Adult Safeguarding Peer Review

Isle of Wight Council
November 2013
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Appendix 1 – LGA Standards for Adult Safeguarding Peer Review
Executive summary

The Isle of Wight Council members asked for a Peer Review of its Adult Safeguarding work to be conducted by the Local Government Association. Through a process of internal and external stakeholder engagement the Isle of Wight asked for the scope to focus upon:

1. The working relationships running within the service from political leads to lead officers to manager to frontline staff and back again
2. To ‘test’ senior management
3. Are processes fit for purpose?
4. Are relationships with 3rd sector/ private sector robust and flexible enough to meet current / future needs?
5. Value for Money – reviewed and monitored?

The team addressed all the above points through their feedback, except for ‘Value for Money’. In the feedback presentation we suggested that this might best be looked at by elected members once their Root and Branch review was completed and they had the appropriate information to help them make an informed decision.

After due consideration across the variety and complexity of the adult safeguarding business of the Isle of Wight Council, the Peer Review Team made a number of recommendations covered in the detail of this report. Staff told us that the process of preparing for the review was helpful in itself as it focused on what needed to be done and actions were already being taken as a result.

The findings from this Peer Review of Adult Safeguarding at the Isle of Wight Council are that:

The Team noted a number of achievements, these included; the recognition by both senior members and officers that there was a need to change and that this was supported through strengthened managerial capacity, albeit in the short-term. Partners maintained their commitment and support to safeguarding vulnerable adults and there had been an investment in integration, particularly with Health, which was leading to the emergence of a shared vision. Other collaborative activities had successfully resulted in the production of the SHIP (Southampton, Hampshire, Isle of Wight and Portsmouth) protocols that were beginning to be used to shape safeguarding activity. Senior elected members recognised the importance of adult safeguarding and adult social care and demonstrated that they are ambitious for its future, not least by commissioning this peer review.

However, the Team also noted that the Council faces a number of significant challenges not least of which is that there is a conflating of adult safeguarding with adult social care and this needs to be untangled to ensure all partners are clear that safeguarding is everyone’s business. The Council and partners need to establish the vision and direction of travel for adult safeguarding and ensure this is delivered by developing evidence and intelligence that supports decision making at all levels, including the Safeguarding Adults Board (SAB). Safeguarding needs to be seen to be focused on the customer experience, with evidence gathered to demonstrate that positive outcomes are being achieved. A swift way to make positive change would be to reduce the number of ‘hand-offs’ between alert and completed investigation with clear communication at all stages to keep those involved, informed of progress. To support the delivery of safe, customer focused effective practice the Council needs to ensure that staff are provided with IT and accommodation that is fit for purpose.

Other recommendations and comment are detailed in the report.
Report

Background

1. The members of the Isle of Wight Council’s new, Independent, administration commissioned the Peer Review to complement and support their Root and Branch review of the Adults Social Care and all other council services. Two weeks before the Review the DASS left the authority and was replaced by the Head of Commissioning Community Wellbeing as an interim DASS. The Council’s members were keen for the Review to take place and enable a “line in the sand” to be drawn.

2. A peer review is designed to help an authority and its partners assess current achievements, areas for development and capacity to change. The peer review is not an inspection. Instead it offers a supportive approach, undertaken by friends – albeit ‘critical friends’. It aims to help an organisation identify its current strengths, as much as what it needs to improve. But it should also provide it with a basis for further improvement.

3. The basis for this review is the LGA Standards for Adult Safeguarding (Appendix 1). A range of guidance, tools and other materials has been produced by national and local government, the NHS, police and justice system in recent years. The LGA Standards reflect this. The headline themes are:

- Outcomes
- Experiences of people who use services
- Leadership
- Strategy
- Commissioning
- Service delivery and effective practice
- Performance and resource management
- Safeguarding Adults Board - Working together

4. The members of the Peer Review Team were:

- Julie Ogley, Director of Social Care, Health and Housing, Central Bedfordshire Council
- Jonathan Huish, Former Leader of Rhondda Cynon Taf Council
- Richard Cattell, Principal Social Worker (Adults), Brighton and Hove Council
- Lynn Agnew, Assistant Director Governance, Greater Manchester West NHS Mental Health Trust
- Cathie Williams, Adult Safeguarding Lead, LGA (Monday & Tuesday)
- Jonathan Trubshaw, Review Manager, Local Government Association

5. The Team was on-site from 4th – 8th November 2013. The programme for the on-site phase included activities designed to enable members of the Team to meet and talk to a range of internal and external stakeholders. These activities included:

- interviews and discussions with councillors, officers and partners
- focus groups with managers, practitioners, frontline staff and people using services / carers
• reading documents provided by the council, including a self-assessment of progress, strengths and areas for improvement against the LGA Standards for Adult Safeguarding

• A comprehensive review of a select number of case files

6. The Peer Review Team would like to thank staff, people using services, carers and councillors for their open and constructive responses during the review process. The Team was made welcome and would in particular like to thank the interim DASS Mark Howell and his team, which includes both Vicky Gainey and Fleur Gardiner for their invaluable assistance in planning and undertaking the review.

7. Our feedback to the Council and partners on the last day of the review gave an overview of the key messages. This report builds on the initial findings and gives a detailed account of the review. The report is structured around the main areas of the Standards for Adult Safeguarding listed above.

8. ‘No Secrets’ (DoH 2000) provides the statutory framework and guidance for adult safeguarding. This defines ‘a vulnerable adult’ as ‘a person who is or may be in need of community care services by reason of mental or other disability, age or illness; and who is or may be unable to take care of him or herself or unable to protect him or herself against significant harm or exploitation’. The previous Government published a review of No Secrets with the following key messages for safeguarding:

- safeguarding must be empowering (listening to the victim’s voice)
- everyone must help empower individuals so they can retain control and make their choices
- safeguarding adults is not like child protection – vulnerable adults need to be able to make informed choices
- participation / representation of people who lack capacity and the use of the Mental Capacity Act are important.

The draft Care Bill currently going through Parliament proposes to put safeguarding adults on a statutory footing. Safeguarding remains a complex area of work and case law continues to test the basis on which it is undertaken.
Outcomes

Strengths

• Signed up for Making Safeguarding Personal
• New policies and procedures start with rights and person led safeguarding
• ASCOF and User Survey show better than average results on quality of life and people feeling safe
• Partners want to collaborate on raising awareness

Areas for consideration

The council and its partners:

• Current arrangements do not evidence a focus on the individual’s experience and outcomes
• There does not appear to be a performance management framework that allows managers and leaders an overview of activity and an understanding of the impact of interventions
• Need to embed the MCA/DoLS legislation (and use of independent advocates) to better protect the rights of people who lack capacity
• Current arrangements focus adults safeguarding too narrowly on FACS eligibility and the risk is that vulnerable people are falling through the net
• Lack of evidence of an effective approach to raising the awareness of adults safeguarding

9. The Team noted and considered that it was positive that the Council had signed up for Making Safeguarding Personal. However, the evidence seen did not demonstrate that current practice focuses on the individual’s experience. Where practice does indeed focus on the individual this needs to be clearly shown in the Council’s documentation and in demonstrating that outcomes (the difference that interventions have made to people) are also clearly and understandably evidence. This includes in reports to elected members and others who will scrutinise the Council’s performance.

10. At present the performance management reporting mechanisms do not allow senior officers or members to readily determine the impact of interventions. The current RAG system does not provide confidence and needs revising. Key measures need to be determined that are supported by easy to gather data collection and analysis that provides an accessible overview of performance.

11. The adoption of the new SHIP (Southampton, Hampshire, Isle of Wight and Portsmouth) adult social care policies and procedures, that have been designed with person centred safeguarding in mind, should enable the Council to more effectively demonstrate how people benefit from its safeguarding interventions. The Team also thought that working more collaboratively with colleagues in other authorities in this way would have benefits, not only in sharing experience and knowledge but it helping address capacity issues that may be experienced with senior level restructuring.
12. The Mental Capacity Act/Deprivation of Liberty Safeguards (MCA/DoLS) legislation needs to be embedded in order to better protect the rights of people who lack capacity. Work with partners needs to be undertaken quickly, particularly with Health, so that everyone understands their roles and responsibilities, including the use of independent advocates. A training programme for all partners should help raise awareness and protection.

13. Evidence seen by the Team shows that Island residents reported a better than average quality of life and that people felt safe. However there was little evidence that the Council was doing enough to raise awareness of adult safeguarding. More information, using a variety of media and targeted to cover Black and Minority Ethnic (BME) and hard to reach groups, needs to be produced and effectively distributed. In measuring the impact it will be important to note the changes in awareness and usage of safeguarding interventions and not just that the awareness raising has taken place. The Team also received evidence from partners that they wanted to collaborate on raising awareness of safeguarding and how services are delivered in order to continue with residents' positive perceptions. This willingness should be embraced and partners quickly engaged with through the reestablishment of forums and other mechanisms for working together.
People’s experience of safeguarding

Strengths

- There has been press interest (awareness raising for the public) in the domestic abuse forum
- Additional resource: Best Interest Assessors
- Good case scenario, holistic outcome for customer achieved
- “When it’s done in an inclusive way it works well”

Areas for consideration

- Safeguarding is done to people not with them
- People using services are not engaged with the Safeguarding Board so their voices are not heard
- People do not know when safeguarding process starts and ends
- Council does not act on what people say
- Safeguarding is too restrictive not enabling, “Sometimes it prevents people from moving forward”
- The council is too anonymous, “You never know who you are going to talk to…that’s if you can get through in the first place”

14. The Team noted that some work had been done to raise the public’s awareness of safeguarding issues, including the domestic abuse forum that had received local press attention. However, people need to be much more engaged in and have more input into their care. They need to be seen to be involved in their safeguarding so that it cannot be viewed, by an objective observer, as being done to people. This issue links back to the Outcomes section above and requires evidence to be gathered that can show the Council is listening to what people say and then demonstrate that it has acted on this information. There was some good case study work showing that holistic outcomes for service users were being achieved. This approach needs to be built on so as to provide a more comprehensive evidence base. The Council’s elected members will want to assure themselves that they have sufficient qualitative data that can be easily understood so they can go back to their residents and show that care is being appropriately delivered.

15. The Team heard from one service user of the positive impact they had experienced when they felt they were working with Adult Social Care to construct the services they needed. However, this is not the situation with all cases. The Team heard criticism from some of the participants that the Council is not seen to act on information it receives from service users and their care givers. The Service needs to have a clear communications policy that informs people of where they are in the system, including when safeguarding begins and ends. The
Team heard evidence that where safeguarding is raised as an issue people are not always told when they are put on to or taken off a plan.

16. The Council also needs to provide sufficient resources to ensure that people can effectively communicate with the Council. Service users and partner agencies reported that they found it difficult to get though on the telephone and that they were not routinely informed of changes in allocated social workers.

17. The Safeguarding Adults Board needs to ensure that service users’ voices are heard. The Board needs to create mechanisms that show it has listened to people’s concerns, that action is taken across the partnership and then that this is fed back to the original service user and where appropriate, to the wider population. The Board need to promote an ethos of clear and open communication between partners and with service users.
Leadership

Strengths

• The commitment of senior members to adult safeguarding and adult social care is strong
• Bringing in a senior social care professional is widely seen as positive
• The commitment of a wide range of partners to drive forward the agenda

Areas for Consideration

Members need to:

• Drive a stronger corporate approach to safeguarding vulnerable adults

The partners need to:

• Be prepared to hold other partners to account
• Prioritise the safeguarding agenda within their own organisations

The DASS needs to:

• Provide clear leadership, strategic direction and engagement with its staff, partners and stakeholders for adult safeguarding
• Produce a robust annual safeguarding report for 2012/13 and determine the priorities for 2013/14 in a clear plan
• Effectively work in partnership and engage with a wide range of stakeholders
• Demonstrate a transparent, accessible, engaging approach that builds on good will of all stakeholders
• Encourage a culture of learning, optimism and reflection
• Be clear about what good looks like

18. It was clear to the Team that senior members are concerned about adult safeguarding and adult social care on the Isle of Wight and are determined to deliver improvements. The commissioning of a peer review at a time of organisational change is a demonstration of this. All members need to be clear that safeguarding is everybody’s business and that they are aware of their responsibilities. This includes all portfolio holders ensuring that they have an understanding of safeguarding issues and how these impact on the services for which they are responsible. The Managing Director has a role in supporting members and ensuring that senior management colleagues are also aware of their roles, and responsibilities for the safeguarding of vulnerable adults, through the integrated design and delivery of their services. Further training for all members would help ensure a corporate approach to safeguarding.
19. It was widely recognised by staff and partners that bringing in a high level social care professional has brought positive change as well as a sense of stability in the department’s senior management. The challenge for the Council is to maintain this level of support into the future, otherwise there is a danger that focus and pace will slip, which will put vulnerable adults at risk.

20. Evidence from focus groups and discussions with a range of partners showed that there was a commitment to working with the Council to bring about change and to drive forward the safeguarding agenda. This positive attitude needs to be built upon and the feedback from the peer review provides the Council with a useful vehicle to engage in meaningful dialogue.

21. The challenge for partners is to hold each other to account through the SAB. This will require a commitment to attend regularly and to be represented by people who can commit their organisation to action. It is vital that these people prioritise safeguarding in their own organisations and work collaboratively to ensure consistency of approach across the partnership.

22. The interim DASS has inherited a situation that needs rapid and significant improvement. This is recognised and some changes have already been made and been welcomed by staff, including the return to post of the Head of Safeguarding. The concern here is that this is only for a six month period. The interim DASS now needs to provide clear and visible leadership that engages fully with staff and partners to provide real drive for safeguarding improvements.

23. To provide a clear baseline the Council needs to produce a robust annual safeguarding report for 2012-13. There also needs to be a plan for 2013-14 setting clear priorities, how these will be achieved and measured with specific milestone points. This should be monitored through both the Council’s scrutiny arrangements and partners at the SAB.

24. The DASS will need to build on the willingness of partners to engage in promoting and delivering safeguarding for adults. The Team’s considered view was that the review process highlighted the appetite for engaging and there was an expectation among partners that the Council will now act positively on this willingness. However, partners emphasised the need for open and transparent two-way communication so that solutions should be co-created.

25. The DASS will also need to ensure that a culture of learning is more fully embedded that builds on some of the reflective practice beginning to be undertaken by social workers. This culture needs to be taken forward by all partners and all staff need to have clear and recognisable examples they can refer to. This should use examples from within the partnership as well as recognising where others are demonstrating good practice and how that can be adapted to the island setting.
Strategy

Strengths

• Overarching commitment to developing a new vision for adult social care

• Overarching commitment to new models for delivery for adult social care: integration and adult safeguarding

• Commitment to widening the safeguarding approach to vulnerable adults

• Adoption of the sub-regional approach to adult safeguarding (SHIPs)

Areas for Consideration

The council and partners need to:

• Broaden the safeguarding vision and make it visible in other strategies

• Develop a Golden Thread for safeguarding throughout the council’s services

• Increase strategic adult social care capacity

• Engage with and learn from members, staff, voluntary organisations, public sector partners, care providers and the public carers and users when making strategic decisions

• Develop and implement a communication and engagement strategy for all

• Develop a comprehensive workforce strategy

26. The Council is developing its vision for adult social care. Although this is in an emergent phase it will be helped by the appointment of key people into senior roles and the adoption of the SHIP procedures. However, this needs to be broadened so that clear links are made between adult social care and the Council’s other strategies. Other senior members will want to consider how adult social care impacts on and works in conjunction with their portfolio responsibilities. It will also be necessary to make these connections clear to outside bodies and users and carers so that partnerships in the community can understand and make connections to help them deliver services. This will require a review of how strategy documents are presented.

27. There is a commitment to widening the safeguarding approach to vulnerable adults to make sure that people do not ‘slip through the net’.

28. Although there is a commitment to adopt new models of delivery so that there is far more integration and awareness of the routes used to safeguard vulnerable adults much more needs to be done to ensure there is a ‘golden thread’ for safeguarding. Supervision needs to have more focus on reflective practice that highlights safeguarding issues with links being made back to strategy and procedure documents. When good practice is found this should be promoted to all partners so as to develop a common understanding of what good looks like. Senior managers and members need to assure themselves that strategy is being implemented through practice and performance management measures need to be developed that enable this to happen. It is recommended that use be made of the SE
ADASS network to identify examples from other authorities that could be adapted for use on the Isle of Wight.

29. Although there have been recent appointments to the Head of Adult Social Care and the Head of Safeguarding, the Team were told that these were only for a limited time; six months. The Council will need to increase its adult social care capacity and should look for permanent appointments to these key roles. If this is not done there is a risk that continuity will be lost at a time when changes in Health pose a significant challenge to ensuring all vulnerable adults are safeguarded. There is also a need to ensure credibility in these and other key social care roles so that effective partnerships can be maintained and challenged.

30. The Team received feedback from partners and staff that the Council consulted on decisions that they perceived had already been taken and not as a way of developing strategy or policy. The Council should use existing mechanisms, including the SAB, to collaboratively work with partners to create ideas that are then turned into plans for action so that all partners feel a sense of ownership and a desire to ensure they are implemented.

31. To ensure that partners have a sense of trust in the way the Council conducts its business it needs to develop a communication and engagement strategy. This should set out how people will find out what the Council intends to do to deliver its priorities and how these can be co-created. People should be consulted on how they would like to be communicated with, how often and with what level of information.

32. The Council needs to produce a comprehensive Workforce Strategy that takes into account options for the wider delivery of services across the partnership. The strategy should include option and risk assessments as well as a breakdown of the skills required in the future, how these will be developed and who will possess them. A reasoned and evidenced Workforce Strategy will provide clarity to staff, partners and residents.
Commissioning

Strengths

- Early evidence that SHIPs is being included in contracts
- Initial agreement to high level vision with Health integration
- Emergence of joint commissioning arrangements

Areas for Consideration

The council and its partners need to:

- Ensure that SHIPs is fully embedded in contract arrangements
- Commission for outcomes that ensures vulnerable adults who access services are safeguarded
- Clarify the “level playing field” for all providers
- Ensure vulnerable adults have access to a range of services that enable choice and control (produce a Market Position Statement based on needs assessment and analysis)
- Have contracts that clearly specify safeguarding responsibilities and respective roles
- Rebuild the relationship with providers

33. There is early evidence that the SHIP procedures are being used in contracts that have recently been issued. This will provide consistency and transparency when issuing future contracts. However, these arrangements are not fully embedded and the Council needs to ensure that all contracts are now based on the SHIP procedures. Staff may need additional training and support to ensure they understand how these are included in contracts and providers monitored against them. Providers will need to be consulted so that they are engaged in and understand the changes that are being made. Some providers stated to the Team that contacts had been presented to them as a fait accompli with no option to negotiate, which created an adversarial rather than collaborative relationship.

34. There has been good work with Health to gain agreement to a high level vision for integration. This is a strength, and needs to be built on.

35. The Council and its partners need to agree on outcomes for vulnerable adults and to build these into the commissioning arrangements.

36. The Team was told by some partners that the relationship with the Council was not a level playing field. By this they meant that the relationship was uneven and that the Council was not seen to be listening and then responding to the needs and concerns of providers. There was a view of being “done to” and the providers felt that if there was more transparency in the relationship providers could better respond to changes in the commissioning regime.

37. The Council needs to produce a Market Position Statement that clearly sets out the level of provision on the island that is required now and to meet future demand. Research will need
to be undertaken to provide a robust evidence base. A fundamental function of describing
the care and support services required going forward will be how vulnerable adults will be
safeguarded within these services. The Statement will need to be made widely available
and in a variety of formats to enable vulnerable adults and those organising their care to
understand their choices and to then make informed decisions as to what care they require
and who they ask to provide it.

38. Contracts with providers need to specifically include safeguarding responsibilities and roles.
There is an opportunity to embed who does what and how to escalate issues, as well as up-
dating providers on developing legislation and good practice. Learning and development
opportunities (including sources of information) should be highlighted at the time of
contracting as well as gathering the information on the needs of providers as a way of better
planning for the future.

39. The process of participating in the Peer Review was highlighted by some providers as an
opportunity for the Council to build relationships with the providers. Suggestions on how this
should be done included; reinstating regular provider forums, more direct feedback from the
Council providers contributions to strategic consultations, improved communication from
frontline staff to keep providers informed of decisions and progression of care plans, and a
more effective and equitable SAB.
Service Delivery and Effective Practice

Strengths

• Real commitment from all frontline staff and middle managers
• Operation Serenity is seen as an innovative and effective approach
• There is an appetite to be engaged with safeguarding activity from all partners
• Council’s awareness of the need to improve access to adult safeguarding - First Response in the Hub
• A number of emerging, innovative practices: community safety team, DBS for PAs, independent living centre, People Matter, TAP, Silver Dreams
• Return of a full-time safeguarding manager
• Emerging expertise among safeguarding practitioners and a willingness to share

Areas for Consideration

The council and its partners need to:

• Fully implement and embed SHIPs across the wider partnership
• Implement a proportionate risk management approach as an evidence base for practice
• Address current arrangements that are potentially unsafe:
  ➢ No feedback to alerter
  ➢ Poor arrangements for leaving messages
  ➢ Poor access to safeguarding advice
  ➢ Inconsistent responses
• Consider a dedicated safeguarding phone line – First Response is not working for safeguarding
• Fully understand each agency’s (health/police/providers/ voluntary sector/etc.) roles and responsibilities in safeguarding vulnerable adults
• Re-launch MCA/DoLS with all partners
• Increase the amount of joint training
• Invest in joint training to improve the quality of safeguarding interventions, which are informed by learning from MSP
• Provide appropriate office accommodation and ICT systems to support and enable confidential, safe social work practice, including adult safeguarding, to take place
• Build upon the positive enthusiasm, expertise and good will of its frontline staff to re-establish the Golden Thread to its priority of adult safeguarding

40. The Team found that there were a number of significant strengths in the way services were delivered, not least of these was that there was real commitment from all frontline staff and middle managers to caring for vulnerable adults. This was in both the Council and providers staff. Seeing this, having gone through considerable recent change and with the prospect of continuing change into the future, demonstrated to the Team that there was a strong base on which to build and a willingness to find solutions.

41. There are examples of innovative practice from across the partnership, including Operation Serenity, (Police and Health working closely together to provide the best possible response to people in crisis, with an improved initial diagnosis and reduced time spent dealing with such incidents) and these should be built upon, not just by sharing the good practice within the partnership but looking to promote initiatives to other areas. Other examples included: the community safety team, the independent living centre and the use of the Silver Dreams fund to support Alzheimer’s cafes amongst other projects.

42. Partners want to engage in and improve safeguarding activity. This needs to be seen to be welcomed and encouraged, with the SAB taking a leading role in identifying, promoting and encouraging the take up of good practice. This needs to be seen as a partnership activity and not an attempt by the Council to impose what should be done.

43. Colocation was seen to have had a positive impact, with First Response being situated in the Hub. This was an example of the Council’s awareness that access to adult safeguarding could be improved and taking action to address it.

44. The return of a full-time head of safeguarding was seen by the Team as having a positive impact on practice, including more effective work planning arrangements. However, this is only for a six month period and the Council will need to ensure that funding is available to ensure that this post continues to be undertaken full-time, otherwise there is a danger that vulnerable people will be put at risk.

45. The adoption of the SHIP procedures by the Council was seen by the Team as a strength. However, work needs to be undertaken with partners to inform them of the procedures, how they will be affected by them and what they need to do to ensure they are fully implemented. This will include discussions with providers and the re-establishment of provider forums, which should give the appropriate structure for these discussions to take place. The impact of the SHIP procedures, including obtaining and promoting examples of good practice to be shared within the partnership should be taken forward by the SAB.

46. The Council needs to implement a risk management approach that through its monitoring processes provides evidence and examples of good practice. These should be shared with partners so that the level of practice across the whole social care workforce is elevated. A two way exchange of information should be encouraged with the Council’s practice being shown to have been improved by taking on best practice wherever that may be found.

47. The Team were concerned that they found evidence that current arrangements were potentially unsafe and these need to be addressed urgently. Specifically these areas were:
Where the alerter of a safeguarding issue received no feedback of the action taken or when a case was closed. Clear guidance needs to be given to social care staff on how alerters need to be responded to and this should be monitored through regular supervision. Spot checks with alerters on their experience would also provide useful information on how the system was responding and should also highlight areas for possible improvement.

The use of an answerphone for alerters to leave a message was potentially not safe as there was no secure way of knowing who would hear the message. Alternative arrangements for speaking to callers needs to be put in place with secure diverts for cases where First Response was not available.

Adult Safeguarding information is not promoted widely enough and in sufficient range of formats to ensure that it is accessible to those most at risk and their carers. If people are unaware of the support and systems available to them there is a risk that vulnerable people will slip though the net. The partnership, through the SAB, needs to review the information it provides and how this is distributed.

There was evidence of inconsistent responses to safeguarding alerts. Clear guidance, including escalation flow charts, needs to be provided to all those responding to safeguarding alerts and adherence to agreed routes into the system need to be monitored through regular supervision. Action will need to be taken to ensure staff route callers into the agreed front door, even if they believe they are acting in the best interests of the client by taking direct action.

48. The Council needs to consider installing a dedicated safeguarding phone line. Callers need to be assured that their information is secure and that they are speaking to the most appropriate person. Once this is installed there will need to be a promotional campaign to ensure that it is widely known about with supporting, user friendly literature being made available through partner organisations and public websites.

49. All partners need to understand each other’s policies and procedures in order to ensure an integrated approach to safeguarding vulnerable adults. The work that needs to be undertaken to ensure the SHIP policies are effectively implemented should provide a useful vehicle for reviewing other policies and procedures.

50. The MCA/DoLS legislation and the roles and responsibilities of all partners are not fully understood across the partnership. This needs re-launching and the SAB could usefully provide and coordinate training to raise awareness and improve consistent practice, including the use of independent advocates.

51. There needs to be more joint training, which not only improves knowledge of specific subjects but will also increase understanding and awareness of practice across the partnership.

52. The safeguarding team operates from a building that is not fit for purpose. The construction of office space means that conversations can potentially be overheard with confidentiality being compromised. As a matter of urgency the team needs to be moved to appropriate accommodation to enable safe social work practice, including safeguarding, to be undertaken. This needs to be supported by appropriate ICT equipment and software that is capable of sharing information with other agencies.
Performance and resource management

Strengths

• Intention to keep safeguarding on scrutiny agenda
• Intention to move from Amber to Green by March 2014
• Domestic Abuse has been subject for scrutiny
• Commissioners attend strategy meeting and request feedback from managers on lower level quality assurance issues
• Performance on target for adult safeguarding indicators within the corporate plan

Areas for consideration

• Develop an evidenced based performance management framework to fully understand the trends to ensure effective deployment of resources and transparency
• Provide timely, accurate and well analysed data in which public and other stakeholders have confidence
• Develop an approach to sharing information that demonstrates transparency, clarity and generates confidence
• Produce a clear action plan that is communicated to all staff outlining development and improvements made
• Maintain the financial commitment and investment in specialist managerial support to adult safeguarding

53. The Team acknowledged the intention of members to keep safeguarding on the scrutiny agenda. Members will want to assure themselves that the current scrutiny arrangements are still fit for purpose in light of their ambition to move from Amber to Green with regard to safeguarding and that the information they receive enables them to focus on the areas of particular interest.

54. The Team considered it positive that Domestic Abuse had been a subject for scrutiny and changes in practice and outcomes for people will need to be identified so that these can be fed back to residents as evidence of effective scrutiny practice.

55. Using the current indicators, safeguarding is on target within the Corporate Plan. Members and senior managers will need to assure themselves that the indicators are still fit for purpose considering the restructured department and ambitions of the administration.

56. The performance framework needs to be supported by a robust evidence base that can effectively demonstrate how outcomes (the impact on residents of actions taken) are being delivered. There needs to be transparency in this evidence, with trends over time being identified, so that training and development activities can be targeted at areas that need to
be built upon. This work could be the activity of an SAB sub-group, which would enable partners to be actively involved and develop an integrated approach to developing the whole social care workforce. However, the sub-group itself may need resource and development input to ensure that the partnership receives timely, accurate and well analysed data on which to base decisions. The additional resource may be available from the council or may need to be sourced from elsewhere, including considering the possibility that this is provided by other partners or from independent providers.

57. The partnership will need to produce a plan that has clear outcome targets that can be evidenced by the data collected. This will need to be readily understood by staff and the public so that progress is understood and improvements identified.

58. The Council has demonstrated that it understands the need for specialist, senior social care managers to ensure that safeguarding is adequately undertaken. The Council now needs to make sure that continuing finances are made available so that the current arrangements can continue and do not cease after six months.
Working together – Safeguarding Adults Board

Strengths

• Continued willingness of partners to work together on the Board
• Recent appointment of Independent Chair
• Appointment of Board manager

Areas for consideration

• Develop new terms of reference and membership
• Introduce a development programme for Board members (consider linking to LSCB programme)
• Develop the governance arrangements and structure
• Embed the policies and procedures (SHIP)
• Develop a quality assurance framework to consider capabilities
• Build on the appointment of an Independent Chair
• Reconnect with the staff that are delivering safeguarding interventions
• Reassure itself that it understands the experience and expectations of vulnerable adults involved in safeguarding
• Ensure all partners are held to account
• Consider the wider prevention/safeguarding agenda and develop a more encompassing approach
• Adapt its policy and procedures to include a Serious Concerns protocol that applies to the NHS and care providers
• Publish the Annual Report for 2012/13 and present to a public meeting of the council and the Board meetings of the statutory agencies
• Ensure that the outcomes of the Winterbourne View stocktake and other OOA placements are acted upon

59. Partners said that they were willing to participate in and contribute to the SAB. This willingness needs to be acted on through meaningful and transparent engagement, right from the formation of policy to promoting outcome benefits.

60. The Team saw the recent appointment of an independent chair of the SAB as positive. However, partners said that the way in which the chair was appointed by the Council, without asking for their involvement, meant they were not as engaged as they could have been. The chair and the Council will need to actively engage other partners to demonstrate transparency and to build trust. The chair’s appointment has created an expectation amongst partners that there will be a change in approach to safeguarding
and the partnership relationship and this should be built upon as quickly as possible so as not to lose the current levels of higher energy.

61. The SAB will need to develop new terms of reference and the appointment of a new independent chair should provide an opportunity to build on the existing commitment and good will of partners. The SAB should also take this opportunity to review the membership of the Board to ensure that the right organisations are represented and those attending are of sufficient seniority to commit their organisations to action. The chair will need to support partners to hold each other to account in a way that is both robust and equitable. Governance arrangements should also be reviewed and where required, sub-groups established that will take forward the strategic objectives set by the full Board.

62. The review of Board members should coincide with the introduction of a development programme so that members are aware of their responsibilities for safeguarding and in acting as members of the Board. The SAB should consider making links to the Local Safeguarding Children Board to build on their experience and to share common good practices.

63. The SAB needs to reconnect with staff delivering frontline interventions so that their voice is seen to be heard. The SAB needs to develop mechanisms for staff to report their experiences, especially so that the impact of interventions can be assessed, lessons learnt from good practice are shared and messages about new legislation are embedded in practice.

64. The Board also needs to reassure itself that the voices of vulnerable adults involved in safeguarding are heard. This may be through a specific sub-group or one that has responsibility for engaging with both staff and service users. The information obtained needs to be collected in a way that supports the performance management and communication strategies so that these processes are complimentary rather than a duplication of work.

65. The SAB needs to include in its policies and procedures a Serious Concerns protocol that applies to the NHS as well as all care providers.

66. To ensure that it establishes its credibility there is an urgent need for the SAB to publish the Annual Report for 2012/13. This needs to be presented at a public meeting of the Council and at meetings of the partner agencies so that as wide an audience as possible is made aware of the SAB’s work and that partners are seen to be supportive and actively engaged.

67. The SAB needs to ensure that the outcomes of the Winterbourne View stocktake and other out of area placements are acted on. The findings need to be made public so that people can see that action is being taken. This will help solidify the credibility of the SAB with the public and demonstrate to partners that they are engaged in a body that makes things happen.
Summary

- Customer focused
- Vision and strategic direction
- Strategic capacity
- Relationships
- Process

68. All partners need to remain aware that safeguarding needs to be customer focused. The refocusing of the SAB should give opportunity and impetus to ensuring policies are aligned and that good practice is shared. To evidence this, the client’s voice needs to be clearly heard in all documentation (including case records) and information that the partnership produces.

69. The Council and its partners need to set out the vision and strategic direction for adult safeguarding. This requires clear and consistent leadership and will involve making staff at all levels across the social care workforce aware of what is required of them. Members, the SAB and boards within partner organisations will need to make sure they monitor the effective delivery of the vision by measuring outcomes.

70. Bringing in senior social care managers has helped to increase the Council’s strategic capacity. This needs to be maintained. The recruitment of an independent chair of the SAB will help provide strategic capacity to focus and strengthen the partnership. Partners need to feel engaged in this process to ensure that the Council is not seen as holding the responsibility for safeguarding.

71. The partnership is made up of committed and willing people. They want to engage and collaborate with the Council. Partnership working has already had positive strategic benefits, including the development of the SHIP procedures and beginning the initiative to look at integration with Health. There is an opportunity to build on this willingness by reinstating partnership forums and reinvigorating the SAB sub-groups and engage with people so they are at the heart of safeguarding.

72. Processes need to be strengthened and monitored to ensure good practice is consistently delivered. People need to be held to account through supervision, robust performance management measures and scrutiny within their own organisations and at the SAB.

73. Where the Team raised concerns around practice the Lead Peer offered to speak to the acting DASS to discuss specifics and explore regional and national support through the ADASS network.
Contact details
For more information about the Adult Safeguarding Peer Review of Isle of Wight Council please contact:

Jonathan Trubshaw  
Review Manager  
Local Government Association

For more information on the LGA’s National and Regional Adults Peer Challenge Programmes please contact:

Marcus Coulson  
Programme Manager  
Local Government Association  
Email: marcus.coulson@local.gov.uk  
Tel: 07766 252 853

For more information on Adult Safeguarding and Adult Social Care Peer Reviews and Peer Challenges or the work of the Local Government Association please see our website www.local.gov.uk/peer-challenges
Appendix 1 - LGA Standards for Adult Safeguarding Peer Review

The standards are derived from:

- CQC performance and board reports
- The No Secrets Review
- LGA engagement with safeguarding developments
- Broader local government and NHS developments

The standards are grouped into four main themes which are further divided into sub themes:

<table>
<thead>
<tr>
<th>Themes</th>
<th>Outcomes for and the experiences of people who use services</th>
<th>Leadership, Strategy and Commissioning</th>
<th>Service Delivery, Effective Practice and Performance and Resource Management</th>
<th>Working together</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elements</td>
<td>1 Outcomes</td>
<td>3 Leadership</td>
<td>6. Service Delivery and effective practice</td>
<td>8. Local Safeguarding Board</td>
</tr>
<tr>
<td>2 People's experiences of safeguarding</td>
<td>4.Strategy and</td>
<td>7. Performance and resource management</td>
<td></td>
<td>This theme looks at the role and performance of the Local Safeguarding Board and how all partners work together to ensure high quality services and outcomes</td>
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<td></td>
<td>5. Commissioning</td>
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<tr>
<td></td>
<td>This theme looks at the overall vision for adult safeguarding, the strategy that is used to achieve that vision and how this is led and commissioned</td>
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<tr>
<td></td>
<td>This theme looks service delivery, the effectiveness of practice and how the performance and resources of the service, including its people, are managed</td>
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For the complete, detailed version of the LGA Standards for Adult Safeguarding please go to:
http://www.local.gov.uk/web/guest/peer-challenges/-/journal_content/56/10171/3510407/ARTICLE-TEMPLATE