



Bolton Safeguarding Adults Board

Our Annual Report 2018-19



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Introduction from the Independent Chair

It gives me great pleasure to introduce the Bolton Safeguarding Adults Board annual report for 2018-19. The year has seen a lot of progress for the Board, with a review of our business plan, key priority areas, and also our structure. I believe the Board is in a stronger place to take forward work around our key priority areas, and we have a strong business plan, which is being delivered by our multi-agency executive group. As you can see in the contributions from agencies at the end of this report, agencies have worked hard to contribute to Safeguarding vulnerable adults across the borough.

The report highlights some key achievements during the year, and I just would like to highlight three of them. The implementation of the Herbert protocol, led by Greater Manchester Police, was aimed at protecting Vulnerable adults with dementia, who sometimes wander away from home. The protocol allows agencies to identify those adults who are most at risk, and gather key information in advance, so that if they do go missing Police might be able to find them quicker, and keep them safe.

The second key piece of work has been to improve engagement with the multi-agency workforce. Staff had said that they knew little about the Safeguarding Adults Board and its work, so we held an engagement event in the spring of 2019. This brought staff from a wide variety of agencies together, to learn more about the Board, and also to comment on the Board's key priorities. The event went well, and will be repeated twice per year, with the next event planned for October.

The third important piece of work was the self-assessment completed by all agencies. This gave them the opportunity to give assurance of their safeguarding policies and procedures, and identify any improvements which needed to be made. The results from this will give the Board an overview of how agencies are performing in relation to Safeguarding, and to seek assurance that any changes needed are implemented.

The Safeguarding Team is a key element of the day to day work to keep vulnerable adults safe. They can receive referrals from a number of agencies, and the public, where there is a concern that an Adult or Adults need Safeguarding. We have seen the number of referrals increase compared to last year, and the Board will continue to focus on the work of the team, to understand what has led to this increase. Also, we want to engage more with members of the public, so they understand that they can refer to the team if they have concerns about a vulnerable adult's welfare.

One improvement for the Board which, was highlighted in the peer review in 2018, was our engagement with service users. We recognise the need to do more to improve this, and will be working on this during 2019-20. We want to hear the views of Adults on the services they receive, and how they feel they could have more say in the services they receive, and how they could be kept safe from abuse or neglect. As you can see from the Making Safeguarding Personal section later in this report, agencies do a lot to gain the views of service users, with 'tell us what you think' forms, or customer surveys. However, the Board need to collate some of this information, to ensure that the views of service users are heard, and acted on.

The Board has improved its multi-agency training offer, with level 1 Safeguarding training rolled out across all agencies. However, the Board intends to improve this offer during 2019-20, with the appointment of a Board training officer, who can develop a stronger training plan, alongside the Childrens Board training officer.

Finally, we have already begun to work more closely with the Bolton Safeguarding Children Board, and the Community Safety Partnership. We recognise that there are key areas of work which involve all these statutory bodies, and we need to work together to tackle them more effectively. We have focused on Domestic Violence as our first shared priority, but others will follow during 2019-20.

John Brimley – Independent Chair, Bolton Safeguarding Adults Board.

Welcome Message from Executive Cabinet Member

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

All partners wholeheartedly continue to work together to promote a stronger and safer range of local services and to strengthen Bolton's culture of supporting adults at risk of harm.

To do this, we have continued to strive to deliver our two year strategic plan. To achieve these ambitions and deliver safer services to the Bolton communities, we have worked in partnership with our multi-agency partners and most importantly with the people who use our services.

We know that continuing to achieving our priorities still presents a significant challenge and we also know that some of the actions identified by the Board will take time to develop.

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

Andy Morgan
Executive Cabinet Member

Welcome Message from the Leader of the Council

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

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

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

We know that continuing to achieving our priorities still presents a significant challenge and we also know that some of the actions identified by the Board will take time to develop.

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Bolton Safeguarding Adults Board: Our mission and vision statements

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

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

Front Door - Safeguarding reporting

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

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

Partnership Working - Safeguarding Adults and Children

Due to austerity we continue to work in a challenging environment. We have therefore been exploring ways in which we can be more effective by working together. Over the last year we have worked hard to strengthen our working relationships with the Safeguarding Children Board and Community Safety Partnership. We have been reviewing how we as Boards (Adults and Childrens) can work better together to have a more joined-up approach, so we can work together across key priority areas that affect the whole population. Working together can avoid duplication of work and streamline our services. The main area of work which we have focused on is domestic abuse,. But we are exploring other areas, and we will continue to explore how we can take this partnership working forward.

Structure of the Board

The following core statutory organisations are members of the Board:

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

The following organisations are invited to be members of the board as essential partners for Bolton;

- Bolton Council Strategic Housing Partnership.
- Greater Manchester Fire & Rescue Service
- Bolton NHS Foundation Trust
- Greater Manchester Mental Health NHS Foundation Trust
- Healthwatch Bolton
- National Prison and Probation Service
- The local Community Rehabilitation Company.
- Community, Voluntary Sector
- Chair of the Executive Safeguarding Adults Board
- CQC Representative

By invite:

- North West Ambulance Service.
- NHS England will attend only where there are specific concerns that require NHS England oversight or action.

The following will be members in an advisory capacity:

- Bolton Council Legal Services.
- Safeguarding Board and Partnership Manager.
- Lay Member

- GP Lead for Safeguarding (as and when required)

The elected cabinet member for Adult services will be a member of the board who can input and bring community issues to ensure the board is aware of local issues.

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

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

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

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

Our work ensures that local safeguarding arrangements are in place and partners act to help and protect adults in the Bolton district who:

- have needs for care and support (whether or not these needs are being met)
- are experiencing, or at risk of, abuse or neglect
- as a result of these care and support needs, are unable to protect themselves from either the risk of, or the experience of abuse or neglect.

We achieve our aims and objectives through the following structured planning process.



Attendance at the Board and Executive Group

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

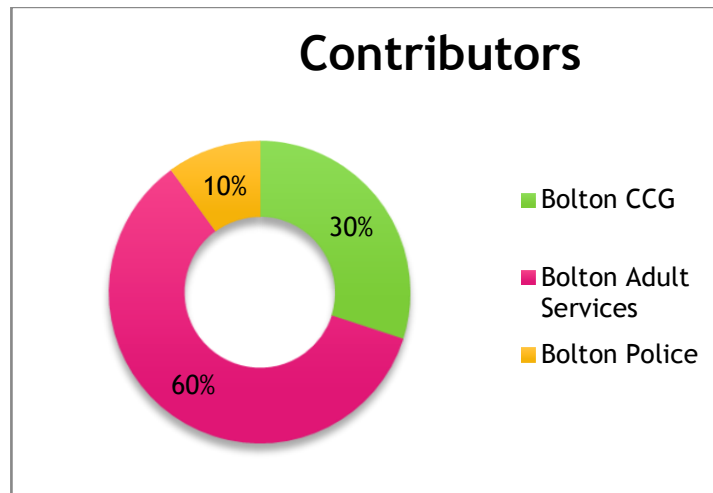
	BMB C	CCG	GMP	GMFRS	Housing	National Probation Service	CRC	CVS	GMMH	FT
16/05/18	✓	✓	x	✓	x	✓	x	x	✓	✓
18/07/18	✓	✓	✓	✓	✓	✓	✓	x	✓	✓

26/09/18	✓	✓	✓	✓	✓	x	x	✓	✓	✓
14/11/18	✓	✓	✓	✓	✓	x	x	✓	✓	✓
09/01/19	✓	✓	✓	x	✓	x	x	✓	✓	✓
13/03/19	✓	✓	✓	x	✓	✓	x	✓	✓	✓

Financial Arrangements

This year the BSAB received total funding of £100,000, detailed in the figure below. Three key statutory agencies had agreed to contribute financially to the BSAB’s operating budget before the year began. This ensured that the Board was prepared to meet its new statutory requirements and enabled the formation of BSAB Business Support Team to support the partnership to meet its obligations.

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

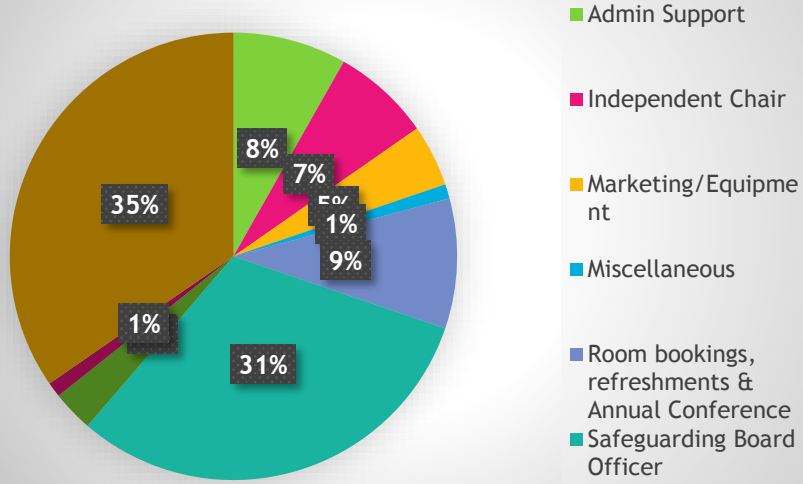


The Local Authority, Greater Manchester Police and NHS Bolton CCG have continued the contributions at the agreed level in 2018/19. Other organisations have contributed ‘in kind’ to the board, by allowing access to venues free of charge, and contributing to the Board’s sub-groups and training pool.

Expenditure

The figure below indicates 2018/19 BSAB expenditure. Staffing costs, comprising the independent chair and the BSAB Business Support Team, make up the majority of expenditure, followed by the Board’s funding of multi-agency training opportunities. Overall, there was an underspend for this financial year and will be held in the board’s reserves. The Board reserves will be drawn down on for future Safeguarding Adult reviews as and when required.

Actual Spend 2018-19



Things to Celebrate

Herbert Protocol Roll Out June 2018

Bolton Safeguarding Adults Board and Greater Manchester Police held a joint partnership event to launch the Herbert Protocol.

The Herbert Protocol is a national scheme which has been introduced locally by Greater Manchester Police and other agencies which encourages professionals, carers and family members to compile useful key information which could be used in the event of a person with dementia going missing.

There is nothing more frightening or distressing than when a loved one, friend or neighbour fails to return when they should. For people who support someone with dementia, this could be quite common, and The Herbert Protocol could give you some peace of mind. The protocol has been well implemented and the BSAB is now hoping to in 2019/20 be able to roll this out across all adults at risk, not solely people who suffer from dementia.



Peer Review in September 2018



In September 2018, BSAB received a Peer Review from our colleagues in Liverpool. A Peer Review aims to improve the quality of work done in the sector, particularly with regard to outcomes for local people. The peer review process is key to leading this improvement. The findings from our review have been embedding into our business plan so that the implementation of the recommendations can be monitored.

The 5 areas which were highlighted within the review are;

- To involve service users, carers and the wider public in the work of the Board, and ensure the voice of the user and wider community influences the board.
- Review the performance and information cycle used to inform the board, with particular work to improve the governance within structure and relationship between the board and subgroups.
- Work with front line staff and improve their understand of the board and increase visibility and communications emanating from the board.
- Improve the multiagency leadership of the board, by improving commitment at all levels of the structure.

Mental Health Day October 2018

In October 2018 the BSAB supported Mental Health Day at Bolton University. The BSAB used this as an opportunity to engage with the future workforce and the public about safeguarding and what they can do if they think someone needs support.

As Bolton University offer a post graduate course in nursing it was a fantastic opportunity to promote the Safeguarding Team at the MASSS, Herbert Protocol, Loan Shark awareness and lots more. The information was well

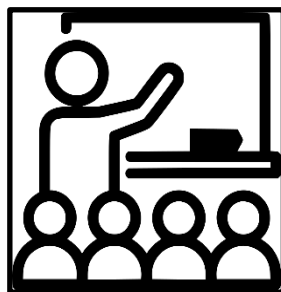


received, and gave another viewpoint to the students that nursing isn't solely a medical field, and that Safeguarding is everyone's business.

Christmas Campaign December 2018

As promised in last year's annual report we ensured the legacy of the Christmas campaign and incorporated financial abuse in the BSAB Strategic Plan 2018-20. Through this campaign we know we will be keeping our community healthier for longer as being in debt especially to loan sharks/illegal money lenders can affect physical and mental health. We are confident that we have the expertise across our committed and passionate partner agencies and their networks to reach out and influence positive change in our communities regarding the risks of financial abuse.

The BSAB will continue to raise awareness to this form of abuse, so those that are affected and those individual who may become affected are supported in the best possible way.



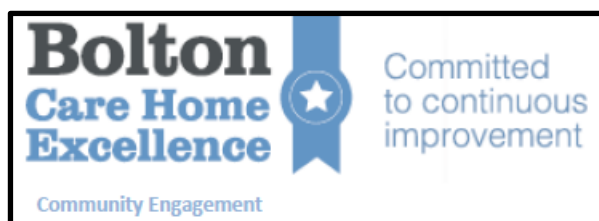
Bolton.

Level 1 Multiagency Training January 2019

The BSAB are pleased to report that the whole multiagency is now accessing the same level one safeguarding training. Over the next year the BSAB will be investing into its training package and working closely with partners to ensure the training offer is suitable for the whole multiagency workforce. This will not only ensure our workforce have the best tool available to them, but it will support the residents of

Launch of Multi-agency Self-Assessment: February 2019

In February 2019 the BSAB launched its first Multi-agency Self-Assessment. This is the first time the board has asked agencies to give assurance of their safeguarding policies and procedures. The board can request assurance under the Care Act 2014, Section 43:3. The findings of the self-assessment will be published in next year's report.



Care Excellence Event March 2019

In March 2019, the BSAB were invited to take part in the Care Excellence Event which was run by the Quality and Contracts team in Bolton Council.

The Care Excellence project is all about "Improving the Quality of Life in Bolton Care Homes." The event was a fantastic opportunity to promote the Safeguarding Board, Safeguarding Team and the Herbert Protocol. It was a really positive way to engage with our care homes, and a great way for the BSAB to talk a little bit more about the purpose of a Safeguarding Adults Board.

Annual Safeguarding Staff Event March 2019

The BSAB held its 2018/19 Annual Event in March 2019. The attendance at this event was fantastic, with members from a large number of local agencies. The event's focus was around communications and strategic priorities. The BSAB wanted to engage with the workforce, to seek their opinion on the priorities which have been set, and if they felt that these needed to be amended. The BSAB also used this as an opportunity to learn how the workforce would like to communicate with the BSAB in the future.



British Institute of Human Rights Training March 2019



The BSAB commissioned some training for practitioner on Human Rights, to support practitioners in their work, so that the whole workforce can provide better care to the residents of Bolton.

The key learning from the event was:

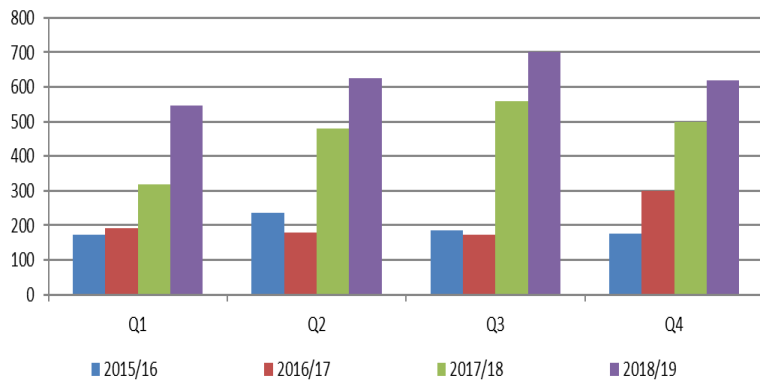
- The whole reason we safeguard is to protect an individual's human rights (to be free from harm, discrimination, etc.) Safeguarding and upholding someone's Human Rights are the same thing.
- Do not be afraid of using human rights law to protect someone (it is a **legal duty!**)
- Remember human rights **underpin other law and policy**
- Some human rights can never be restricted, this sets helpful boundaries for your work
- Some human rights can be restricted, but you can use the 3-stage test to make good defensible decisions or challenge poor decisions

Safeguarding Partnership activity in 2018/19 and what this means

Bolton Safeguarding Adult Board Performance Dashboard - Key Headlines 2018/19

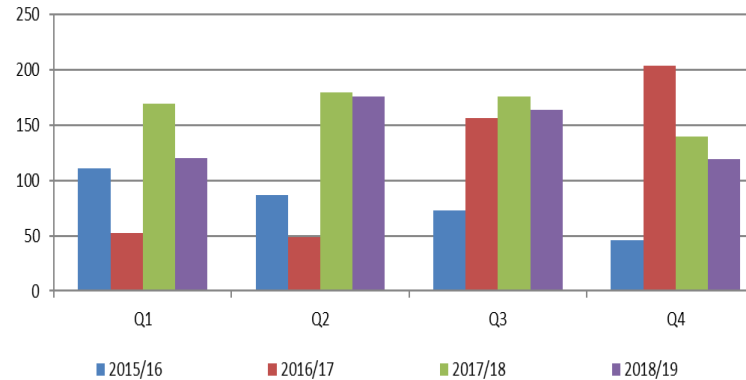
Safeguarding Concerns

Concerns by Quarter - Trend



Safeguarding Enquiries

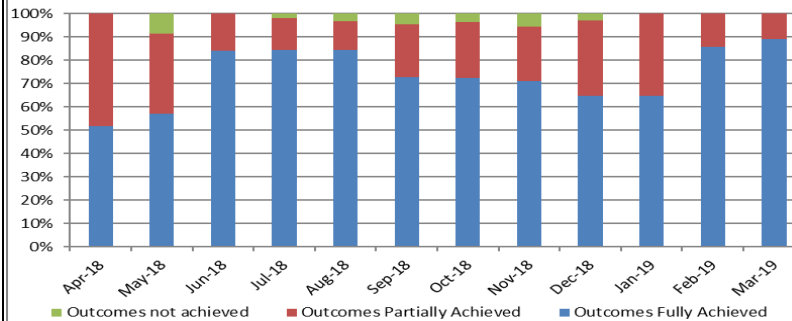
Enquiries by Quarter - Trend



The increase in safeguarding activity has been sustained during the year. Throughout the year, the level of concerns has remained higher than rates seen in 2017/18. The rate of enquiries has gone up across the region and Bolton has been moving towards the regional rate, although is still below the average. Work to improve the 'conversion rate' of concerns to enquiries is ongoing along with ongoing work to analyse the data around enquiries to investigate any underlying reasons as to why the conversion rate is currently lower than the average.

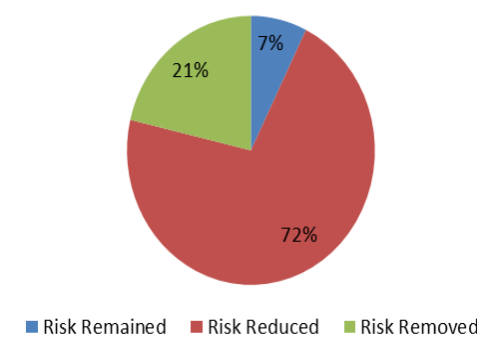
Making safeguarding personal

Making Safeguarding Personal - Where the person was asked about the outcomes, were they achieved?



Section 42: Risk outcomes, location and type of abuse

Risk outcomes



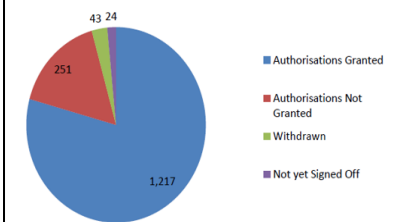
Bolton's performance continues to be good in terms of risk outcomes with only 7% of enquiries concluding with the risk remaining - this compares favourably with regional neighbours. This year has seen a higher number of referrals each month for Financial or Material abuse, which suggests that awareness of these issues has grown. Referrals for self-neglect have also increased.

Performance on this indicator has improved throughout the year. In the last two months of the year there was only a small proportion of cases where the individual's outcomes were not achieved. March data showed outcomes fully achieved for 90% of people.

In terms of Location of Abuse, benchmarking information shows that Bolton has one of the lowest proportions of abuse occurring in care or nursing homes. This is consistent with other local Greater Manchester authorities who have a similar CQC quality profile.

Deprivation of Liberty Safeguards

2018/19 YTD DoLS Applications



The number of DoLS Applications increased in 2018/19 for the third consecutive year. Approximately 80% of all authorisations were granted.

Our key priorities for 2018-20: How is the partnership delivering the priorities which were set a year ago...?

Ensure our safeguarding processes are effective	
Bolton Council	<p>Bolton Council remains committed to ensuring safeguarding processes are effective. Within the Safeguarding Adult Team each stage of the safeguarding process is authorised by a manager, to ensure standards are maintained, recording and any actions identified are carried out within the agreed timescales. This allows any training needs to be identified within the team. The team continue to be co-located with the police and children services enabling a timely response to safeguarding concerns.</p> <p>Managers within the Safeguarding Adult Team regularly review safeguarding performance data captured to identify trends or identify areas of concern with service providers. This information is also discussed further within the multi-agency Safeguarding Intelligence Forum (SIF) with actions agreed.</p> <p>Following the delivery of mandatory workshops for our Social Workers, reporting of safeguarding has improved and staff have further clarity about safeguarding processes and reporting.</p> <p>We continue to adopt and champion Making Safeguarding Personal to ensure that people have a voice within the safeguarding process. Within the annual Adult Social Care survey people are asking if they feel safe and if anyone responds negatively contact is made with the person and/or their representative to look at concerns they have raised.</p> <p>In 2018 we were involved in a reciprocal Peer Review with Liverpool City Council. We will be meeting with them and Bolton's Safeguarding Board Manager in September to report on progress made and share learning.</p> <p>The Safeguarding Team are currently piloting an online referral form with Bolton NHS. The system will then go live to members of the public and professionals to enable people to report safeguarding adult concerns. The Safeguarding team be responsible for actioning these contacts and their outcomes.</p> <p>We have started to undertake a review of our internal processes and electronic recording following in the implementation of Liquid Logic, care record system. We have spoken with staff about what works and does not work, and we plan to launch new</p>

	<p>documentation towards the end of 2019 into January 2020. The aim is to continue to improve on our performance and effectiveness.</p> <p>The Head of Service for Adult Safeguarding chairs the Safeguarding Board performance subgroup and throughout 2019 we are looking to develop a partnership intelligence and performance data set. This information has started to report to the Board, and over the coming year it is envisaged the group will identify emerging trends, themes, positives across Bolton.</p>
NHS Bolton Clinical Commissioning Group	<p>NHS Bolton CCG have the current safeguarding policies in place to support its internal arrangements:</p> <p>This includes:</p> <ul style="list-style-type: none"> • Safeguarding children and adults policy • In current contracts for all commissioned providers • A standard in the safeguarding audits that the CCG undertake for all CCG commissioned providers. The CCG have a 12-month rolling programme. <p>The CCG provide advice and support to anybody contacting the CCG safeguarding team about cases but do not directly manage them operationally</p>
Greater Manchester Police	<p>Since 2012 GMP has ensured its safeguarding processes are effective via the creation of Public Protection Investigation Units, which at Bolton have been co-located with key partners at Castle Street. The performance of this unit in relation to safeguarding has been governed by the District performance process, for example the District Tasking and Co-ordination process, the Health check, and Crime Governance process.</p> <p>GMP Bolton District has planned a new Adult Triage and assessment team of 1 Police Sergeant & 4 Police Constables. This will be live from 22/07/19, and will be reviewing all domestic abuse and adult safeguarding referrals and working alongside co-located partners in Adult Safeguarding to provide a coordinated response to adult safeguarding concerns. This investment in staff is being made despite the exceptional demand for police resources from other areas of the business and thus demonstrates GMP Bolton District's commitment to adult safeguarding. The performance of this unit as regard safeguarding will continue to be governed by the District performance process, for example the District Tasking and Co-ordination process, the Health check and Crime Governance process.</p>
Bolton at Home	<p>Bolton at Home record all Safeguarding referrals received into the team. Safeguarding referrals are resolved and it is assessed if further support is required. If support is required the customer is referred into our Tenancy Support & Sustainment Service for further and ongoing support. This on-going support is not time limited and is in place for as long as it is required, possibly up to 12 months. Once referred to a TSS Officer performance monitoring continues until the case is closed. We monitor performance and outcomes during 1-2-1's with staff, quality checking cases on ECCO (the system we use in BH to record all our support cases) and by using customer surveys. A newly developed 'closure process' is now in place to ensure cases are</p>

	<p>only closed when it is established outcomes have been achieved and the customer is either open to another service or is engaging actively with agencies/support groups/receiving positive family support.</p> <p>Also, partnership working with Housing Options ensures the referral pathways are robust and fit for purpose, ensuring timely support for vulnerable people. Joint working with Social Care and other agencies to provide support to families in their own homes, with a commitment to appropriate information sharing and a focus on positive outcomes for people is also in place.</p> <p>The Careline customer survey is also scheduled to be rolled out by the end of July 2019 with feedback used to review provision. All new Careline customers are contacted four weeks after signing their contract to ensure they are happy with the service / equipment.</p>
<p>Bolton Council Strategic Housing Partnership.</p>	<p>Housing Services in Bolton are delivered by several organisations and cover all housing tenures. To ensure housing safeguarding processes are effective we work in partnership, sharing information and ideas as well as representing the housing partnership on both the Safeguarding Adults Board and Executive. Housing is also represented on all sub-groups of the Board. The main strategic housing partnership in Bolton is the Bolton Community Homes Partnership (BCH), representation includes the major registered providers with housing stock in Bolton along with the Council. There is also a Housing Safeguarding Subgroup covering both Children and Adult Safeguarding at which information is shared and cascaded to all housing partners.</p> <p>All key housing partners have a safeguarding lead and have robust safeguarding policies, including their own monitoring systems and service-user surveys to ensure processes are effective. The main registered provider in Bolton is Bolton at Home, who have provided their own information for the Annual Report.</p> <p>BCH partners are also represented at the Domestic Violence and Community Safety Partnerships and the Hate Crime Steering Group. Partners will also attend MARAC when relevant. Recently the Council's Domestic Abuse Co-ordinator, BCH Manager and individual BCH Partner Safeguarding leads met to review policies and procedures.</p> <p>The Housing Services delivered by the Council are monitored on a quarterly basis, some performance data is now reported to Safeguarding Adults Board. Service-user surveys are also used for feedback e.g. Mediation Service, Money Advice</p>
<p>Greater Manchester Fire & Rescue Service</p>	<p>In accordance with the GMFRS Safeguarding Policy, all staff, particularly front-line service delivery staff, will continue to be responsible for identifying and highlighting risk to ensure that appropriate steps are taken to safeguard children, young people and vulnerable adults. All GMFRS employees are required to complete e-learning training appropriate to their roles and periodic refresher training as specified by the organisations policy. Individuals recognised by their role as Designated Safeguarding Officers are appointed and trained, subject to mandatory refresher training every 3 years, to provide guidance to staff who are concerned about the safety and welfare of individuals at risk. Certain Borough Based staff are also designated to support Local Safeguarding Boards and attend meetings as appropriate.</p>

	<p>GMFRS Safeguarding Training packages currently focus on recognising, identifying and responding to signs of abuse, neglect and other concerns, enhanced by local Borough staff to include local Safeguarding processes in terms of reporting.</p>
<p>Bolton NHS Foundation Trust</p>	<p>Bolton NHS Foundation Trust is committed to working in partnership with Bolton Safeguarding Adults Board (BSAB) to help protect ‘adults at risk’ from abuse and have in place systems and processes to support the BSAB interagency policy and procedures.</p> <p>The Trust recognises that its first priority should always be to ensure the safety, wellbeing and protection of adults at risk in its care and that it is the responsibility of all staff working with patients is to act on any suspicion or evidence of abuse or neglect, and to report their concerns to their line manager and adult safeguarding team. Safeguarding processes are monitored by the Trust’s Safeguarding Committee, chaired by the Director of Nursing on a bi-monthly basis with all aspects of safeguarding being reviewed. The Safeguarding team monitor all safeguarding cases that are reported across the Trust, and constantly advise on best practice to ensure the best outcomes for victims. On recent inspection by the CQC, all aspects of the Trust’s Safeguarding provision were reviewed, and the Trust was awarded a ‘Good ‘rating.</p> <p>The Trust has also fulfilled the required NHS England Adult Safeguarding standards which having been assessed by Bolton Clinical Commissioning Group</p>
<p>Greater Manchester Mental Health NHS Foundation Trust</p>	<p>Having a robust audit process in place is central to the Trust quality assurance system and offers front line staff an opportunity to reflect in a safe environment in the knowledge each practitioner is accountable for their own practice. During the reporting period the Trust introduced a new safeguarding audit framework to seek assurance to the effectiveness of safeguarding activity within the Trust and to ensure our safeguarding practice is continuously improving and enhancing the quality of life for our adults, young people and children and their carer’s who use our services as contained in the statutory requirements of both the Working Together 2018¹ and the Care Act 2014².</p> <p>The purpose of the audit process outlined in the document, is to identify patterns and trends in safeguarding practice across Trust services as a means of informing future improvements and developments. Although the process will include individual practitioners the main focus is to assist the Corporate Safeguarding Team in fulfilling its roles and responsibilities, along with senior and service managers by providing evidence of recurring key issues within safeguarding.</p>

¹ Working Together 2018

² Care Act 2014

	<p>A brief audit was completed across the Trust in advance of a more comprehensive audit in 2019-20. The submissions from the Bolton Division demonstrated reassurance regarding the safeguarding process and that people subject to safeguarding concerns were being responded to appropriate, while indicating that there is still some work to be done with respect Making Safeguarding Personal (see actions below to embed).</p> <p>Local Authority Liquid logic records indicate that GMMH Bolton Division made 196 alerts which resulted in 53 further enquiries.</p>
<p>National Prison and Probation Service</p>	<p>Performance monitoring remains a key piece of work within the NPPS and provides the analysis required to ensure that we continue to address and improve areas of work identified as requiring a different level of resource or changes in practice. Each cluster within the NPS North West division has a performance monitoring team (including Bolton) who collate the data and feedback to the Local, North West and Central team. In terms of adult safeguarding there is not a specific performance measure linked to this, although data can be drawn from our local reports to identify what cases have been flagged as, 'adult at risk', 'mental health' or 'suicide/self-harm risk'.</p> <p>The data stored in NPS OASys (Offender Assessment System) can identify which individuals should be screened into the 'Insight' Personality Disorder project ('Insight' is the GM name for this although the work is throughout the NPS). Insight is a co-commissioned service between the MoJ and Health to identify and deliver psychological assessments and interventions to those who require it in prison and the community. The investment in this work has increased providing more capacity in Prison PIPES (psychologically informed planned environments) in addition to community investment in Intensive Intervention and Risk Management Services which is hugely positive. Performance monitoring of this project ensures this intervention is targeted correctly.</p> <p>At a national level there is now a link between HMPPS (Her Majesty's Prison and Probation Service) and ADASS which is especially important with increasing numbers of older clients.</p> <p>In terms of Court work, more areas across the country are taking on the pilot of MHTR's (mental health treatment requirements), which is a Court disposal for sentence as part of a community order, with national funding available to support this including Greater Manchester.</p> <p>The NPS Bolton continues to run an annual 'Offender Feedback Survey' in which individuals are invited to complete an anonymous feedback questionnaire. The findings of which are included in the business plan to ensure that service users have a voice in our service delivery. For example; the NPS are now placing some focus on each NPS premise/office being an 'enabling environment' and so the offender feedback survey is an effective way to get the views of those who it will impact on. Additionally, we have a North West Service Engagement group that sits quarterly and is represented by a cross grade of staff members from across the NW division. The group is working to a 12-month plan of enhancing the engagement and involvement</p>

	<p>of Service users in all relevant areas of service delivery to help shape organisational change and developments moving forwards.</p> <p>In terms of Section 42 safeguarding referrals this has not been a significant area of work for the NPPS over the last 12 months, although we remain committed to ensuring excellent quality of such referrals when the NPPS are involved or are required to provide input. The Probation Officer lead for Adult Safeguarding has attended the 2019 SAR training in Bolton to ensure the NPS remain briefed and involved with this important area of work.</p> <p>Furthermore, there will be a national audit of NPS levels of engagement with the SAB's across the country and a template is being developed to standardise NPS input in SAB audit activity.</p>
<p>Community, Voluntary Sector</p>	<ul style="list-style-type: none"> • Bolton CVS demonstrates commitment to safeguarding both through its' internal practices, policies and through the development support it provides to the VCSE sector, e.g. through supporting governing bodies (e.g., boards of trustees) and paid staff of VCSE groups, to ensure they have up-to-date safeguarding information and correct and appropriate systems and policies in place. • Bolton CVS uses a range of organisational and governance audit tools to support VCSE group to identify areas of strength and areas of development and puts support plans in place to help groups achieve effective standards around safeguarding. • Bolton CVS is committed to ensuring the embedding of safeguarding skills and knowledge across the VCSE sector in Bolton and will shortly be recruiting to a new role of Safeguarding and Governance Senior Officer (appointed Quarter 2, 2019/20). • Safeguarding duties are reflected in the Bolton CVS Operational Plan which outlines our commitment to strong leadership by attaining and maintaining key quality standards and robust governance. This includes annual health and safety risk review and adult safeguarding training for all staff and volunteers. • 'Safeguarding' is a standing item on agenda for both Bolton CVS Board and operational meetings. • Bolton CVS staff have a range of opportunities to review practice and share concerns: In line management meetings, annual review meetings, team meetings, operational and leadership meetings, annual staff survey and staff training and briefings. • Volunteers that support the work of Bolton CVS have regular support sessions in place to raise concerns with their named staff member. • Bolton CVS has a whistleblowing policy in place for staff and volunteers which outlines the process for raising concerns internally and support available from independent whistle blowing charity PCAW. • All data is recorded on a secure database, Data Protection policy is in place and all staff and volunteers receive annual refresh training. • Safer recruitment practices are in place and DBS checks completed as appropriate for the staff/volunteer role.

Embed making safeguarding personal into all service delivery across the partnership

<p>Bolton Council</p>	<p>All social workers embed the “Making Safeguarding Personal” agenda, and contact service users or advocates at the beginning of each enquiry in order to ask them what they would like the outcome of the safeguarding process to be. This is a fundamental part of the process and is mandatory within our electronic records. Outcomes are collated and evaluated at the end of each episode. Explanations are required to justify whether outcomes are fully, partially or not met.</p> <p>Social workers are encouraged to give out “Tell us what you think” forms at the end of each enquiry to capture service user and advocates views about their experience throughout the safeguarding process. Service users and advocates are encouraged to attend any meeting at their choice of venue or convenience, but if they do not want or are unable to attend the details of the meetings are fed back to them and they will receive a copy of the minutes.</p> <p>As part of our internal review we will explore how we can involve and increase service user involvement with the board.</p>
<p>NHS Bolton Clinical Commissioning Group</p>	<p>The CCG have ensured that contractually providers engage with the Making Safeguarding Personal agenda as the CCG Safeguarding team have put a standard in the contract.</p>
<p>Greater Manchester Police</p>	<p>Complainants are kept up to date with the progress of criminal investigations in line with the victim’s code of practice guidelines. Their views are listened to as to what they are seeking as an outcome from any investigation and these will be considered alongside the wider public interest.</p> <p>Crime investigations are dip sampled to ensure compliance with the victim’s code of practice, and complainants are re-contacted to gauge their experience.</p>
<p>Bolton at Home</p>	<p>Bolton at Home uses customer surveys to gather information regarding service delivery and its outcomes relating to our Tenancy Support & Sustainment Service which will also include cases which originate from a safeguarding concern. As part of closing cases down it will be agreed with the customer and their families (where possible) that they agree it is appropriate to close their case, as the necessary outcomes have been achieved. Throughout the customers journey Support Plans regarding the support they receive, their changing needs and required outcomes are regularly assessed and developed with customers and their families, where appropriate, and reviewed monthly to reflect changes and support needs and recorded on ECCO. Customers are also encouraged to self-refer back into the service if they feel further support is required.</p>

	<p>Sheltered customers have an agreed support plan in place that details the level of support needed from BH staff as well as referrals to other agencies and voluntary services to meet specific customer needs / aspirations. These are reviewed with the customer on an annual basis or sooner if there is a change in the customers health/circumstances</p> <p>The response service provided by Careline is agreed with individual customers and their family / carers. As this is an emergency response service it is not always appropriate to ask whether there is an achieved outcome following an alarm activation. The service does however contact the customer 4 weeks after they sign a contract to ensure they are happy with the service / equipment provided.</p> <p>Bolton at Home also encourages tenants to attend our Operational Committee Meetings & Board Meetings. We have tenants on our Operations Committee, but none currently attend our Board Meetings. We did have a tenant member who attended the Board Meetings, however he has recently moved to another property with a different housing provider. There are no requirements to have tenant members at the Board Meetings, but tenants can apply when there are vacancies and we would go through the same recruitment process. During these meetings we consult with those who attend on our policies; annual reports etc, i.e. our Safeguarding Policy, Safeguarding Annual Report, Domestic Abuse & Violence Policy, updates on the Social Impact Bond for Entrenched Rough Sleepers and our Fixed Term Tenancy Project etc.</p> <p>Bolton at Home also works closely with the Multi Agency Training Team at Castle Hill and is actively enquiring regarding delivering awareness to our staff regarding 'making safeguarding personal'.</p>
<p>Bolton Council Strategic Housing Partnership.</p>	<p>The housing partnership in Bolton delivers a wide range of services many of which are preventative services, protecting service users from vulnerable situations which could develop into more serious safeguarding concerns. Most of these services deal directly with service users and work with them to achieve the outcomes they wanted. Some examples include:</p> <ul style="list-style-type: none"> • The Housing Options Service working with a number of services and voluntary sector opens night shelter for 10 nights over the winter assisting 174 people. 72 placements were made, and 63 individuals accommodated, many leading on to settled long-term accommodation • 121 placements made as part of the <i>A bed every night scheme</i>; 81 individuals were accommodated. The highest support needs being substance misuse, mental health and offending history with appropriate referrals made to assist. 39% received the most positive outcome by moving into Supported Housing • Placements in both the night shelter and A bed Every night reduces rough sleeping, places people in a safe environment and provides assistance towards settled, affordable and sustainable tenancies • The Rogue Landlord Project is a multi-agency project carried out with the Police, Immigration and other relevant services to identify sub-standard accommodation and disrupting illegal activities. This work has resulted in an increase in serious hazards found in homes, with 171 hazards removed in the 4th quarter • Through Local Welfare Provision, the Furnished Tenancy Team have provided white good and furniture to 87 households to assist those in need to move into / maintain accommodation

	<ul style="list-style-type: none"> • Money Advice have advised 126 clients on £359,955 debt. 30 clients were assisted to avoid the loss of their home. One client's feedback commented "I would have still been as stressed as I was, with no hope of a better future" • Money skills – financial capability / energy guidance work continues with one member of the team attending Westminster to pick up the National Energy Action's Hero Award for work around fuel poverty • Time 2 talk Mediation Service reported that 89% of service users remained at home or with extended family following intervention, preventing youth homelessness. Positive feedback from cases recorded and monitored. • A range of schemes have been delivered including: Cook Smart Live Smart Project, Friends Against Scams sessions, Illegal Money Lending Events, Cooking on a budget, Passport onto work, promotion of warm homes discount, Passport into housing • The Council continues to commission a Care and Repair Service which assists the most vulnerable people to maintain and adapt their existing properties to assist independent living
Greater Manchester Fire & Rescue Service	<p>The Care Act 2014 and Making Safeguarding Personal are not included or referenced either in the GMFRS Safeguarding Policy or part of the current e-learning training package. With the exception of those Designated Safeguarding Officers whose role includes support to Local Safeguarding Boards, there is limited knowledge of MSP or The Care Act. The organisation needs to improve its internal Safeguarding training package and develop a more robust continuation/refresher programme to maintain skill levels across the entire organisation including those posts with a more direct link to safeguarding.</p>
Bolton NHS Foundation Trust	<p>Bolton NHs Foundation Trust has incorporated the principles of 'Making Safeguarding Personal' into all aspects of the safeguarding process ensuring the victim remains central to all decision making and is empowered to make informed choices. This ethos is underpinned by the Trust Value of each victim having a <i>VOICE</i> in any safeguarding enquiry and safety planning. The principles are clearly defined within Trust policy and integral to all Adult Safeguarding training provision.</p>
Greater Manchester Mental Health NHS Foundation Trust	<p>The Trust is committed to working in partnership with service users, carers, their families and other organisations to promote safeguarding and to support the delivery high quality care.</p> <p>The Trust takes both a strengths-based and rights-based approaches to person led and not service led safeguarding interventions. We have replaced the worker as the expert with the practitioner as advocate/ facilitator. Staff carefully balance a person's rights to make their own decisions against their right to be protected where this is not possible.</p> <p>During the last year Bolton CMHT identified safeguarding concerns about a male they support as his housing situation deteriorated due to hoarding and self-neglect, in investigating these issues it came to light that local youths were targeting this man, physically and financially abusing him and using his property as a base for substance misuse. When this was recognised alerts were raised with the Police, Housing Department and Adult safeguarding team, with their help strategy meetings were held to address his individual situation and actions were implemented to make him safe, secure his assets and listen to how he would like to address the issues.</p>

	<p>Initially he thought of the youths as his friends however with support from friends and the agencies he was able to recognise that he was being exploited. As he owned his house he expressed his desire to remain living there but to engage better with services in order to repair the damage to his home, improve security and develop a package of care that would meet his ongoing needs in the community. He was offered crisis accommodation while his house was being repaired and his physical and mental condition has greatly improved. He recognised that he feels better and safer; the perpetrators who targeted him have been arrested.</p>
<p>National Prison and Probation Service</p>	<p>The NPS Bolton continues to run an annual ‘Offender Feedback Survey’ in which individuals are invited to complete an anonymous feedback questionnaire. The findings of which are included in the business plan to ensure that service users have a voice in our service delivery. For example; the NPS are now placing some focus on each NPS premise being an ‘enabling environment’ and so the offender feedback survey is an effective way to get the views of those who it will impact on. Additionally, we have a North West Service Engagement group that sits quarterly and is represented by a cross grade of staff members from across the NW division. The group is working to a 12-month plan of enhancing the engagement and involvement of Service users in all relevant areas of service delivery to help shape organisational change and developments moving forwards.</p>
<p>Community, Voluntary Sector</p>	<ul style="list-style-type: none"> • Bolton CVS use demographic/service monitoring for all interactions across the organisations – this include both quantitative and qualitative monitoring. Feedback is used to help improve, shape and deliver our services to meet the needs of the VCSE sector. Case studies are used to demonstrate the outcomes and impact of our services and the impact of individual groups on the communities they support. • As Bolton’s Local Infrastructure Organisation, Bolton CVS does not deliver frontline services, but does co-ordinate alliances such as the Community Asset Navigator Programme (CAN’s). The Programme’s delivery staff are all recruited from existing front-line VCSE groups and organisations in Bolton and promotes self-care and compliments medical interventions. Community Asset Navigators connect health and care professionals and members of the community with the vast range of activities and services within the community and voluntary sector. CAN’s support people to have strength-based conversations and access social and non-medical interventions to improve their health and well-being. The Programme delivers person-centred approaches, taking into account the views and wishes of the individual. Where safeguarding issues arise, this is discussed with the individual and the safeguarding lead at Bolton CVS. • The Programme is closely linked to Bolton CVS Development offer which supports VCSE groups in identifying good practice and any compliance issues in relation to the services they deliver to individuals in the community including safeguarding. • Bolton CVS has a formal Comments, Compliments and Complaints Policy. Issues that require discussion around change in practice or service are brought to Leadership Team and approval by the Board of Trustees.

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

<p>Bolton Council</p>	<p>The Safeguarding Adult Team have been proactively developing relationships with providers within the Bolton area since the team was established in September 2016. Providers are given provider packs which include useful phone numbers, a Decision-Making Tool, Section 42 definition, safeguarding outcomes and basic information on safeguarding and what to do next. Through these relationships' providers will often telephone the team to discuss concerns, ask for advice and report safeguarding concerns.</p> <p>The Safeguarding Adult Team are represented on the Communication and Engagement subgroup. The focus of this group is to receive and cascade information about safeguarding to the Bolton family.</p> <p>The Safeguarding Adult Team also makes themselves available at both the Home Care Forum and the Care Home Forum should any provider need advice and support about adult safeguarding.</p> <p>Within the Bolton Council website there is a link to the Safeguarding Board page to enable people to access further information.</p>
<p>NHS Bolton Clinical Commissioning Group</p>	<p>The CCG have a standard in the Safeguarding Audit where providers engage with their patients to promote safeguarding or engage in conversation. The CCG regularly reviews this through the safeguarding assurance process and any safeguarding incidents reported to the CCG.</p> <p>The CCG Safeguarding Team provides advice and support to all providers on all contacts made to the CCG safeguarding team.</p> <p>The CCG were promoted the Christmas campaign on financial abuse.</p>
<p>Greater Manchester Police</p>	<p>The police will engage in these publicity activities. For example, in April 2019 we were involved in a publicity campaign around stalking and harassment on social media and via posters.</p>
<p>Bolton at Home</p>	<p>Our Board Members within Bolton at Home have all undertaken the e-learning children and adults training and have completed the Level 2 Safeguarding Recognition & Response training. They will complete this training every three years. As part of this training all Board Members have been taught the different forms of abuse and where and how to report any concerns.</p> <p>Recently our Annual Safeguarding report has been presented to our Operation Committee and will go to Board in August 2019. This report outlines the various ways in which BH receive safeguarding alerts, figures of referrals over the previous year and the numbers of the different forms of abuse reported in to BH. Within the report Board is informed of the role of the Safeguarding Champions Meetings and the number of DBS Checks completed by the organising, including those outstanding and why. As well as the volume of mandatory safeguarding training received by staff and other training on offer to staff to support our role in safeguarding across the organisation. The</p>

	<p>report also highlights the work safeguarding hope to undertake and complete in the year ahead. Complex Families Team are also represented on the Brightmet Cohesion Partnership meeting to connect, signpost to and support cohesion enabling activity in the area for the people we support.</p> <p>All staff within BH are required to undertake Level 1 e-learning children and adults training. Customer facing staff are also required to undertake Level 2 Recognition & Response training; this training is required to be undertaken every three years. We are also in the process of providing safeguarding training to the volunteers who volunteer for BH and work within our communities.</p> <p>Our tenants receive information in their sign-up packs regarding the different forms of abuse and how to raise a safeguarding alert report if they are concerned about a friend or neighbour. Literature in the form of Posters are distributed and displayed in our community centres and UCAN's promoting safeguarding, the different forms of abuse and what do to if someone has a safeguarding concern.</p> <p>All tenants signing-up for a new tenancy are assessed for support and for possible safeguarding concerns. Information on our internet and intranet pages includes the various forms of abuse and how to report a safeguarding concern. Our newly updated leaflet regarding our Tenancy Support Service is given to tenants who receive TSS support and are available for tenants to take from our reception desks and UCAN'S. This leaflet also includes information regarding safeguarding i.e. the forms of abuse and how to report a safeguarding concern.</p>
<p>Bolton Council Strategic Housing Partnership.</p>	<ul style="list-style-type: none"> • The Housing Partnership is represented by the BCH Manager and a representative from Bolton at Home on the Safeguarding Communications & Engagement Subgroup • Housing Partners have assisted the promotion of campaigns using newsletters and websites e.g. Christmas Rip Off campaign • Registered providers also promote Safeguarding referral routes to their tenants via face to face meetings, new tenancy induction, web sites etc. • All Registered Providers have tenant representatives on their Boards and scrutiny panels. Board members undertake Safeguarding training with information being cascaded down through tenant panels and associations • Posters are displayed in community centres and UCAN's (some are managed by housing partners) promoting safeguarding and different forms of abuse and what to do if someone has a safeguarding concern • When tenants sign up for a new tenancy they are assessed for support and for possible safeguarding concerns. • Tenancy support services support vulnerable tenants and staff trained to recognise Safeguarding issues • The Rogue Landlord project targets the most vulnerable, often living in private sector rented accommodation and is targeting issues such as modern slavery • Many housing services are still run by the Council and will often provide face to face advice or provide relevant information to people in line with Council policy

	<ul style="list-style-type: none"> • The housing partnership have been involved in a number of initiatives engaging with services users and the wider community including: <ul style="list-style-type: none"> ○ Friends against scams ○ Illegal money lending event ○ Warm Homes discounts / Local Welfare Provision claims ○ Get ready for winter event ○ Community support and advice event ○ Older people event promoting services that keep older people safe and warm • Great Places are currently developing a communication plan to engage the views and input from their customers
Greater Manchester Fire & Rescue Service	<p>The BSAB and BSAB Exec are supported by the attendance of a Designated Safeguarding Officer, currently the Community Safety Manager and Borough Manager. The Community Safety Manager also supports sub group objectives as appropriate. GMFRS actively support any campaigns to improve engagement in the wider community and promote the work of the Board. The organisation is currently undergoing a major Programme of Change that could have an impact on the capacity to continue supporting BSAB at the same level in the future.</p>
Bolton NHS Foundation Trust	<p>The Trust is committed to engaging with its service users having established a number of forums such as the Learning Disability Subgroup which has 2 attendees with a learning disability, Patient Experience Groups and numerous National Surveys. Part of the engagement process is ensuring that all staff have the skills and knowledge to be confident in responding to safeguarding concerns, providing immediate support for victims, ensuring their safety in the immediacy and working with partner agencies to work towards a longer-term safety plan.</p>
Greater Manchester Mental Health NHS Foundation Trust	<p>The Trust has an exciting initiative known as Dragons' Den, which gives staff the opportunity to seek funding for quality improvement projects that will support the achievement of the Trusts Quality Account priorities, which includes;</p> <ul style="list-style-type: none"> • Service User and Carer Experience – delivering service improvement by listening to and learning from service user feedback <p>The Safeguarding Team were extremely pleased to receive an award the co-production of three short safeguarding films:</p> <ol style="list-style-type: none"> 1. Domestic Violence & Abuse 2. Cuckooing 3. Financial Abuse <p>The films are used in the delivery of:</p> <ol style="list-style-type: none"> A. Service User and Carers Safeguarding Awareness Training B. Volunteer Induction Safeguarding Training C. Variety of Staff Safeguarding Modules

	<p>The films are also used also accessible to service users, carers, volunteers, partners, staff and communities on the Trust - GMMH YouTube Channel.</p> <p>GMMH Safeguarding Team Achievements 2018/19:</p> <table border="1"> <tr> <td data-bbox="360 344 792 608">Achieved over 85% compliance with Prevent Wrap training</td> <td data-bbox="837 344 1270 608">Harmonisation/review of all safeguarding policies and procedures</td> <td data-bbox="1314 344 1747 608">Increased our Level 3 Adult Safeguarding compliance by 28%.</td> <td data-bbox="1792 344 2145 608">Development of staff safeguarding intranet page</td> </tr> <tr> <td data-bbox="360 651 792 914">Consolidated and strengthened the safeguarding arrangements in our new organisation</td> <td data-bbox="837 651 1270 914">Developed a Safeguarding Case File Audit Framework and Tool</td> <td data-bbox="1314 651 1747 914">Strengthened the process for management of SCR, SAR, and DHR's</td> <td data-bbox="1792 651 2145 914">Increased our Level 3 Child Safeguarding compliance by</td> </tr> <tr> <td data-bbox="360 957 792 1220">In partnership with our Recovery Academy we developed a training package to support parents/carers on how to talk to children about their mental health/substance misuse issues</td> <td data-bbox="837 957 1270 1220">Co-produced 3 short films re: Making Safeguarding Personal to be used within training for staff, service users and carers</td> <td data-bbox="1314 957 1747 1220">Our child safeguarding lead was shortlisted for the NSPCC Child Protection trainer award</td> <td data-bbox="1792 957 2145 1220">We launched our standalone Domestic Violence and Abuse Module</td> </tr> </table>	Achieved over 85% compliance with Prevent Wrap training	Harmonisation/review of all safeguarding policies and procedures	Increased our Level 3 Adult Safeguarding compliance by 28%.	Development of staff safeguarding intranet page	Consolidated and strengthened the safeguarding arrangements in our new organisation	Developed a Safeguarding Case File Audit Framework and Tool	Strengthened the process for management of SCR, SAR, and DHR's	Increased our Level 3 Child Safeguarding compliance by	In partnership with our Recovery Academy we developed a training package to support parents/carers on how to talk to children about their mental health/substance misuse issues	Co-produced 3 short films re: Making Safeguarding Personal to be used within training for staff, service users and carers	Our child safeguarding lead was shortlisted for the NSPCC Child Protection trainer award	We launched our standalone Domestic Violence and Abuse Module
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<p>Community, Voluntary Sector</p>	<ul style="list-style-type: none"> • Bolton CVS provide information to adults about how to keep safe in formats they understand and can access. This is particularly relevant to our Community Asset Navigator team who work to ensure communication is inclusive and accessible, for example the use of plain English, or provision of interpreters. • Distribution of safeguarding information is done via Forums and Network meetings including Voluntary and Community Sector Forum, Health and Wellbeing Forum, Volunteer Development Network, Equality Target Action Group and Preventative Services Group. 												

	<ul style="list-style-type: none"> • Consultation with the VCSE sector is carried out as appropriate via these networks in addition to development support, e-bulletins and social media. e.g. consultation on the BSAB website and resources. • Bolton CVS delivers regular Safeguarding Train the Trainer sessions to the VCSE sector. The training has been co-designed with partners from the Bolton Safeguarding Team, incorporating local processes and case studies relevant to the diverse settings of the sector. • The role of the BSAB is incorporated into the training along with the BSAB website, contact details and additional resources. • Bolton CVS website hosts many online resources including factsheets, model policies and e-learning links including Child and Adult Safeguarding and Hate Crime. We have refreshed and streamlined our current range of factsheets to include the 'essentials' for all VCSE group. • We continue to deliver Adult Safeguarding 'Train the Trainer' sessions, developed in partnership with Bolton Council's Adult Safeguarding Training Lead. This is accompanied by a trainer resource pack, created with the aim of attendees delivering key messages from the training to staff and volunteers within their own organisation. The resources can be used as a stand-alone training pack or used on a 'modular' basis, for example as part of induction for new staff or volunteers. We have been working in partnership with Bolton Lads and Girls Club in the delivery of Children and Young People's Safeguarding Training with their Safeguarding and Welfare Lead delivering a half-day session for the VCSE sector. <p>In the period 2018-19, we have delivered a total of 3 Safeguarding Adults at Risk training sessions to 19 participants and 4 Safeguarding Children and Young People training sessions to 41 participants.</p>
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Workforce Development and Effective Practice	
Bolton Council	<p>We are currently involved in a Safeguarding Adult Review and another is due to commence. As part of any recommendations we will disseminate the outcomes and learning to all Social Workers in the coming months.</p> <p>Managers within the Safeguarding Team are continually identifying areas of good practice and discuss this within team meetings and share any lessons learnt with other Adult Social Care teams.</p> <p>Each year staff with their managers develop Personal Development Reviews where it is highlighted whether staff require further training and/or their current training needs to be refreshed. Staff continue to have regularly formal supervision to discuss cases and more informally daily with managers should the need arise. This allows for clear decision making, reflective practice and highlight any areas of concern.</p> <p>The Safeguarding Team and other Adult Social Work teams work closely with the Council's Quality Assurance and Performance team if concerns are raised about a provider. Support can be offered to improve quality of care and provision. The Safeguarding</p>

	<p>Team also offers safeguarding training either directly or indirectly supporting a wider Improvement Action Plan often in collaboration with other agencies.</p> <p>As part of the Council's review of Safeguarding we will be holding an Effective Practice week for Adult Social workers and Community Assessment Officers dedicated to further increasing the workforces understanding of Adult Safeguarding and our internal processes.</p> <p>Staff have opportunities to attend specialist safeguarding conferences and sessions to support them to improved practice and learning is then deiminated back to the team(s).</p>
NHS Bolton Clinical Commissioning Group	<p>The CCG provide substantial about of specialist safeguarding training to internal staff and to external providers.</p> <p>The CCG are engaged with the statutory reviews and lessons learnt are built into the training.</p> <p>The submit quarterly safeguarding data as requested by the performance and quality sub-group</p> <p>The CCG are engaged with statutory reviews – SAR and DHR's.</p> <p>The CCG completed the safeguarding audit recently as requested by the effective practice sub-group</p> <p>The CCG contributed to the development of the level 1 multi-agency safeguarding training package</p>
Greater Manchester Police	<p>GMP has an Adults at Risk (AAR) action plan which it is implementing. Work is ongoing within GMP to create a 'vulnerable adults' toolkit for officers which is readily accessible to all. This will cover all aspects of this strand of vulnerability and assist officers in responding to, and investigating these safeguarding matters, from a police and multi-disciplinary perspective.</p> <p>As part GMP's Investigative Safeguarding review there has been a training programme involving all Detectives on the District, a major theme of that training being safeguarding.</p>
Bolton at Home	<p>Bolton at Home already have a systematic approach to ensuring safeguarding training is undertaken and within a required period of time. Bolton at Home has already created an organisational wide spreadsheet which captures every service area within BH. This includes Level 1 safeguarding training which we class and e-learning children and adults training and Level 2 safeguarding training which we class as Recognition & Response Training.</p> <p>Within the safeguarding spreadsheet this includes all BH Safeguarding Training and Castle Hill Safeguarding Training on offer. It is understood all BH staff require e-learning level 1 training, customer facing staff require level 2 training. Beyond that, each</p>

	<p>service manager will consider what other safeguarding training their teams require. This is then recorded on the spreadsheet. Culminating it each service area knowing which job families within their area require what level of safeguarding training.</p> <p>The computer system BH use to record training is called iTrent. iTrent is aware the Level 1 & 2 safeguarding training needs to be undertaken every three years. The iTrent system will flag up to the individual and their manager when the Level 1 & 2 training is required to be undertaken, giving them six months to plan this training in.</p> <p>As well as all staff completing mandatory safeguarding training they also have the opportunity to receive clinical supervision, have regular 121's, line management supervision and personal development reviews (PDR's). Through this, training needs are captured, and development pathways agreed. This also gives staff the opportunity for reflective practice and increased self-awareness and emotional intelligence.</p> <p>A recent safeguarding external audit which took place in 2018/19 tested our current practice and systems in relation to safeguarding training and it was commented our spreadsheet was deemed good practice and we have a robust process in place.</p>
<p>Bolton Council Strategic Housing Partnership.</p>	<ul style="list-style-type: none"> • The housing partnership is represented by Strategic Housing on the Effective Practice Group • All BCH Partners have been contacted this year to ensure they have relevant policies, procedures and training in place. • All BCH partners staff attend mandatory induction, which includes familiarisation with safeguarding procedures, early help offer and recognising and responding to signs of abuse or neglect. Individual staff have their training needs reviewed on a regular basis • Staff have been involved in developing Conflict Management Training with all GM authorities
<p>Greater Manchester Fire & Rescue Service</p>	<p>GMFRS training levels are generally focused around Level 1 of the National Competency Framework, although there are gaps in terms of MSP and The Care Act awareness at present. The organisation willingly accepts assistance of the BSAB to improve the levels of awareness but it is difficult to sustain as front line staff on in Bolton can be from across the organisation, not solely operating from within the borough boundaries and as such "localised" arrangements and differing levels of awareness/training/processes can be problematic and confusing. GMFRS should aim towards improving their internal Safeguarding training to ensure it is at least a Level One training package across the entire organisation which can be augmented locally by BSAB to improve reporting/pathway knowledge.</p>
<p>Bolton NHS Foundation Trust</p>	<p>Bolton NHS Foundation Trust promotes safeguarding across the Trust ensuring all staff regardless of role or designation is aware of their responsibilities. The Trust has 5252 staff, 96.7% (as of March 31st2019) of whom have had safeguarding (Level</p>

	<p>1) awareness training. The Trust has over 50 Safeguarding Champions who promote good practice amongst staff in a variety of settings, ensuring patients and their families have access to support in whichever department they attend across the Trust. This year the Trust's Safeguarding Adults Team has received 2336 referrals as opposed to 1708 in the previous year from departments and services Trust wide which certainly reflects the Trust's commitment to safeguarding persons who utilise the Trust's services.</p>
<p>Greater Manchester Mental Health NHS Foundation Trust</p>	<p>The Trust has an established safeguarding structure led by the Executive Director of Nursing and Governance as the Executive Lead for Safeguarding. Strategic and operational safeguarding arrangements are delivered and supported by the Corporate Safeguarding Team and Divisional Safeguarding Leads.</p> <p>Child and adult safeguarding is monitored by the GMMH Joint Safeguarding Group. Assurance is provided to the Trust Board via the Quality Governance Committee, and we are accountable to Local Safeguarding Boards (LSB's) through direct membership, and Clinical Commissioning Groups (CCG's) via Quality and Performance meetings. GMMH is an established key provider and partner across the existing multi-agency safeguarding framework.</p> <p>As a Trust we ensure that we have consistency of representation at the LSB's, sub-groups, and affiliated boards for children and adults. This ensures that we are fully aware of the legislative requirements, local policies and procedures, thematic analyses, and local priorities. We participate in Serious Case Reviews, Safeguarding Adult Reviews, and Domestic Homicide Reviews, and disseminate lessons learnt, which are integrated into our safeguarding training and briefings.</p> <p>As a partner in the multi-agency safeguarding arrangements, GMMH are able to embed working practices which ensure that the welfare of adults and children is paramount. The roles within GMMH's safeguarding and governance structures ensure that staff have access to knowledge and expertise. This is consolidated through the delivery of an established training strategy and a rolling safeguarding training programme, which is aligned to the required competencies. Training has a focus on the welfare of the child and adult being paramount, the voice of the child and adult, and the complex interplay between rights, risks, and capacity.</p>
<p>National Prison and Probation Service</p>	<p>Mandatory Adult Safeguarding training is being updated and rates of completion monitored. This is a national training package and is mandatory for all practice staff and should be refreshed every 3 years.</p>




Community, Voluntary Sector	<ul style="list-style-type: none"> • Mandatory induction is in place for all new Bolton CVS staff and volunteers which includes familiarisation with safeguarding policy and procedures. • All staff complete appropriate safeguarding training including any additional training in order to fulfil their role and responsibilities in line with BSAB advice. • All staff and volunteers undertake the Bolton Council safeguarding e-learning training. • All staff receive annual safeguarding refresh training. • Staff training is documented as part of line management processes and opportunity to discuss further training as required is embedded into line management systems. • Bolton CVS have systems in place to review safeguarding practice and share concerns, e.g., line management, annual review meetings, team meetings, operational and leadership meetings, annual staff survey and staff training and briefings. <p>We also take our training out to groups and recently delivered the 'Safeguarding Adults Training' to the whole team 'on-site' at Bolton Carers Support and Bolton Deaf Society.</p>
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Strengthen collaboration between our Safeguarding Boards and the Community Safety Partnership.

Bolton Council	<p>Adult services continue to work closely with the three boards. Safeguarding staff are represented at multi agency meetings and providing data and relevant information to support joint strategies.</p>
NHS Bolton Clinical Commissioning Group	<p>The CCG are involved with the safeguarding board sub-groups and community safeguarding partnership forums including any DHR are that are currently on going for this year.</p> <p>The CCG Executive lead sits on board children and adults board as a board member.</p>
Greater Manchester Police	<p>GMP Bolton District staff actively attends and engage with the Board, the Executive Board and the Effective practise sub-group.</p> <p>GMP Bolton District staff actively attends the MARAC steering group and DAV partnership.</p> <p>GMP Bolton District runs the MARAC. The newly formed Case Management Team (CMT) co-located with partners at Castle Hill administers and chair the MARAC process.</p>
Bolton at Home	<p>We will value being part of any cross-board Statutory meetings and review panels to ensure we assist in lessons learn from Safeguarding Adult reviews, and other statutory reviews. We have a Safeguarding lead for the organisation who can work with Safeguarding Boards to assist in drawing up joint strategies.</p>

	<p>BH Domestic Abuse and Violence Team is currently involved in the following initiatives:</p> <ul style="list-style-type: none"> • The team provide a holistic approach to people who live in Bolton at Home properties, it will include safeguarding the victim and those affected, taking a family approach, which can include partnership working, e.g. instigating Early Helps, Children Services, Adults Services, third sector and specialist providers. • BH are currently preparing for the Domestic Abuse Housing Alliance (DAHA) Accreditation. This is an organisation-wide accreditation and involves 8 priority areas that will be assessed. • The service manager is a member of the Bolton Domestic Abuse Partnership and the MARAC steering group. Partners meet to discuss issues at strategic level and recently been part of the ‘Bolton Domestic Abuse and Violence Profile and Needs Assessment 2019’. • BH has signed the Chartered Institute of Housing’s ‘make a stand’ pledge and are committed to take action to support people experiencing domestic abuse. • BH Domestic Abuse Team also works with perpetrators of Domestic Abuse. The key objective is to engage with the perpetrator, for them to acknowledge that their behaviour is not acceptable with a view to transform it by co-ordinating a multi-agency approach. • The Head of service is also part of the consultation with the Ministry of Housing, Communities and Local Government. • Domestic Abuse and Violence is also part of BH homeless strategy, in that the prime objective is to safeguard the victim primarily in their own home to alleviate homelessness, however it is understood that this may not always be possible and the person will have to move out and seek emergency accommodation. <p>We already work closely with the Integrated Working Team regarding seeking advice and guidance relating to Early Help, Adult Services, The Early Intervention Team, Achieve, Mental Health Services, Motiv8 etc.</p> <p>At an operational level, Complex Families are working with Housing Options to ensure referrals are risk managed and the best service is offered to meet the customer’s needs. Partnership work is ongoing with other housing providers to support their service users through changes to provision and resettlement where they have no service available.</p>
<p>Bolton Council Strategic Housing Partnership.</p>	<ul style="list-style-type: none"> • To ensure housing safeguarding processes are effective we work in partnership, sharing information and ideas as well as representing the housing partnership on both the Safeguarding Adults Board and Executive. Housing is also represented on all sub-groups of the Board. • BCH partners are also represented at the Domestic Violence and Community Safety Partnerships and the Hate Crime Steering Group. Partners will also attend MARAC when relevant. Recently the Council’s Domestic Abuse Co-ordinator, BCH Manager and individual BCH Partner Safeguarding leads met to review policies and procedures.

	<ul style="list-style-type: none"> Housing have taken a lead role in the developing of a draft Hoarding / Self Neglect Toolkit. This is still work in progress as we try to develop a pathway that includes mental health provision. Several case studies have been considered as part of this work highlighting the complex nature of many hoarding cases.
Greater Manchester Fire & Rescue Service	Not known but support by GMFRS in the future could be impacted by the ongoing Programme for Change.
Bolton NHS Foundation Trust	The Trust works closely with all 3 Boards, having representation on Both the Adults and Children's Boards, with close working links with the Community Partnership sharing training provision and intelligence in respect of emerging themes and active response to them, e.g. Human Trafficking and Slavery and knife crime. Complex safeguarding is reliant on robust multi-agency working and co-operation, which the Trust advocates within all the integrated teams to ensure optimal outcomes for victims and their families
Greater Manchester Mental Health NHS Foundation Trust	<p>In order to achieve the best possible outcomes for children, young people and adults who use our services it's important we acknowledge each other's area of expertise, accept the challenges each organisation faces and work together as equal partners. As a service we appreciate constructive challenge amongst colleagues within and between agencies as it provides a healthy approach to planning to keep children, young people and adults safe.</p> <p>Our success with our partners has helped us facilitate:</p> <ul style="list-style-type: none"> Early effective risk identification Improved information sharing Joint decision making Coordinated action to assess, manage and reduce risk <p>Our number one reason why partnership working makes sense: It improves the safety and wellbeing of children, young people and adults who use our services.</p> <div data-bbox="1368 826 2016 1134" data-label="Image"> </div>

	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <h3>Co-Designed</h3>  <ul style="list-style-type: none"> <input type="checkbox"/> Vision <input type="checkbox"/> Systems <input type="checkbox"/> Pathways <input type="checkbox"/> Training </div> <div style="text-align: center;"> <h3>Co-Developed</h3>  <ul style="list-style-type: none"> <input type="checkbox"/> Communication Structures <input type="checkbox"/> Business Plans <input type="checkbox"/> Strategies & Toolkits <input type="checkbox"/> Frameworks & Protocols <input type="checkbox"/> Audit Programs </div> <div style="text-align: center;"> <h3>Co-Delivered</h3>  <ul style="list-style-type: none"> <input type="checkbox"/> Improved Service Response <input type="checkbox"/> Better Outcomes for people <input type="checkbox"/> Effective Change <input type="checkbox"/> More Skilled Workforce </div> </div>	<p>February 2019</p> <p>Just to let you know – the Domestic Abuse training I completed with you today has been invaluable as I’ve just had to deal with a relevant situation. Would have struggled without this.</p> <p style="text-align: right;">RMN, Mental Health Liaison Team</p>
<p>National Prison and Probation Service</p>	<p>The work of the NPS spans across the Safeguarding Boards and the Community Safety Partnership and we remain committed to our involvement and contribution to these Boards. It is clear to the NPS that these agendas cross and work needs to be done to align this work more effectively, specifically in relation to the domestic abuse agenda and transition work from youth offending teams/leaving care to the adult criminal justice system. In 2019 the ‘Reducing Reoffending Group’ has been reintroduced which is jointly chaired by the NPS and the CRC, as part of the Besafe Community Safety Partnership action plan to strengthen the collaboration between a range of key agencies in Bolton.</p>	
<p>Community, Voluntary Sector</p>	<ul style="list-style-type: none"> • Bolton CVS is an active member of the Bolton Be Safe Partnership, the Challenger Group (Modern Slavery) and the Hate Crime Steering Group. Bolton CVS represents the VCSE sector on the following strategic groups: • BSAB Board meetings. • Safeguarding Adults Workforce Development Sub-group. • The Chief Executive of Bolton CVS Chairs the Communication and Community Engagement sub-group. • Bolton CVS ensures dissemination of information from these partnerships to the VCSE sector and regularly engages with partners to ensure the VCSE voice is heard in relation to key themes affecting the sector and its’ beneficiaries. • Bolton CVS regularly shares safeguarding communications and notifications from key partners with our 550+ members and through our regular e-bulletin distributed to over 2,000 email contacts each week. <p>Bolton CVS supported the Bolton Safeguarding Adults Board Manager through an engagement process with the VCSE on further developing the website offer.</p>	

