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Reporting 2016/17

This report outlines the work that has been undertaken and actions carried out during 2016/17 to ensure the safety of adults at risk in the Royal Borough of Greenwich.

This report has been approved by the Royal Borough of Greenwich Safeguarding Adults Board and the Leadership Executive Group.

The report will be sent to the Chief Executive and Leader of Royal Borough of Greenwich Council.

The report will be considered by Cabinet, Royal Borough of Greenwich Council on 13th September 2017.

The report will be sent to the Police and Crime Commissioner and the Chief Constable of the Metropolitan Police.

The report will be sent to Healthwatch Greenwich

The report will be sent to the Chair of the Health and Wellbeing Board The report will be accessible via the Royal Borough of Greenwich Safeguarding Adults Board website at: www.greenwichsafeguardingadults.org.uk

I. Independent Chair's Foreword

Welcome to the Royal Borough of Greenwich Safeguarding Adults Board Annual Report for 2016/17. This report provides evidence to demonstrate the work that has been undertaken across organisations in the borough during the year.

The Royal Borough of Greenwich Safeguarding Adults Board is independent of the Council and is made up of a number of different agencies including the Council, NHS, Police, Fire and Ambulance Services and other organisations working across the borough. Its role is to make sure that local safeguarding services are working together and are effective, to prevent abuse and neglect before it happens, and also to ensure that services are making enquiries and supporting people where abuse and neglect occur.

Under the Care Act 2014, Safeguarding Adults Boards have to be in place in each area and have three core statutory duties: to publish an annual report; conduct any Safeguarding Adults Reviews and to publish a strategic plan.

During the past year, there have been a number of changes in membership of the Royal Borough of Greenwich Safeguarding Adults Board from across agencies and new staff appointed to key posts. However, both the commitment and engagement from new members and the addition of Healthwatch and HMP Isis has continued to strengthen the Board.

Helen Bonnewell was appointed as the Safeguarding Board Manager in October 2016 and I am personally very grateful for all her work and support during the past year.

This year the quarterly Board meetings included development sessions to ensure members are informed about important and relevant issues and these have included forced marriage and modern slavery.

Also, this year a key priority was to actively work with local communities to raise awareness about safeguarding adults. The Board asked voluntary agencies, Greenwich Inclusion Project and Greenwich Action for Voluntary Service to undertake work to raise awareness of safeguarding with people from black and minority ethnic communities across the Borough. This work has been wide ranging, reaching out to different communities and has been very successful. There is more detail about this work later in the report.

Also, this year a new sub-group was established, the Safeguarding Adults Review Evaluation Group, to support and manage referrals that professionals consider may meet the criteria for a Safeguarding Adults Review. Safeguarding Adult Reviews are undertaken when an adult dies as a result of abuse or neglect, or where an adult has not died but has experienced serious abuse or neglect. The purpose of a Safeguarding Adults Review is to look at how local organisations have worked together, what might have been done differently and to learn lessons to reduce the risk of similar situations occurring in the future. During this year, it was decided that three Safeguarding Adults Reviews should be

undertaken and these are currently in progress or awaiting other enquiries to be completed. Further information about Safeguarding Adults Reviews is contained later in this report.

The Board has continued to work with the Royal Borough of Greenwich Safeguarding Children Board and the Safer Greenwich Partnership to identify cross cutting issues and improve joint working across partnerships. A joint conference for 2017/18 has been planned. Further work has also been undertaken with colleagues working within the three prisons in the borough resulting in excellent frontline joint working across the three prisons with engagement of prisons on the Board continuing to be developed.

I am pleased to report that there has been active participation by all organisations in setting the priorities for the next three years with two events being held in January and February 2017 for multi-agency members of the Board and members of the Leadership Executive Group. As a result, a new Strategic Plan for the next three years has been developed. The Strategic Plan is available on the website.

The Royal Borough of Greenwich Safeguarding Adults Board website provides a range of information including Strategic Plans, Annual Reports and lots of useful information. You can visit the website at: www.greenwichsafeguardingadults.org.uk



Mark Godfrey
Independent Chair
Safeguarding Adults Board
Royal Borough of Greenwich



2. Governance and Accountability Arrangements

a) Introduction and statutory responsibilities

The Royal Borough of Greenwich Safeguarding Adults Board (SAB) is a partnership of statutory and non-statutory agencies working across the borough. Its vision is to enhance the quality of life, health, wellbeing and safety of adults at risk of abuse and neglect. It aims to enable people who need help and support to retain independence, wellbeing and choice; and to access their right to live a life that is free from abuse and neglect. Its role is to make sure of the effectiveness of local safeguarding arrangements.

Under the Care Act 2014, the Safeguarding Adults Board has three core duties:

- It must publish a Strategic Plan for each financial year that sets out how it will meet its main objectives and what the members will do to achieve these objectives. The plan must be developed with local community involvement, and the SAB must consult the Local Healthwatch organisation.
- It must publish an Annual Report detailing what the SAB has done during the year to achieve its main objectives and implement its strategic plan, and what each member organisation has done to implement the strategy as well as detailing the findings of any Safeguarding Adults Reviews or any on-going reviews.
- It must conduct any Safeguarding Adults Reviews.

The Royal Borough of Greenwich has been compliant in ensuring that there is a published Strategic Plan and that each year the Board produces an Annual Report. This year has been the final year of the current Strategic Plan which was in place from 2015-2017. The Board has worked together as a multi-agency partnership to formulate a new Strategic Plan for the next three years. In 2016/17, a Safeguarding Adults Review Evaluation Group (SEG) was established to consider referrals for Safeguarding Adult Review (for more information see section 5d).

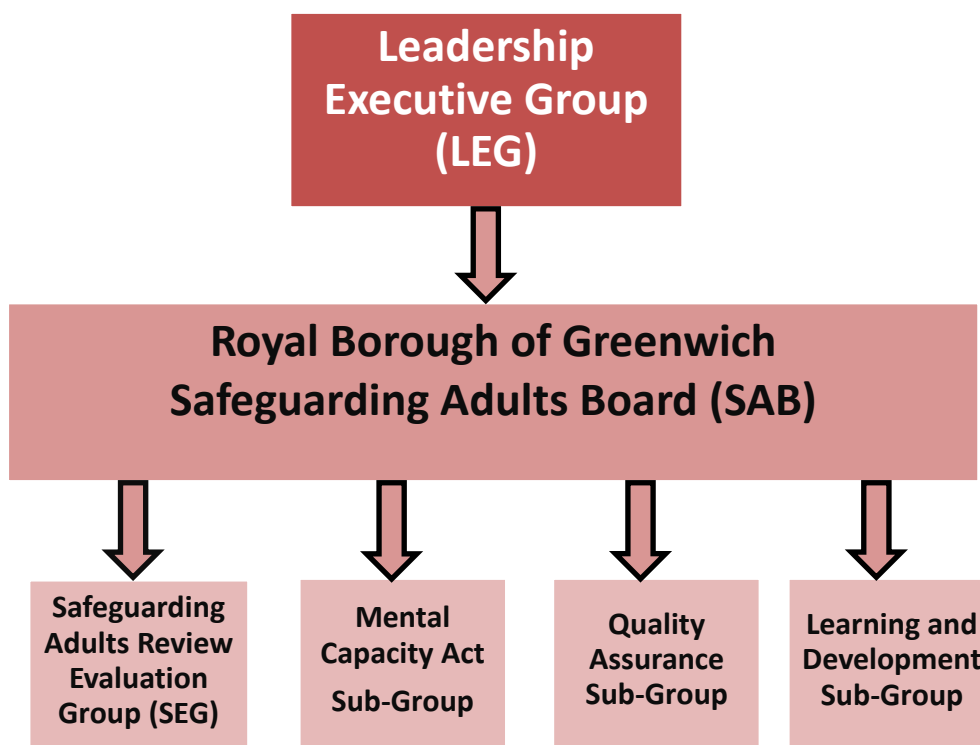
b) Governance arrangements

In 2016/17, the SAB was chaired by Mark Godfrey, who is independent of the Council and all of the statutory and voluntary organisations in the Royal Borough of Greenwich. Mark has held this position since August 2015.

Whilst it is not a requirement under the Care Act to have an independent Chair, this is in line with what the statutory guidance suggests is good practice, and ensures that the SAB can act effectively in its oversight role. The Chair reports directly to the local authority Chief Executive and meets regularly with the Director of Health and Adult Services, Senior Assistant Director of Health and Adult Services and other key partners. The Chair and the Board Manager have reviewed the membership to ensure that the SAB continues to act effectively and represent all key stakeholders. The Board Manager post sits within the Safeguarding Adults Team for the Royal Borough of Greenwich Council and is designed to

ensure a strengthening of support that will enable the SAB to confidently meet the enhanced requirements of the Care Act and deliver better outcomes for vulnerable residents.

The work of the SAB, including the work contained within the Strategic Plan is undertaken by sub-groups with oversight by the SAB and the Leadership Executive Group (LEG). The structure is as follows:



c) The Leadership Executive Group (LEG)

The LEG meets twice a year and is made up of executive members of statutory and health partners. The role of the LEG is to agree the SAB Strategic Plan and Annual Report and the resources required to implement this and to be accountable for the safeguarding adult’s agenda in Greenwich (see membership below).

Name	Job Title	Organisation
Mark Godfrey	Independent Chair	Safeguarding Adults Board
Joanne Murfitt	Chief Officer	NHS Greenwich Clinical Commissioning Group
Cllr David Gardner	Council Cabinet Member	Royal Borough of Greenwich
John Comber	Chief Executive Officer	Royal Borough of Greenwich
Simon Pearce	Director of Health and Adult Services	Royal Borough of Greenwich
Simon Dobinson	Borough Commander	Metropolitan Police Service
Tim Higginson	Chief Executive Officer	Lewisham and Greenwich NHS Trust
Jane Wells	Director of Nursing	Oxleas NHS Foundation Trust

d) Board Membership

The Royal Borough of Greenwich Safeguarding Adults Board (SAB) presently consists of fourteen member organisations. To ensure compliance with the Care Act 2014 this includes the Royal Borough of Greenwich Council, NHS Greenwich Clinical Commissioning Group (CCG) and the Metropolitan Police. Other members of the SAB include Oxleas NHS Foundation Trust and Lewisham and Greenwich Hospital Trust. As the Royal Borough of Greenwich has a large prison population the Board continues to work on engaging with the three prisons to ensure they are represented on the Board. Notable additions to the SAB in 2016/17 were HMP YOI ISIS and Greenwich Healthwatch (see membership below).

<i>Name</i>	<i>Job Title</i>
<i>Mark Godfrey</i>	<i>SAB Independent Chair</i>
<i>Diane Jones to Feb 17 Yvonne Lease from March 17</i>	<i>SAB Vice Chair, CCG Director Quality and Integrated Governance</i>
<i>Hannah Doody</i>	<i>RBG Senior Assistant Director, Adults and Older People Services</i>
<i>Andrew O'Sullivan</i>	<i>RBG Senior Assistant Director, Children's Social Care and Safeguarding</i>
<i>Andy Hill to June 16 Peter Davis from Oct 16</i>	<i>RBG Head of Adult Safeguarding</i>
<i>Andrew Coombe</i>	<i>CCG Designated Adult Safeguarding Manager</i>
<i>Sally Howarth -Sep 16 Sai Nair from Sep 16</i>	<i>RBG Housing options and Support Manager</i>
<i>Ingrid Brown</i>	<i>RBG Principal Lawyer</i>
<i>Ray Seabrook</i>	<i>RBG Assistant Director, Community Safety</i>
<i>Sarah Moynihan</i>	<i>CQC Inspection Manager for Greenwich, Bromley and Bexley</i>
<i>Jo Peck</i>	<i>Lewisham and Greenwich NHS Trust Safeguarding Adults Lead</i>
<i>Lisa Moylan</i>	<i>OXLEAS Head of Mental Health Legislation & Safeguarding Adults</i>
<i>Hany Wahaba</i>	<i>CCG GP Representative</i>
<i>Mike Balacombe to Jun 16 Richard Vandenburg from Jun 16</i>	<i>Acting Detective Superintendent, MPS Detective Chief Inspector, MPS</i>
<i>Joanne Munn</i>	<i>GAD Director (Greenwich Association of Disabled People)</i>
<i>Pauline O'Hare</i>	<i>PVI Development Officer, Greenwich Action for Voluntary Services</i>
<i>Gilles Cabon</i>	<i>Greenwich Inclusion Project (GRIP), Chief Executive Officer</i>
<i>Tony Travers</i>	<i>HMP Belmarsh, Head of Safer Custody</i>
<i>Neill Bryant</i>	<i>HMP YOI Isis, Head of Safer Custody</i>
<i>Darren Farmer</i>	<i>London Ambulance Service, Quality, Governance & Assurance Manager</i>
<i>Matt Herrington</i>	<i>London Fire Brigade, Borough Commander</i>
<i>Helen Bonnewell</i>	<i>SAB Board Manager</i>
<i>Jason McCulloch</i>	<i>RBG Adults & Older People Services, Lead Commissioner</i>
<i>Ricki Garcia</i>	<i>Chief Executive, Greenwich Healthwatch</i>

e) Relationship with other Boards

The Royal Borough of Greenwich has a protocol for safeguarding partnerships which outlines the co-operative relationship between the Safeguarding Children's Board (GSCB), Safeguarding Adults Board (SAB), Health and Wellbeing Board (HWBB), Children's Trust Board (CTB) and Safer Greenwich Partnership (SGP) to safeguard and promote the welfare of children and adults in the Royal Borough of Greenwich. This collaboration is based on the following key principals:

- Commitment to working together to shared aims
- Respect for each partnership's roles, responsibilities and work within the agreed protocol
- Culture of mutual challenge and professional accountability
- Effective interface and regular communication

The Chairs of each Board meet twice a year.

f) Budget

The Royal Borough of Greenwich Safeguarding Adults Board is funded by contributions from partner agencies including the three statutory agencies, Royal Borough of Greenwich Council, NHS Greenwich Clinical Commissioning Group and the Metropolitan Police. The budget funds the cost of the Independent Chair and the Board Manager, Safeguarding Adults Reviews, along with the work of the Board in delivering the Strategic Plan. The budget for 2016/17 is detailed below.

Partner Organisation	Income
Royal Borough of Greenwich Council	£60,000
NHS Greenwich Clinical Commissioning Group	£60,000
Lewisham and Greenwich NHS Trust	£15,000
Oxleas	£15,000
Metropolitan Police	£5,000
London Fire Brigade	£500
TOTAL	£155,500

3. Safeguarding Adults Statistics

a) Safeguarding Adults Concerns/enquiries/breakdown by demographics/ abuse type and location

- There were 785 concerns raised in the Royal Borough of Greenwich in 2016/17 relating to 674 individuals.
- This is 17% (111) increase in number of concerns compared with 2015/16. The table below shows how this compares to the London average:

	Number of concerns
Greenwich 2016/17	785
Greenwich 2015/16	674
London Average 2015/16 (excluding Sutton)	1106

The number of Safeguarding concerns which have progressed to Section 42 enquiries has dropped this year compared to last year with 156 Section 42 enquiries started in Greenwich in 2016/17 compared to 383 the previous year. It is thought that this has been due to the introduction of new forms, which may have affected data quality, and this is being addressed through the redesign of the forms to be implemented in July 2017.

Similar to last year, the highest type of abuse continues to be neglect and acts of omission (53%), followed by physical and financial abuse. Other less reported abuse types include modern slavery and self-neglect; this could be due to the fact that there is still awareness raising work around these types of abuse as this is the first year they have been included in the data recording since the implementation of The Care Act.

Type of abuse

	2015/16	2016/17		Comparator Group Average
Physical	19%	14%	30	23%
Psychological	13%	9%	20	15%

Financial	12%	13%	29	19%
Neglect	47%	53%	117	34%
Other	8%	11%	25	9%

- There has been a 36% increase in the numbers of concerns received for the 18-64 age groups, whilst the 65+ age group has risen by 9%.
- There has been a 67% increase in the number of concerns raised for 'Black or Black British' individuals (from 45 to 75) which correlates with the outreach work which has been undertaken by Greenwich Inclusion Project (GrIP) (you can read more about this in section 4.b)

The highest number of concerns have been raised due to risks at a Care home (42%) followed by own home at 35%, detailed in the table below. This is comparative to the previous year 2015/16 where the highest location of risk was also at care homes. The highest source of abuse in care homes is neglect which links with the largest number of abuse types being neglect and acts of omission

Location of risk

	2015/16	2016/17		Comparator Group Average
Care Home	37%	42%	79	23%
Own Home	35%	35%	67	53%
Hospital	12%	13%	24	7%
Other	14%	5%	10	13%
Community Service	3%	5%	9	3%

b) Breakdown by Conclusion and 'Making Safeguarding Personal'

As shown in the table below, risks were identified in 72% of cases and where action was taken the risk was removed or reduced in 94% of cases.

Case Conclusion

	2015/16	2016/17	
Risk Identified	63%	72%	128
Assessment Inconclusive	13%	11%	19
No risk identified	21%	15%	27
Enquiry ceased at individual's request	2%	2%	3

The 'Making Safeguarding Personal' (MSP) element to the Safeguarding Adults form was included from 1st April 2016 and measures whether the service user's desired outcomes were met.

- There were 64 cases where the individual was able to express what their desired outcomes were.
- 77% of these individuals stated that their desired outcomes were fully or partially met by case conclusion.

In 30 cases, it was determined that the person lacked capacity to make decisions relating to the safeguarding enquiry, however, 26 people were supported by an advocate, family member or friend.

C) Deprivation of Liberty Safeguards (DoLS)

In 2016/17, 759 requests for Deprivation of Liberty Safeguards (DoLS) authorisations (including renewals and reviews) were received. This is an increase of 10% from 2015/16 which was 681.

On average the DoLS team received 63 new requests each month, which is an increase of 16 more requests a month compared with an average of 47 in 2015/16.

The total number of authorisation requests is broken down into 399 standard authorisation requests, 141 urgent requests, 218 renewals and 1 review.

Out of 759 requests, 595 authorisations were granted (78%), 141 (19%) were not granted and 23 (3%) were withdrawn. In over 500 cases the authorisation was given for six months or longer.

In terms of source of request, the majority of the requests came from care homes which made up of 602 (79%) compared with 157 (21%) hospital requests (see table below).

Outcomes				
Authorised	Non Granted	Withdrawn		Total
595	141	23		759
Type of Referral				
Standard	Urgent	Renewal	Review	Total
399	141	218	1	759
Duration				
Up to 3 months	3-6 months	More than 6 months	N/a	Total
46	47	502	164	759
Location				
Care home/ Nursing/ Residential	Hospital			Total
602	157			759

4. What the Board has achieved this year

a) 2015-2017 Strategic Plan Objectives 1-6

Objective 1: Establish a robust and committed partnership demonstrating clarity as to how the Board will hold partners to account and gain assurances of effectiveness of arrangements. This is to include making effective links with other partnerships.

- New safeguarding referral forms were implemented by the Royal Borough of Greenwich Council. A Quality Audit is to be undertaken as part of the Strategic Plan 2017-20.
- Safeguarding performance data was presented at each board meeting by London Fire Brigade and the Metropolitan Police Service. Further work is needed in 2017/18 to include data from the London Ambulance Service.
- The Board will sign up to the Multi-Agency London Information Sharing Agreement in 2017/18.
- Presentations were delivered at all SAB meetings during 2016/17 as part of the development of the Board.
- A Board Challenge Event was delivered which included self-assessment by partners as part of the Board's quality assurance arrangements

Objective 2: The way in which services are commissioned and contracts are monitored reduces the risk of abuse/neglect. A consistent partnership approach supports early identification of causes for concern

- The Commissioning Team at the Royal Borough of Greenwich Council produced a quality scoring workbook/tool which was presented to the Board. The Quality Assurance sub-group produced a Quality Assurance protocol which has also been approved by the Board.
- The Commissioning Team at the Royal Borough of Greenwich Council was restructured (with a new structure in place from 1st April 2017). This will ensure that the Team is best placed to manage the local market, provide quality assurance and respond to provider failure.
- The prison health provider (Oxleas) negotiated a temporary arrangement with the NHS Greenwich Clinical Commissioning Group to review prisoners and provide support plans for the treatment of pressure ulcers until a permanent contractual solution is found.
- The Commissioning Team at the Royal Borough of Greenwich Council led a direct payment task and finish group which culminated in an event for service users held at The Woolwich Centre on the 21st June 2016. Safer recruitment tools were utilised and expertise further developed in the Care-broking team, and the Disclosure and Barring Service checks and Code of Conduct were promoted. The Quality Assurance sub-group will provide a written summary of work around direct payments in 2017/18.

Objective 3: Practice and Quality: the way in which people experience safeguarding support is personal and supports them in achieving the outcomes they want. People who may be in need of safeguarding support influence the development of safeguarding in Royal Greenwich

- The Board received quarterly case studies examples from across organisations in order to gain assurances on practice and quality including 'Making Safeguarding Personal' principles.
- Greenwich Inclusion Project undertook a "safeguarding awareness raising" project. Their outreach worker held a series of briefings within identified communities and an event was held in March for Safeguarding Managers to meet with community leaders.
- Further work is planned to ensure there is a broader approach to service user and carer engagement in recruitment processes. This will be taken forward by the Learning and Development sub-group and a meeting is planned with Greenwich Inclusion Project to progress.

Objective 4: Workforce issues: Safer recruitment practice is in place across the partnership to prevent abuse/neglect; a focus on staff support and development supports better outcomes for people; development of the skills and capability of staff is responsive to safeguarding risks/issues identified by the Board

- The Learning and Development sub-group asked all partners to check their supervision policy and procedures and to feedback as to whether Safeguarding is included. The supervision tools used by the Royal Borough of Greenwich Council's Adult and Older Adult Services were shared with all sub-group members to share good practice.
- A Learning Needs analysis is underway amongst the Royal Borough of Greenwich Council Adult and Older Adult staff. A Training Competency Task and Finish Group is also now in place.

Objective 5: Mental Capacity Assessment (MCA) and Deprivation of Liberty Safeguards (DoLS): ensuring that people who may lack capacity are kept safe by developing knowledge and practice in respect of the MCA/DoLS so that across the partnership people are better protected

- DoLS data is now available through the Royal Borough of Greenwich Council's DoLS co-ordinator. Categories of activity will be reviewed for 2017/18 and the Performance sub-group will include DoLS activity in future data reports.
- Developing knowledge and practice will be progressed by the Learning and Development sub-group.

Objective 6: Working with risk in people's lives alongside individuals: embedding and developing the established partnership approach to working with risk in the lives of individuals so that risk is effectively identified, assessed and managed

- An adult's panel was established and meetings are taking place. Where there is multi-agency involvement and risks are identified and joint presentations are made to the panel.
- The protocol for Safeguarding Partnerships is embedding and six monthly meetings with chairs are taking place. Exercises were undertaken to ensure the Strategic Plan captures joint initiatives and cross cutting issues.

- *A Safeguarding Adults Review Evaluation Group was established and meets every two months. The SAB has commissioned three Safeguarding Adults Reviews which are currently underway.*
- *Partner organisations London Fire Brigade and the Metropolitan Police Service presented performance data to the Board from December onwards.*

b). Raising Safeguarding Awareness in Greenwich
i. Greenwich Inclusion Project (GrIP)

Royal Borough of Greenwich Safeguarding Adults Board commissioned GrIP to undertake a community outreach project in 2016/17. The aim of this project was to improve understanding of Safeguarding matters and support processes amongst those communities currently underrepresented. GrIP undertook this work by employing a dedicated outreach worker. The GrIP outreach worker received extensive training to ensure that they are up to date in safeguarding information and knowledge and works with Minority communities in the borough to promote safeguarding awareness and address a shortfall in referrals from those communities. The work undertaken by the GrIP outreach worker includes

- Undertook an analysis of the racial origins of those referred to Safeguarding services, identifying a significant under-representation of people of “Asian – other”, “Black African” and “European – Other” racial origins.
- Delivered a range of briefings to 11 organisations representing communities of identity; at which information regarding Safeguarding issues was distributed
- Attended 4 community festivals to distribute materials to the public and engage people in conversation regarding safeguarding issues
- Distributed safeguarding literature and posters to 10 Community facilities/centres
- Identified the need to do the further work in the traveller and Bangladeshi communities.

On 1st March, GrIP held an engagement event with representatives of the groups that had attended the briefing sessions. This event asked participants to identify possible improvements in accessibility of safeguarding support. The group also engaged in the SAB’s consultation to determine priorities in the strategic plan 2017-20.

This event highlighted increased recognition of Safeguarding among the communities that had been part of the programme, with particular recognition of the risks relating to physical abuse; issues regarding neglect and emotional issues are less well recognised. The event also proposed further work is needed to enable more in depth understanding of safeguarding among key community contacts.

ii. Greenwich Action for Volunteers (GAVS)

GAVS worked in partnership with the Safeguarding Adults Board to develop two unique Care Act compliant safeguarding adults at risk policies and procedures; one for smaller non-staffed local voluntary and community organisations (VCOs), the other for larger staffed VCOs. At the time of writing, no such documents are available anywhere in the UK.

The Royal Borough of Greenwich Safeguarding Adults Board commissioned GAVS to undertake a project to improve safeguarding practice within the Voluntary, Community and Faith Sectors. This consisted of providing in-depth one to one support to Voluntary and Community Organisations (VCOs) in Greenwich to ensure that their Safeguarding Policies and Procedures are Care Act Compliant. The work was undertaken by GAVs Health and Well Being Development Officer and included outreach with follow up support to twelve Adults and Older Peoples commissioned VCOs, 5 non-Royal Borough of Greenwich Council funded VCOs and twelve small VCOs. Organisations were provided with short pre-and post-questionnaires to track progress.

Outcomes of this work included an increase in VCOs who marked themselves as feeling 'high' in terms of confidence in making referrals to the safeguarding adults team from 24% at the beginning of the project to 57% at the end of the project; an increase in those who marked their knowledge of adult abuse as 'very good' from 14 % - 39% and an increase from 78% - 100% of organisations who now know who to contact if they suspect an adult is being abused.

It is planned during 2017/18 to circulate a letter to all GAVS members and non-member organisations about their legal duties now safeguarding adults has been placed on a statutory footing. The letter is to encourage those who do not have the relevant systems in place to contact GAVS for 1-1 support.

A conference to promoting safeguarding to the local faith sector is also planned to take place in 2017/18. The rationale for this activity is that the faith sector provides a significant range of support to vulnerable adults. This sector is a key influencer to substantial parts of the local community and can promote good practice and reporting of safeguarding concerns. Although the Safeguarding Faith Conference was not undertaken in 2016/17 there has been good work to link with faith leaders in the community who are very much engaged in this work.

5. Royal Borough of Greenwich Safeguarding Adults Board sub-groups

a) Quality Assurance (QA)

The Quality Assurance sub-group was primarily responsible for delivering Objective 2 of the Strategic Action Plan. In particular, the following four activities.

- Providing assurances to the Board on the 4 stages of the "Commissioning Cycle", analyse, plan, do and review, covering health and social care.

- Activities to support “Market Management” under the Care Act 2014 in order to provide assurances about the financial viability of care homes.
- Identifying a short-term solution to ensure arrangements are in place in prisons in the borough to cover tissue viability as it was understood that the current contracts do not cover this.
- Facilitating best practice advice for selecting carers (safer recruitment) and empowering people to report abuse regarding people in receipt of direct payments in health and social care

The sub-group developed a joint working protocol for the Royal Borough of Greenwich Council and NHS Greenwich Clinical Commissioning Group that set out both organisation’s commitment to seek assurance on safeguarding issues as part of their respective commissioning functions.

The issue of tissue viability in prisons continued to be highlighted as an issue, and was raised at senior levels with the NHS Greenwich Clinical Commissioning Group and NHS England.

The Direct Payments Team has delivered a series of event to support Direct Payment recipients in safer recruitment.

The Royal Borough of Greenwich Council is continuing to develop its market management/market shaping approach and a new Market Position Statement is in development. This will include a definitive statement on the Council’s approach to managing risks around financial sustainability.

b) Mental Capacity Act (MCA)

The Mental Capacity Act (MCA) and Deprivation of Liberty Safeguards (DoLS) sub-group was tasked with achieving Objective 5 in the 2016/17 strategic plan: “Ensuring that people who may lack capacity are kept safe by developing knowledge and practice in respect of the MCA/DoLS so that across the partnership people are better protected”. The actions underpinning this objective were:

- **The further embedding of MCA safeguarding principles into training, supervision and case file audits including the development of MCA assessment brief for staff.**

The Principal Social Worker identified that the current MCA training did not include enough practical advice or guidance around assessing capacity, but was too heavily focused on the legislation and statutory guidance. The Learning and Development sub-group have been asked to redesign the training accordingly.

- **Formalise reporting to the Board on DoLS so that they can fully understand the risks and issues and the management of resource for the process.** It is evident through data reviewed in the sub-group that activity continues to increase year on year. Performance has improved in that the time between

application and assessment has reduced considerably and a greater proportion of DoLS applications are being authorised within the statutory timeframe. One issue identified from the data is that periods of authorisation appear longer than the national average. MCA and DoLS activity will in future be monitored through the Performance sub-group.

c) Learning and Development

The Learning and Development sub-group have worked hard to ensure they have met the strategic objectives for the year 2016-17. The work of the Learning and Development sub-group for 2016/17 includes:

- A direct payment task and finish group progressing the safer recruitment tools, to enable people who have chosen to manage a personal budget to recruit safely, as well as challenge and address quality and safeguarding issues, by skilling up Adults Services Choice and Control council staff, as well as identify future ways to equip employees who manage personal budgets to be effective and safe.
- Events were held on 21st June and 9th September 2016 for service users who are employees covering key areas of managing a personal budget, including employee personal assistants through the Direct Payment scheme.
- Commissioning Mental Capacity Act and safeguarding training for Commissioning and Business Support Services in Adult Services, who manage and support employees with all aspects of Personal Budgets under the Choice and Control Agenda.
- Developing a questionnaire for employees by the Royal Borough of Greenwich Council's Personal Budgets Team and commissioner leads with service users and carer involvement. Feedback from the questionnaires will inform the needs of users who manage a budget, including possible training and awareness-raising regarding safeguarding adults and the key challenges of managing a personal budget.
- Reviewing the Safeguarding and MCA/DoLS training programme, including the Enquiry Officer (3 day) and Safeguarding Adults Manager (2 day) training courses, to evaluate the suitability of content for the target audience. The external trainer will now build-in the local tools to make the training more applicable to local practice.
- Providing Refresher training for social workers and professionals who undertake Section 42 enquiries to support implementation of the revised London Multi-Agency Safeguarding Adults policy and procedures.
- Reviewing the social care half-day awareness training and ensuring accessibility to adult services and Private and Voluntary sector.
- A task and finish group has developed a draft GSAB multi-agency competency framework. The Framework sets out the expected skills, knowledge and values that underpin practice, relevant to the each person's role. It leads agencies to develop their own competency framework, to enable and ensure competency at their designated level.

- Developing a programme of bespoke training for housing, specifically for the property maintenance workforce who have frequent contact with adults at risk in their own homes.
- NHS Greenwich Clinical Commissioning Group are leading the development of primary care-focused safeguarding training to be directed at GP's and other staff based at primary care locality surgeries.
- Bespoke safeguarding training for Care Home and supported living Provider Managers has been commissioned and delivered, and will be further reviewed for other providers to benefit from across the borough.

d) Safeguarding Adults Reviews

The Safeguarding Adults Review process is managed by the Safeguarding Adults Review Evaluation Group (SEG). The first meeting of the SEG took place on the 11th April 2016 and there were four subsequent meetings in 2016/17. The SEG is co-chaired by the Senior Assistant Director of Health and Adult Services and the Metropolitan Police representative. The SEG consists of officers from the Royal Borough of Greenwich Council, Metropolitan Police, Oxleas NHS Foundation Trust, NHS Greenwich Clinical Commissioning Group and Lewisham and Greenwich Hospital Trust. The SEG have reviewed eighteen cases this year which were referred by organisations across the borough. The SEG recommended three of these to be considered for Safeguarding Adults Reviews (SARs) and the Independent Chair accepted the recommendations. Out of the other fifteen cases, two were recommended for learning events (which are scheduled in the next financial year), further work is being done on five cases and eight did not need any further actions.

The first SAR is currently underway and is due to be completed by September 2017. The second SAR is in the process of being commissioned and the third SAR is currently subject to other investigations and cannot commence until these investigations have been concluded. The SAR protocol has been distributed widely and will be reviewed in 2017/18.

6. Partner Agency Safeguarding Achievements

a) Royal Borough of Greenwich Council (RBG)

Health and Adult Social Care Directorate, RBG

Adult safeguarding services are delivered through the Royal Borough of Greenwich Council. The Council owns the systems and processes from an initial concern raised, to case conclusion and the recording of outcomes. There is a dedicated Adult Safeguarding and Deprivation of Liberty Safeguards Team situated within the Adults and Older People Services Directorate.

Services are delivered in line with the London Multi-Agency Adult Safeguarding Policy and Procedures, which the SAB has ratified.

The Safeguarding Adults Team produced a new procedure for the management of provider concerns in adult safeguarding. This procedure defines how agencies work together to address safeguarding concerns about specific service providers who are delivering services to adults at risk of abuse or neglect. In 2016/17, the Safeguarding Team has invoked provider concerns procedures on three occasions in relation to different care homes. This has resulted in service improvement plans to reduce the risk of abuse or neglect in those homes.

In the past year, the Safeguarding Team has established a duty system for the screening and triaging of all alerts received by the Contact and Assessment Team. This system ensures that a clear determination is made about whether or not a case should be managed through the safeguarding procedures and services to gather initial information to support the teams that conduct safeguarding enquiries.

Substantial work has also commenced on designing the referral pathways for the Pressure Ulcer Panels. This work will be concluded in 2017/18. The project has included a series of workshops and a task and finish group examining referral pathways in other localities.

In 2016/17, a need to develop practice in adult safeguarding has been identified, resulting in a full redesign of the forms used for recording safeguarding work. These forms will be implemented in 2017/18.

b) NHS Greenwich Clinical Commissioning Group (CCG)

NHS Greenwich Clinical Commissioning Group (CCG) is a statutory NHS body that brings together general practices to commission services for their registered and unregistered residents living in the area. The CCG is responsible for commissioning the majority of healthcare services for the residents of Greenwich, including community health services, acute hospital services and mental health services, for planning and ensuring that there is a range of healthcare providers able to deliver high quality care, and for monitoring their performance and challenging poor quality.

The CCG has published a joint (adults and children) safeguarding strategy (2015/17) which is due for review in March 2017. The CCGs commitment to protecting vulnerable groups is explicitly set out in this strategy. The CCG also published an adult safeguarding policy, which sets out the roles and responsibilities of CCG staff and provider services, and the policy was recently reviewed to ensure compliance with the Care Act 2014.

The CCG has in place a Designated Nurse for Adult Safeguarding who is responsible for adult safeguarding, MCA/DoLS, Prevent and care homes assurance. The Designated Nurse provides regular updates and briefings to senior managers, as well as regular reports to the CCG Joint Safeguarding Group, Quality Committee, Serious Incidents Group and Governing Body. The main functions include providing assurance to the CCG that commissioned providers are meeting adult safeguarding statutory responsibilities and contractual requirements, and providing expert clinical advice to commissioners and other stakeholders.

The Designated Nurse is also a member of the Integrated Governance Directorate within the CCG, which includes leads for safeguarding, equality and diversity, complaints, serious incidents, communications, patient/public engagement and medicines management.

The CCG has a statutory responsibility to contribute to any Domestic Homicide Reviews and is engaged with the Safer Greenwich Partnership. Links across statutory reviews such as Serious Case Reviews, Domestic Homicide Reviews, Safeguarding Adults Reviews, Mental Health Homicide inquiries are made by the Designated Nurse. The CCG is a member of the SAR Evaluation Group which is responsible for reviewing SAR referrals and monitoring progress against existing SARs, and has participated in a workshop held to consider planning and implementation of future learning events.

The CCG is fully engaged in the SAB and representation includes Chief Officer at the Leadership Executive Group and Director of Quality and Integrated Governance and Governing Body lead GP for adult safeguarding. The GP lead for adult safeguarding is the champion among clinicians and supports the role of the designated Nurse. The Designated Nurse reports directly to the Director of Quality and Integrated Governance, who then reports directly to the Chief Officer, reinforcing the strategic importance of safeguarding within the CCG.

The CCG also monitors progress against provider Care Quality Commission (CQC) action plans which are also reported on to the SAB. The CCG has robust quality and safety monitoring mechanisms in place with the health organisations they place contracts with. For larger organisations (Oxleas, Lewisham and Greenwich NHS Trust) there are Clinical Quality Review Groups (CQRGs), the purpose of which is to review quality through the key domains of patient experience, patient safety and clinical effectiveness, and to draw on the insight gained to inform future commissioning of services (service redesign, procurement and contract management). For smaller organisations, bespoke arrangements are in place, ranging from attendance at provider clinical governance, safeguarding or patient safety meetings through to announced and unannounced quality visits by members of the Integrated Governance directorate.

The CCG has a patient engagement strategy which is designed to ensure service user, carer and public engagement in the review and/or development of commissioned services.

c) Metropolitan Police Service (MPS)

Detective Chief Inspector Richard Vandenberg (Senior Leadership Team) has strategic oversight as the senior staff member regarding all adult safeguarding. Operational roles are designated and directed to a Detective Inspector within the Public Protection Portfolio and they lead on any identified risk or investigations; these can be and are supported by the Police Mental Health lead for the borough.

The MPS has an adult safeguarding champion who looks to ensure that investigations and any enquiries are progressed and that they are Care Act compliant. The SAB is attended at

Senior Leadership Team level, with full engagement and participation. The decisions made at this level inform on and are utilised by the Senior Leadership Team to fully support the SAB in its Strategic Plan.

The work of the MPS to protect adults at risk includes;

1. MARAC - the Multi-Agency approach to managing high risk Domestic Violence offenders and supporting victims.
2. MASH – Multi-Agency Safeguarding Hub co-located with the Royal Borough of Greenwich Council which supports a strong Partnership approach to Safeguarding adults at risk.
3. High Victim panel - Victims and perpetrators of Anti-Social Behaviour are referred to the panel by any agency or social housing landlord. Once referred the panel looks at all safeguarding and support that can be offered. The panel consists of Oxleas, the Royal Borough of Greenwich Council, Police and social housing landlords.
4. Anti-Social Behaviour recording - systems are in place to document and action incidents that may fall below the criminal standard but still have a significant impact upon the lives of those affected; various legislation is now available to progress these processes.
5. The Police Borough Mental Health Lead promotes best practice in regards to recording of information, supporting vulnerable adults; and updating the Senior Leadership Team at regular intervals to ensure that where necessary information is relayed back into the SAB for their consideration and awareness.

Officers and staff are trained to support vulnerable adults, both with initial interventions and then the various internal mechanisms that are there to support best practice: ensuring quality of investigation and service to those individuals requiring it. Local training sessions are arranged with staff and managers from the Royal Borough of Greenwich Council to deliver 'best practice' training and some officers have volunteered and are used as the cohort to deliver safeguarding training relating to children and adults to a multitude of professionals and partners, including police. These safeguarding training sessions reach a large amount of those who have contact with vulnerable families and adults. Local training days are also used for frontline staff; as are sessions delivered by the Royal Borough of Greenwich Council on the MCA, Prevent and Equality and Diversity issues. Training on DoLs, the MCA, family first interventions etc. has also now been started to be rolled out with further sessions planned for 2017.

The MPS Board representative requests and delivers on a quarterly basis data sets relating to identified trends, and where available and necessary shares identified learning from DHRs, SARs and other matters.

d) Oxleas NHS Foundation Trust

Oxleas is a provider of mental health, learning disability and community health services across Greenwich, Bexley and Bromley.

The Trust has strengthened policies and procedures in relation to safeguarding adults over the last year with additional staffing and it has been possible to raise awareness of safeguarding across the whole organisation. This has been achieved by staff visiting the majority of in-patient and community services to talk about safeguarding and to deliver updated information including flowcharts on safeguarding responsibilities and actions for staff. This year Oxleas have commenced a review of safeguarding training, working towards delivering training in line with the Intercollegiate Guidance.

The Trust's values that underpin the work are:

- Having a user focus
- Excellence
- Learning
- Being responsive
- Partnership and Safety

The Trust is a member of the SAB and has representation on many of the sub-groups.

The Head of Mental Health Legislation and Safeguarding Adults takes a strategic lead across the Trust for the management and monitoring of practice in line with the requirements of the Care Act 2014, the Mental Health Act 1983 and Mental Capacity Act 2005, they are also the organisation lead for Prevent. Within mental health services, the Heads of Social Care provide local and operational leadership in relation to safeguarding adults.

The Trust's safeguarding adults policy was updated following the implementation of the Care Act 2014. 'Making Safeguarding Personal' has been included within the updated Adult Safeguarding Policy. A clear and accessible process for staff to raise an alert is in place and the process is clearly explained within the adult safeguarding process. The Trust has a whistleblowing policy and support for staff in challenging poor practice or behaviour.

The Trust has a bi-monthly Safeguarding Adults Committee, chaired by the Director of Nursing and attended by relevant staff from within the organisation and representatives from all three Councils and CCGs. The Safeguarding Adults committee is a sub-group of the Patient Safety Group which reports to the Trust Quality Board, ensuring that relevant connections are made across the domains of patient safety, patient experience and clinical effectiveness.

In 2016, the Trust established a mortality review group which reviews the deaths of all those under the care of the organisation and referrals in respect of potential SARs can be made from this group. The Trust also has a regular embedding learning patient safety group where all action plans from serious incident investigations are presented and discussed. This meeting is also attended by representatives from the CCGs.

The Trust provides assurance data to the CCGs and the Trust performance is monitored bi-monthly by the Safeguarding Adult Committee.

Person centred care is at the heart of all services delivered within Oxleas. Initiatives include:

- Patient promise - ensures that patients are listened to, involved in the planning of their care and that their views are respected
- Care, compassion and engagement projects
- Experience based co-design projects

The Trust has just completed a personalised care planning project and has recently launched the new 'My Care Plan'. Consent (for any intervention, including safeguarding) is obtained (where the patient has capacity) and capacity assessments are requested as required.

d) Lewisham and Greenwich NHS Trust

Lewisham and Greenwich NHS Trust (LGT) is responsible for services at University Hospital Lewisham Hospital, Queen Elizabeth Hospital in Greenwich, as well as a range of NHS community services in Lewisham and some services at Queen Mary's Hospital, Sidcup.

The Director of Nursing and Clinical Quality is the Executive Director for Adult Safeguarding. In April 2016, the Associate Director of Nursing became the Trust lead for Safeguarding. A new Safeguarding Adults Manager was appointed and commenced their post in May 2016. The Adult Safeguarding Team is part of the Corporate Nursing Team and in October 2016 the Children and Young People Safeguarding Team also became part of the Corporate Nursing Team and this has enhanced partnership and organisational learning. The Associate Director or deputy attends the SAB.

Work completed during 2016/17

- A Care Act 2014 Gap Analysis
- Adult Safeguarding Clinical Policies and Procedures produced and on the Trust intranet
- Aides to support Adult Safeguarding Activity on Trust intranet e.g. MCA assessment form, sample DOLS form 1, Risk Assessment and Guidance for MARAC referral.
- Production of Trust Female Genital Mutilation Policy
- Analysis of data collected on a monthly basis
- Audit undertaken of the referral process and of the DOLS
- The Learning Disability Lead produced videos on the Trust intranet to enable people with learning disabilities to have a better patient experience of Trust services and patient passports are available to patients with learning disabilities
- MCA and Best Interest Policy has been ratified
- Clinical incidents reviewed by adult safeguarding team
- Participation in SAR investigations and DHRs
- Changed referral form to ensure it is patient centred

- Adult Safeguarding Leaflet for service users (easy read) available on the Intranet
- The Trust Lead for Safeguarding of her representative attends all SAR meetings and the Trust contributes reports and data as directed.
- The Trust has ratified the policy on how to manage allegations against staff

Current Training reflects changes in the Care Act 2014 including the functions of the care Act 2014 and individual staff responsibilities. The Adult Safeguarding Policy has been updated and mandatory training includes, Adult Safeguarding, Modern Slavery, Prevent, MCA and DoLS, access to advocacy for best interest decisions and types of advocacy as set out in the Care Act 2014.

All Data regarding referrals and referrals to SABs are monitored and given to the Adult Safeguarding Committee and the relevant CCGs, and the Trust governance department. The Trust keeps a record on how many Section 42 investigation reports are requested and how many are provided on a monthly basis. The Safeguarding Team actively contributes to all Adult Safeguarding case conferences and the devising of protection plans if appropriate. Where an enquiry has taken place where there is an allegation against the Trust, representatives of the Trust attend a multi- agency Case Conferences chaired by the local authority. All recommendations and action for lessons learned are taken back to the organisation via the Trust adult safeguarding assurance group.

e) London Fire Brigade (LFB)

The LFB has reviewed the internal Safeguarding Adults policy and updated this in line with the London Multi-Agency Safeguarding Adults policy and procedures, to incorporate the Care Act 2014. The updated policy references the Mental Capacity Act 2005 and the Prevent strategy. The related Hoarding policy is also under review and will be revised to signpost hoarding as requiring a 'self-neglect' referral to local authorities. The LFB's commitment to safeguarding is outlined in both the current London Safety Plan (LSP5) and in the proposed replacement plan (London Safety Plan 2017).

There is an organisational culture that all staff are aware of their personal responsibility to report concerns; 'if in doubt refer'. Concerns are audited on a daily basis and any poor practice is identified and addressed by the safeguarding lead. As an organisation, the LFB holds its own internal reviews for fatal fires which are used to inform future good practice internally and/or with partners. This process also identifies and addresses any areas where mistakes have occurred. The LFB attend multiagency safeguarding meetings (both local and pan-London) as appropriate.

Work of the LFB 2016/17 includes:

- Delivering a pilot with the London Ambulance Service to provide Home Fire Safety Visits to high risk hoarders (as identified by the London Ambulance Service)
- Undertaking the first of a two-part auditing process by the Mayor's Office for Policing and Crime (MOPAC) focused on child safeguarding. The second stage will

focus on adult safeguarding and will take place in the new financial year

- Building on the success of previous policies, the LFB published a new Inclusion Strategy in 2016. This reflects legislative requirements and is compliant with the equalities duty
- The LFB is in the latter stages of developing a training package for all staff. The training will include 'Making Safeguarding Personal' and the Mental Capacity Act. The package will comply with both the Care Act and London Multi-Agency policy and procedures

The LFB within the Royal Borough of Greenwich have undertaken 4,569 home fire safety visits during 2016/17.

f) London Ambulance Service NHS Trust (LAS)

The London Ambulance Service NHS Trust (LAS) has a duty to ensure the safeguarding of vulnerable persons remains a focal point within the Trust and is committed to ensuring all persons within London are protected at all times.

The Trust has a commitment and a duty to safeguard adults at risk as detailed in the Care Act 2014 and as stipulated in Outcome 7 of the Care Quality Commission Regulations. To achieve this goal the organisation has to ensure robust systems and policies are in place and are followed consistently, to provide training and supervision to enable staff to recognise and report incidents of adult abuse, to provide expert advice and to reduce the risks to vulnerable adults at risk of being abused.

In 2016/17 LAS referred 128 adult safeguarding concerns to the Royal Borough of Greenwich

The Trust employs a Head of Safeguarding who is also the Prevent lead and Named Professional. This year the Trust has introduced two statutory posts, safeguarding specialists for children and for adults. The trust also has an Equality and Safeguarding Clinical Advisor.

7. What's next? - Strategic Plan 2017-20

In order to develop the Board's Strategic Plan for 2017-20 a 'Setting New Priorities' Event was held on 9th January 2017 with members of the Safeguarding Adults Board and the Leadership Executive Group, including representatives from Healthwatch, Greenwich Inclusion Project, Greenwich Action for Voluntary Service and Greenwich Association of Disabled People. The six key principles of safeguarding defined in the Care Act 2014 formed the framework around how the priorities for safeguarding adults in Greenwich were to be identified.

A 'Challenge' event was also held on 9 February 2017 where members of the Safeguarding Adults Board continued work to agree the priorities for the Joint Strategic Plan for 2017-20 and develop the action plan for 2017-18. Organisations had been asked to produce a self-assessment and these were used to develop key priorities.

Decisions were made to change the sub-groups; with a Performance sub-group and a Communication and Engagement sub-group being established and Mental Capacity Act sub-group being disbanded. The Communication and Engagement sub-group is to ensure the voice of service users are truly represented at the Board. The Board also agreed that the sub-groups should be jointly chaired with chairs from different partners to ensure that there is equal commitment to the sub-group to ensure its effectiveness.

The Strategic Plan 2017-20 was agreed by the Royal Borough Greenwich Safeguarding Adults Board and the Leadership Executive Group.