both rehabilitation and public protection

This year has again represented a period of significant transformational change for the structure and delivery of adult probation services. CGM CRC officially came under the ownership of Purple Futures, an Interserve led partnership consisting of P3, 3SC, Shelter and Interserve on 1<sup>st</sup> February 2015, and is one of 21 CRC's nationally. During 2016/17 the company went through a significant transformation programme to fully implement the Interchange Model. The theory underpinning the "Interchange Model" is strengths based, with a focus on rehabilitation and the fundamental building blocks for this are: desistance theory, the good lives model, and personalisation. The desired high-level outcomes for service users from the Interchange Model are: Hope and motivation; Something to give; Healthy lifestyle; Place in society; Family and relationships; Positive identity.

Other key features of the new operating model, designed to maximise practitioner ability to work towards rehabilitation with offenders more effectively, include the following:

- **Improved technology and better use of IT:** By 2017 all staff were issued with updated IT equipment. For front line practitioners this included mobile devices (laptops and phones) that now enable them to work more flexibly with service-users, in their homes and other locations in the community. Ideally, this will also enable CRC staff to co-locate more easily with key organisations who can contribute to the rehabilitation process and enhance service user compliance and engagement. In Wigan we are negotiating our contribution to placed based integrated teams (PSR Hubs) and working alongside partners to improve our ability to accurately assess and manage risks to adults and services provided
- **Integration of interventions and offender management:** There is no longer a split between interventions and case management with case managers having responsibility for both case holding and delivering group work interventions. Whilst it is relatively early days in testing out this model the aim is to ensure that all staff are fully tuned into the priority to reduce reoffending and enhance rehabilitation.
- **Introduction of a Directory of Services to improve offender manager access to interventions:** Whilst the completed Directory of Services is yet to be fully operational, the first phase has already been implemented and case managers now have access to an organisation wide directory which provides contact details and referral processes for providers across the rehabilitation pathways. Future releases will provide access for partner organisations.

CGM CRC have demonstrated an ongoing commitment to Safeguarding Adults during 2017/18 by:

- Establishment of a Service User Council to ensure service user feedback is obtained and utilised to influence service delivery
- Implementation of a peer mentoring and volunteer scheme
- Refresh of the Working Effectively with Female Service Users Strategy and continued co-commissioning of bespoke women's services
- Delivery of the EFAN Ex-Forces Network to respond to the specific needs of ex veterans
- Implementation of an Integrated Health Liaison and Diversion Scheme, to support individuals who have been arrested and taken to police custody into community services
- Continued delivery of an Intensive Community Order that focuses on the specific needs of 18 – 25 year old service users

- Refresh and roll out of Safeguarding and Domestic Abuse Policies, Procedures and training
- Organisational drive to ensure that all new and existing staff have completed the required level of Domestic Abuse and Safeguarding Training and an improved onboarding programme for new staff
- Continued delivery of Accredited Programmes that address a range of service user risks and needs. This including the Building Better Relationships intervention for perpetrators of domestic abuse and a bespoke Partner Link Worker service for victims
- Implementation of a Risk Management and Review process that ensures management oversight and scrutiny of the most risky and complex cases
- CRC Contribution to Domestic Abuse, Child Sexual Exploitation, Prevent, Honor Based *Violence and Modern-Day Slavery multi agency working groups and forums*
- Refresh of local Integrated Offender Management Schemes and increased volumes

#### Challenges 2018/19

- Continue to deliver high quality services that protect the public and reduce re-offending
- Build on our reputation as an innovative market leader to efficiently deliver rehabilitation
- Delivery of refreshed Public Protection, Safeguarding and Domestic Abuse Training to all staff and continued improvements in practice
- Full implementation of the new Interchange Model
- Transition to alternative estates and delivery of a community based service that integrate service users positively in their local communities
- To continue to demonstrate Core Values of Everyone Has a Voice; Taking Pride in What We Do; Bringing Better to Life; Doing the Right Thing to enable our staff, service users and delivery partners to achieve positive outcomes