



# Safeguarding roundtable at SCIE 15 April 2019



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# Paul Burstow, SCIE chair

## Introduction



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# Ewan King

## SCIE chief operating officer



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# Safeguarding: What it is and who it applies to

Trustees must safeguard children and adults at risk, and protect anyone that comes into contact with their charity from harm.



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Protecting people and safeguarding responsibilities should be a governance priority for all charities. As part of fulfilling your trustee duties, you must take reasonable steps to protect anyone who comes into contact with your charity from harm.

- Establish good safeguarding policies and procedures that all trustees, staff and volunteers follow
- Make sure all staff and volunteers receive regular training on child protection or working with adults at risk
- Appoint a safeguarding lead to work with your local authority safeguarding boards
- Manage concerns, complaints, whistleblowing and allegations relating to child protection or adults at risk effectively
- Follow relevant legislation and guidance.



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# Safeguarding: What does the law say?



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# Trustees need to understand of their legal duties & responsibilities in terms of safeguarding

- Overall increased awareness
- Deepening appreciation of legal background incl Care Act 2014 principles
- Reflect on the link between care quality and safeguarding
- Think about governance linked to safeguarding, partnership, cooperation, information sharing, duty of candour, and HR obligations such as DBS and organisational performance frameworks
- Engage in the next stage of development in leadership over safeguarding.



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# Safeguarding: Information and governance



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# Information sharing: seven golden rules

- The Data Protection Act 1998/Human Rights law
- Openness and honesty with individual
- Seek advice from others
- Share with informed consent
- Consider safety and wellbeing
- Necessary, proportionate, relevant, adequate, accurate, timely and secure
- Keep a record

*(HM Government, Information Sharing, Advice for Practitioners, March 2015)*



# Information sharing: children

- Part of working with children & young people
- Fear must not get in the way
  - Respond to disclosure
  - Balance privacy with safety
- Data protection
  - Not a barrier
  - Seeking consent



# Charity Commission

## Safeguarding and protecting people for charities and trustees

- Manage the risks
- Policies and procedures you need to have
- Get checks on trustees, staff and volunteers
- Protect volunteers and staff
- Safeguarding children or adults at risk
- Working overseas
- Handle and report incidents and allegations
- Working with or making grants to other organisations
- Terrorism and the Prevent duty.

[tinyurl.com/charitycommissionsafeguarding](https://tinyurl.com/charitycommissionsafeguarding)



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# Charity Commission

## Safeguarding and protecting people for charities and trustees

### Safeguarding children

In England follow Working Together to Safeguard Children 2018

In Wales follow All Wales Child Protection Procedures

### Safeguarding adults

In England follow guidance on the Care Act 2014.

In Wales follow guidance on The Social Services and Well-Being (Wales) Act 2014 and Social Care Wales

Links to the above here

[tinyurl.com/charitycommissionsafeguarding](https://tinyurl.com/charitycommissionsafeguarding)



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# Types of abuse

- Physical abuse
- Psychological or emotional abuse
- Sexual abuse
- Domestic violence or abuse
- Financial or material abuse
- Modern slavery
- Discriminatory abuse
- Organisational or institutional abuse
- Neglect or acts of omission
- Self-neglect or harm of self



# Allegations against staff or volunteers

- Make sure the person is aware of their rights under employment legislation and any internal disciplinary procedures
- The Police and Crown Prosecution Service (CPS) should agree procedures with the local authority, care providers, housing providers, and the NHS/CCG to cover the following situations:
  - action pending the outcome of the police and the employer's investigations;
  - action following a decision to prosecute an individual;
  - action following a decision not to prosecute;
  - action pending trial; and
  - responses to both acquittal and conviction.

*(Care and support statutory guidance)*

# SCIE supporting safeguarding improvement in the charity sector

- FOTE
- Refuge (mention as she is coming)
- Salvation Army Housing Association
- Reshet
- Spurgeons
- Making Space
- Rethink
- Chelsea Pensioners
- Mencap
- Cats Protection
- MS Society
- RSPCA

# What's on your website?



# Next up...

## Friends of the Elderly



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**Richard Macintyre**  
Director of Quality and  
Innovation

## Improving Safeguarding Outcomes

SCIE Safeguarding  
breakfast meeting for  
charity trustees  
15th April, 2019



## Background to Friends of the Elderly

- Registered charity based in Belgravia SW1
- 113 years old (1905 – Church Army League of Friends of the Poor which became Friends of the Elderly in 1972)
- £25m income
- We employ 600 staff
- We have 19 services throughout England , 14 Regulated and 4 Day Centres
- 11 care homes - nursing and residential
- We care and support for over 1500 older people
- We have a 5 year strategy (which includes Dementia Strategy)
- We provide Home Care Services
- We also provide a befriending service, fundraising and Grant giving
- Our Patron - HM The Queen and Our President – HRH Princess Alexandra



# Safeguarding Context

## What is Safeguarding in a Care Home?

Safeguarding is protecting vulnerable adults from abuse or neglect. It means making sure people are supported to get good access to care and stay well.

## The human rights basis of safeguarding

The safeguarding elements of the Care Act (2014) complement broader human rights protections.

The Human Rights Act 1998 Includes a right **not** to be subject to torture, inhuman or degrading treatment (article 3) and a right to enjoy private, family and home life without unjustified interference from public authorities (article 8)





## Safeguarding in the News

- In 2018 in excess of 394,000 concerns were raised about possible abuse with local authorities and in excess of 131,000 Section 42 enquiries were started.
- Older people are much more likely to be the subject of a Section 42 safeguarding enquiry; one in every 43 adults aged 85 and above, compared to one in every 862 adults aged 18-64.
- “Postcode lottery” – Nearly 212,000 concerns about adults being abused went uninvestigated across England in 2016/17 because of where the victim lived.
- 21% of reports to the Action on Elder Abuse Helpline concerned care homes (Staff have a better understanding of safeguarding in relation to types of abuse or concerns).



# Journey

## A seminal 'trigger' incident

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- CQC Inadequate rating at The Lawn Care Home, Alton, Hampshire (Special Measures).
- Hampshire County Council raised concerns about safeguarding, Deprivation of Liberty Safeguards (DoLs).
- Meetings with Safeguarding Adults Board and Regional CQC Managers.
- FotE co-operated fully with formal requests for information and put together a comprehensive remediation plan for Hampshire's SAB.
- All departments within FotE worked together to produce an Action Plan. Decision made not to close the home, but to work through the problems and improve.



# The Hallmarks of High Quality Care are:

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- Good leadership and Governance, Strong organisational culture, Good Partnership Working.
- Adult Social Care Location . Good Ratings

2018	79%
2017	78%

- The right workforce is critical to make our services improve and provide high quality person centred care (110,000 vacancies in Adult Social Care)

# Charting the improvement journey

## From Inadequate to Good

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- Staff at the home played a huge part and FotE could not have carried out the improvements without them. But the manager decided to move on.
- Staff pulled out all the stops and stayed with us instead of leaving to go to other providers.
- All shared our 'vision' as a 'learning exercise' and to put things right for the service users and their families.
- Robust and constant communication with trustees.
- Our plan was to move from 'Inadequate' to 'Requires Improvement' and then to 'Good.'
- Local Safeguarding Adults Board reviews undertaken soon after event.
- All hands to pumps, with excellent support from care home directors and New Registered Manager (ex-CQC Inspector).





# Charting the improvement journey

## From Inadequate to Good

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- Establishment of a Quality and Innovation Team (February 2016). Now a team of eight professionals
- March 2016 - All safeguards closed within 3 months. FotE had addressed all concerns raised as safeguards. Communications to residents and family to keep them informed to boost morale!.
- We came to understand the wider context of what had happened – and the opportunities for its other regulated services.
- Senior Management Team and Trustees met with all staff, residents and family members.
- Apologised to all for letting service users and families down.
- Shared the CQC interim report across the organisation for learning and to families at The Lawn.

# Charting the improvement journey

## From Inadequate to Good

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- Kept all informed on the progress against the home's Action Plan
- Chair and CEO scheduled one-to-one meetings to address any specific concerns with staff and families.
- FotE invested resource (time, cash and willingness to change) to deliver the Action Plan



# Charting the improvement journey

## Partnership with SCIE:

- Establishment of a Concerns Helpline facilitated by SCIE (2016).
- SCIE undertook a full review of FotE's Care Planning Documentation (Care Homes and Home Care) .
- FotE established a Care Planning Focus Group to review all Care Planning Documentation – Moving to Digital Care Planning (Kareinn).
- Co-production and embedding of new Policies and Procedures to be drafted.
- Introduction of a systematic, competency-based approach to training delivered by the Learning and Development team.
- Review and increased recording and reporting systems to centre (HQ).

# Charting the improvement journey

## Partnership with SCIE:

- Introduction of a Safeguarding Adults Sub-Committee; comprising SCIE, trustees, external experts, relatives and residents. Reporting to the Board of Trustees – Now in 3rd year..
- Safeguarding on all board, SMT, management, supervision and team meeting agendas.
- Annual safeguarding review with SCIE and Quality and Innovation Team (November 2018).



# Charting the improvement journey

## Outcomes with SCIE

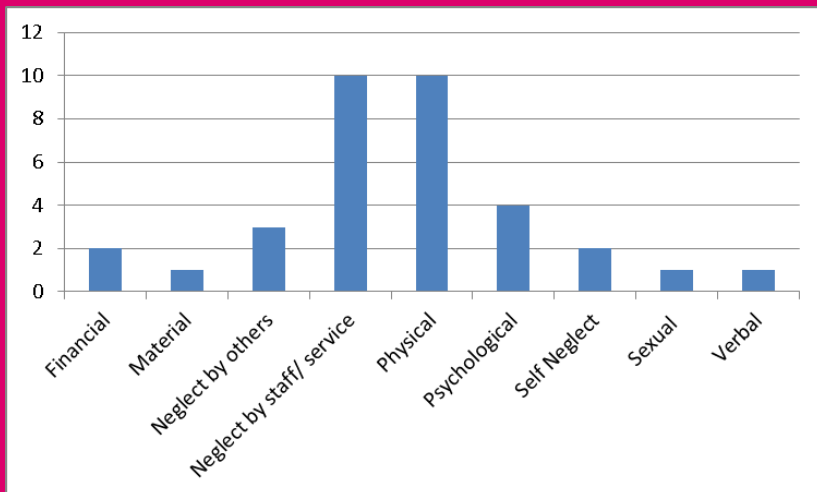
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- Staff have a better understanding of safeguarding in relation to types of abuse or concerns.
- Staff know how to report if they suspect abuse.
- Relatives know how to report safeguarding if they suspect abuse or concerns.
- FotE's internal directorates are aligned in their overall responses to safeguarding. Share more learning from safeguarding events.
- Service users and relatives feel safe in our services.
- Data captured and reported at senior Managers and Board of Trustees.
- Safeguarding is everyones business (Care Act 2014).
- New Development Strategy to Intergrate services across the group.
- Dementia Education Programme (University of Worcester – Professor Dawn Brooker)

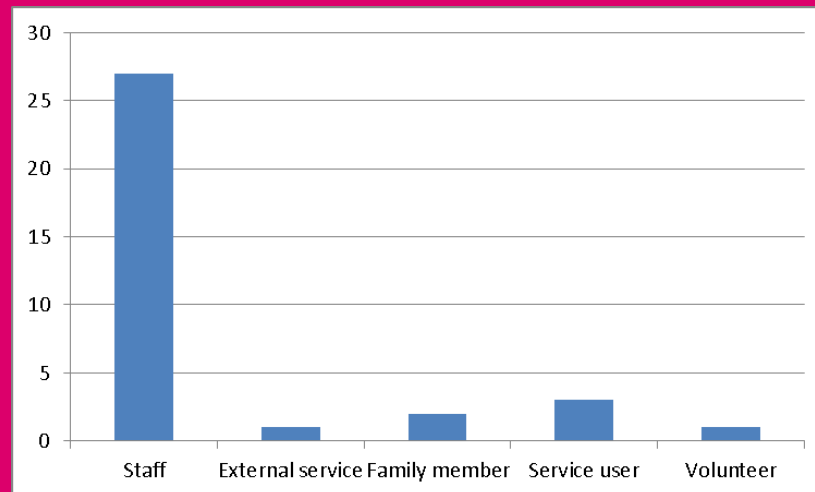


# Safeguarding Notification Analysis 2018-2019

Types of concern



Who are concerns raised by?



# Charting the improvement journey

## Learning outcomes

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- From a recent visit service users reported:

*“Staff are very caring here”*

*“I am respected here”*

*“I can do things I like, I have choice and can make decisions”*

*“I know who to go to if I have a problem or concern”*

*“The food is very good”*

*“I am cared for in the right way”*

*“I am involved in my care and my care plan”*

*“I was recommended to come here”*

*“The home has a good reputation in the area”*

*“The grounds are lovely and the place is well kept”*

*“I feel happy that there is nothing here to make me feel unsafe”*



# Charting the improvement journey

## Practice outcomes

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- CQC re inspected The Lawn, moved us from 'Inadequate' to "Good".
- The inspector reported:

*"Care plans had been written and are clear about risks and care that should be delivered by staff."*

*"People said they felt safe. Staff had received safeguarding training and were able to explain how to protect people from abuse or suspected abuse".*

*"A positive attitude and open culture exists within the home."*

**"And this is now one of my favourite homes."**





# Charting the improvement journey

## Practice outcomes

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- Everyone - the board of trustees, directors, managers, staff, relatives, service users, and community. Regulators feel positive about how the effect of working in partnership has been.
- The charity is capable of making big strategic and operational changes to turn a negative event into a positive improvement. From dark days to a bright future.
- Internal and external communications with all stakeholders has been tested and markedly improved.
- The journey of improvement continues - we are in safer place with peace of mind.
- And.....



## Driving improvement

Case studies from nine  
adult social care services



JUNE 2018



The Lawn Residential Care Home

**March 2017**

All questions rated as  
good

**August 2016**

Rated as good overall

**January 2016**

Rated as inadequate

## References:

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- NHS Digital - *Safeguarding Adults England 2017-18* (November 2018)
- Action of Elder Abuse - *'Postcode lottery' leaves thousands of abuse victims without protection* (December 2017)
- *Memorandum on Elder Abuse* (November 2003)
- CQC *The State of Health Care and Adult Social Care In England 2016/17* (October 2017)
- CQC *Driving Improvement* (June 2018)
- SCIE (2016) *Friends of the Elderly: Care Plan Template Review*.
- SCIE (2015) *Adult Safeguarding Practice Questions*.
- Macintyre, R. Morris, J. Parsons, M. (2016) *Understanding Dementia A Families Handbook*.



# Thank you and any Questions?

[richard.macintyre@fote.org.uk](mailto:richard.macintyre@fote.org.uk)



# Next up...

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# Leading with values: creating a safe organisational culture



# What is moral leadership?

- 1.Values led
- 2.Modelling ethical behaviour
- 3.Nurturing a culture of continuous improvement

# Values led

Values are the core ethics or principles which a charity will abide by no matter what. They are foundation for a safe workplace culture

- Can you name your charity's values? (without looking online!)
- Do you use your values in recruitment of fellow trustees or senior posts?
- How are your values reflected in your strategy?



# Modelling ethical behaviour

If a culture isn't consciously and decisively created by a charity's leaders then one will develop by itself over time

- How do you ensure your secondary aims don't eclipse your primary aims?
- Does your distribution of resources match your stated priorities?

# Culture of continuous improvement

Moral leaders recognise that there is always room for improvement.

- Does the board invest in its own development?
- Do you invest in the CEOs development?
- How do you talk about and respond to failure?

# Structural and situational frameworks

- Gender inequality
- Lack of diversity
- Imbalance of power
- Models of leadership
- Increased demand/reduced funding
- Small training budgets
- Prioritising 'hard' targets

Thank you

# Exercise. Table discussions



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# Next up...

## Disclosure and Barring Service



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## Working in partnership

Danielle Oakford  
Stakeholder Engagement & Research Hub

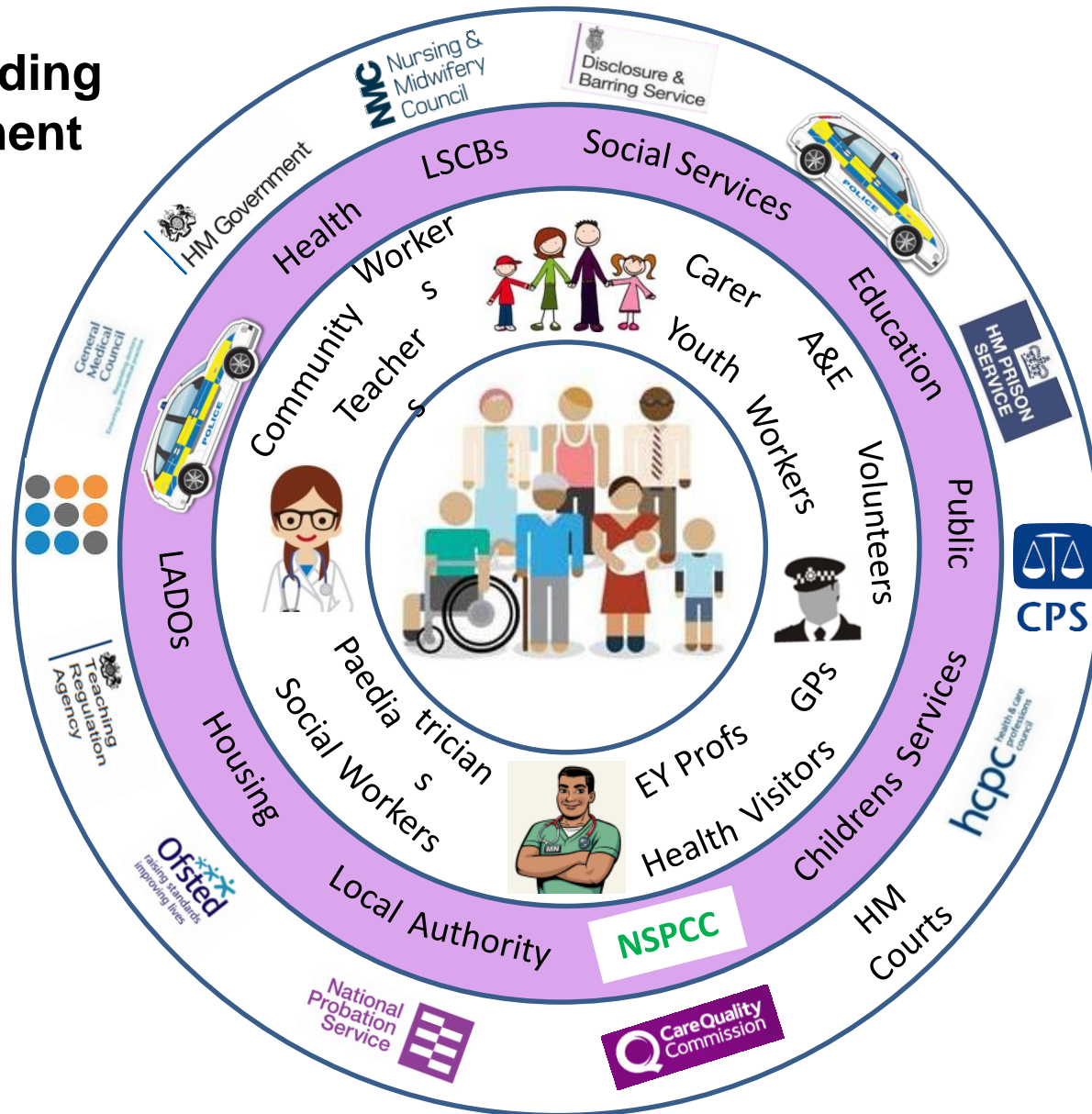
# Our mission is to put safeguarding at the heart of everything we do

- DBS was established under the Protection of Freedoms Act 2012. We are a self funded Non Departmental Public Body
- We operate **disclosure** functions for England and Wales under Part 5 of the Police Act 1997 supported by the following:
  - Rehabilitation of Offenders (Exceptions Order) Act 1975
  - Safeguarding Vulnerable Groups Act 2006
  - Protection of Freedoms Act 2012
- We also operate **barring** functions for England, Wales and Northern Ireland under the following :
  - Safeguarding Vulnerable Groups Act 2006
  - Safeguarding Vulnerable Groups (Northern Ireland) Order 2007
  - Protection of Freedoms Act 2012





# Safeguarding environment



# Our Indicators of success

- Improve safeguarding through delivery of excellent services and sharing of knowledge
- Meets customer needs and exceeds expectations
- Is a highly valued public organisation



# Engagement

“Effective listening is the single most powerful thing you can do to build and maintain a climate of trust and collaboration. Strong listening skills are the foundation for all solid relationships.”

Michelle Tillis Lederman



# Collaboration

How can we work in collaboration to promote and measure practice that supports an outcome focus for safeguarding adults?



**Stakeholder  
Engagement**



Disclosure & Barring Service

# How to get in touch

Thank you!

Email: [DBSStakeholderEngagement@dbs.gov.uk](mailto:DBSStakeholderEngagement@dbs.gov.uk)



[info@scie.org.uk](mailto:info@scie.org.uk)



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