



Clinical Service Governance

Annual Report 2019/20

Introduction

It has been a great year as chair of the Clinical and Service Governance Board.

We have made significant progress to bring all services into scope for ISO standards and have once again achieved our Health and Safety standard CHAS with real positive feedback from the assessor. We have retained our quality and environmental standards for all services in scope and have continued to make improvements.

I am honoured to highlight the fantastic response that our staff showed following the fast changes due to the spread of Covid 19. We have continued to operate safely and effectively during the period and have put in place adequate measures to protect staff, service users and third parties that access our services.

We have seen improved reporting across our Children and Families division and have seen an increase in positive comments and compliments across all services which is testament to the hard work of the staff and volunteers.

It is disappointing that we have yet to launch our Incident Management reporting system however, we are now in testing phase and aim to have this live in 2020.

We continue to focus on Information Governance and have embedded two solutions to reduce risk and improve internal processes. We continue to maintain high standards and ongoing compliance to ensure the trust of our service users.

As the group grows, we must continue to operate in a safe and open way, whilst staying true to the Big Life values.

Louise Grant, Medical Director, The Big Life group.

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Health and Safety

Health and Safety has continued to remain a top priority across The Big Life Group. We have invested further in ensuring we are embedding a positive culture and have held a number of collaborative sessions with our Health and Safety Reps to tackle key issues highlighted by the Health and Safety Executive. We have consulted with staff on changes of processes that impacts their health, safety and wellbeing. We strive to demonstrate best practice and compliance against all our statutory obligations whilst going above the requirements in some areas to maximise safety of our workforce and third parties. We have successfully retained our industry recognised standard Health and Safety CHAS accreditation for another year with fantastic feedback from our assessor.

We have reviewed and improved our Health and Safety policies and have offered additional support to services to help them ensure their processes are embedding high health and safety standards and positive culture from. Staff have also been offered additional training in Manual Handling and service specific health and safety matters such a lone working.

At the end of quarter 4 there were significant changes following the government announcement that we were to go into lockdown due to the spread of Covid 19. A Covid response team was set up and a number of immediate changes made to ensure the safety of our staff, volunteers and service users. This included requesting all staff who could work from home to do this, ceasing group work and face to face appointments and developing suitable risk assessments, and offering ongoing advice through a dedicated email box.

We also continued to utilise our communication channels to highlight key health and safety points, including through the quarterly Big News and our fortnightly bulletin. Managers are also expected to discuss these in their team meetings and in staff supervisions.

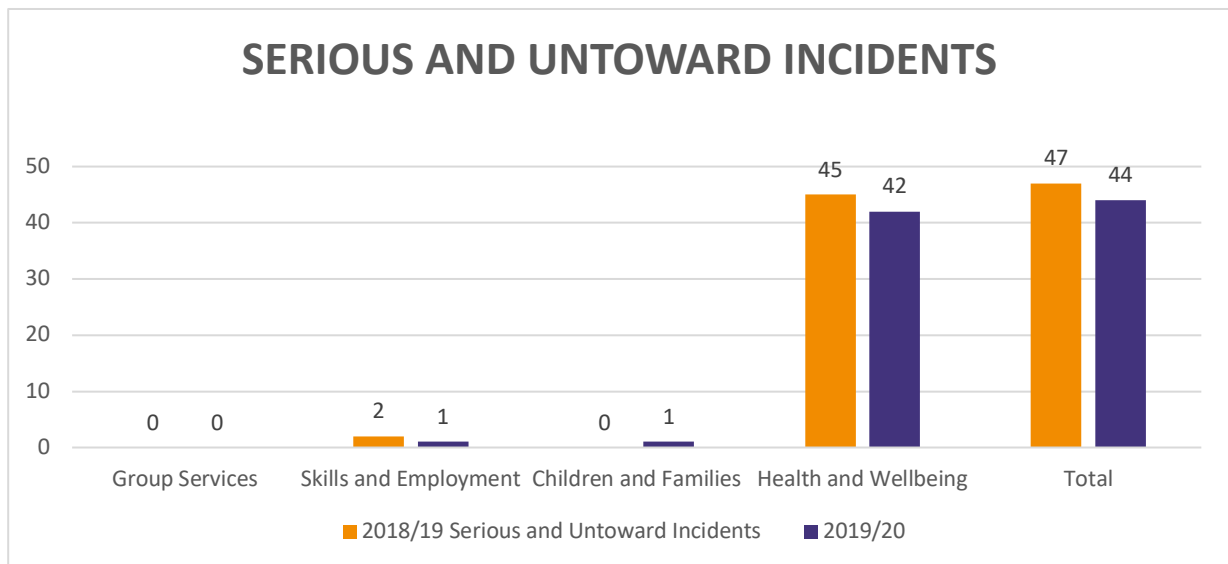
This year we have trained:

- Paediatric First Aid - 8
- Fire Marshal - 36
- IOSH Managing Safely (4 Day) - 4

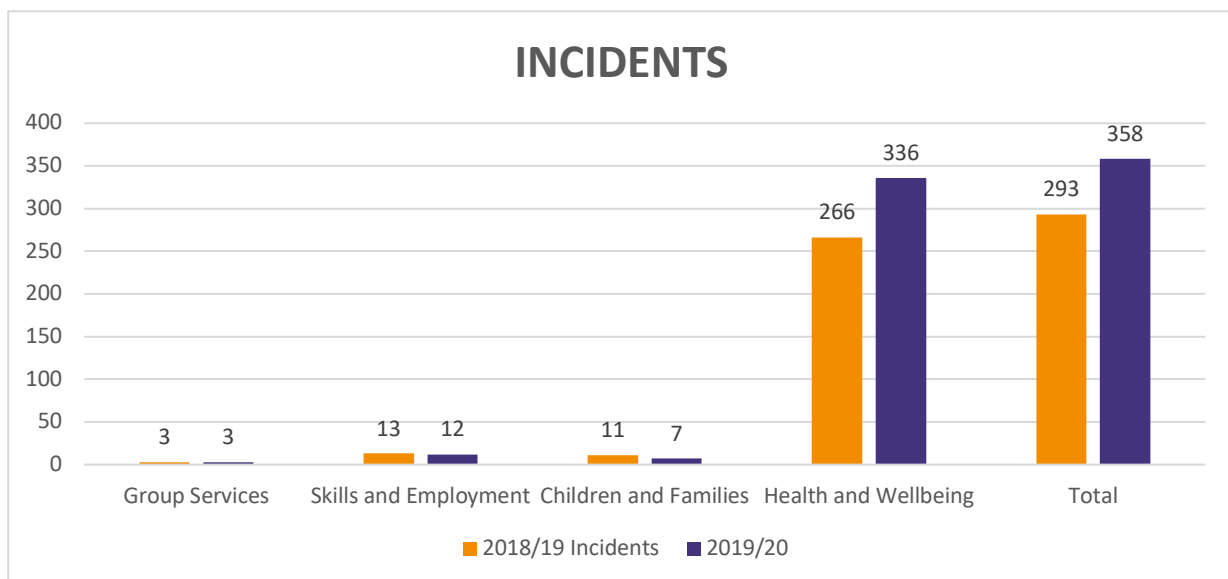
All staff have completed full Health and Safety induction and will be undergoing refresher training.

Incidents

The number of SIRIs has decreased slightly this year by 6%. The majority of SIRI reviews continue to be client deaths. All SIRIs were fully investigated and reports reviewed by an Executive Director and Medical Director (Chair of CSGB). Summaries of all SIRIs are provided at the CSGB meetings to identify trends and learning.



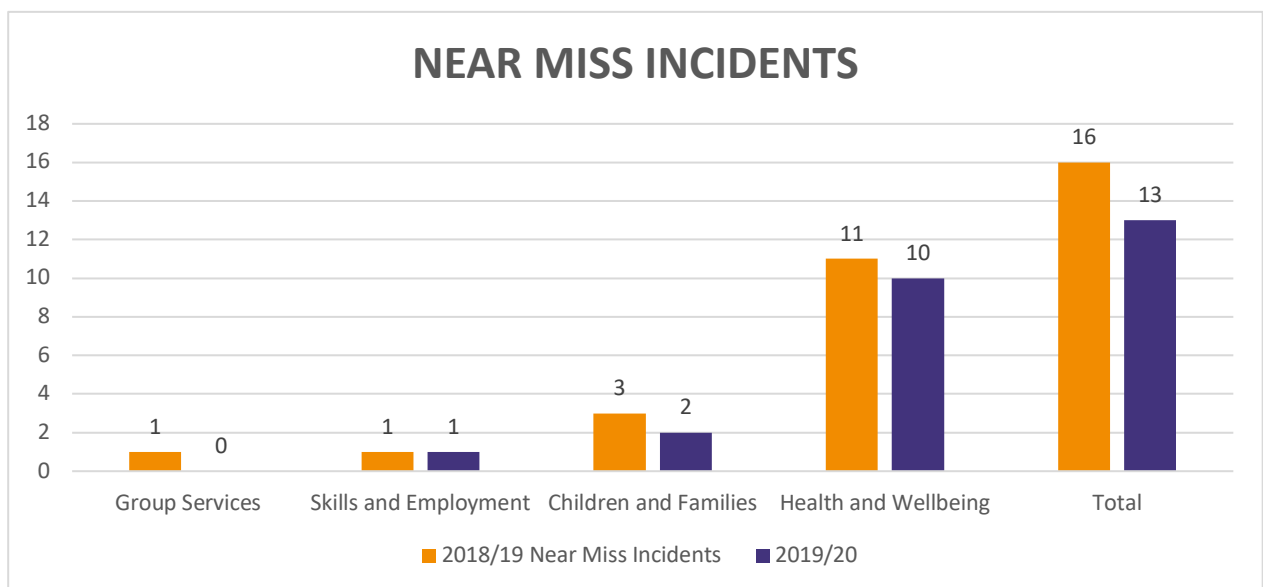
Incidents have increased this year by 22%. This is due to an increase in the number of service users in our Health and Wellbeing Division. Crisis support has been provided where necessary and referrals to relevant organisations and GP.



Key themes include:

- Health and Wellbeing – IG breaches of confidentiality, suicidal ideation and suicidal behaviour, self-harm and threats of harm, safeguarding incidents including financial abuse, domestic abuse and concerns of domestic abuse.
- Skills and employment – Incidents included fighting, intoxication, abusive behaviour, and service user hoarding.
- Children and Families – Health and safety incidents included a Microwave setting off smoke detectors, and a power outage stopping CCTV/alarm for 24 hours
- Group Services – Theft from office, ex client emailing inappropriate emails to staff and a data incident involving client data sent to a commissioner.

All of these incidents were reviewed at SMTs and summarised at the CSGB for identification of trends and improvements.

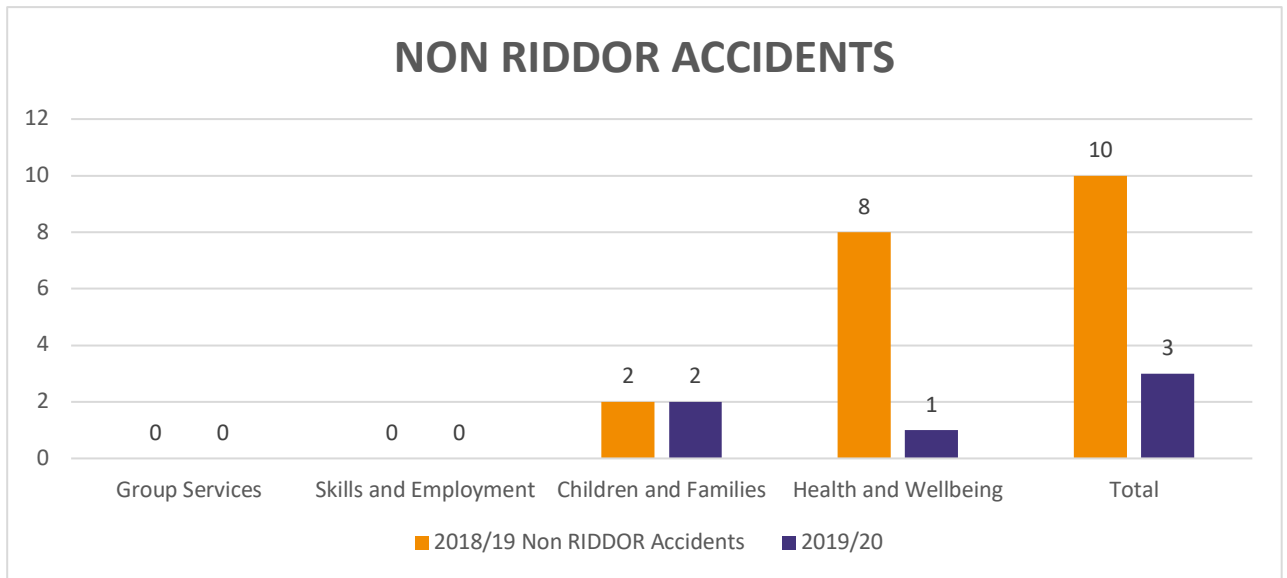


Near misses have slightly decreased this year. Key themes include quality of case notes and safe storage.

Accidents

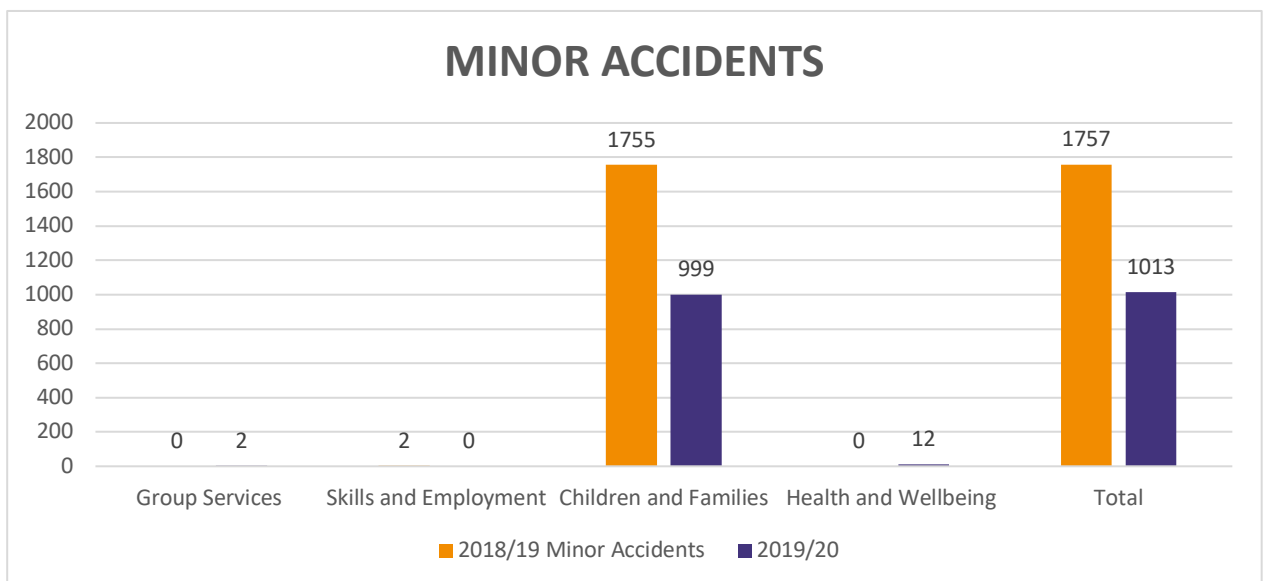
This year we have had no RIDDOR reportable accidents.

There has also been a significant reduction in non RIDDOR accidents. We have embedded the Health and Safety Reps across all services and have ensured all actions arising from audits have been actioned in a timely manner.



The Non RIDDOR accidents were:

- Staff member fell over shoelace and bruised knee
- A van reversed into staff member’s car
- A tenant crashed a vehicle into a bollard



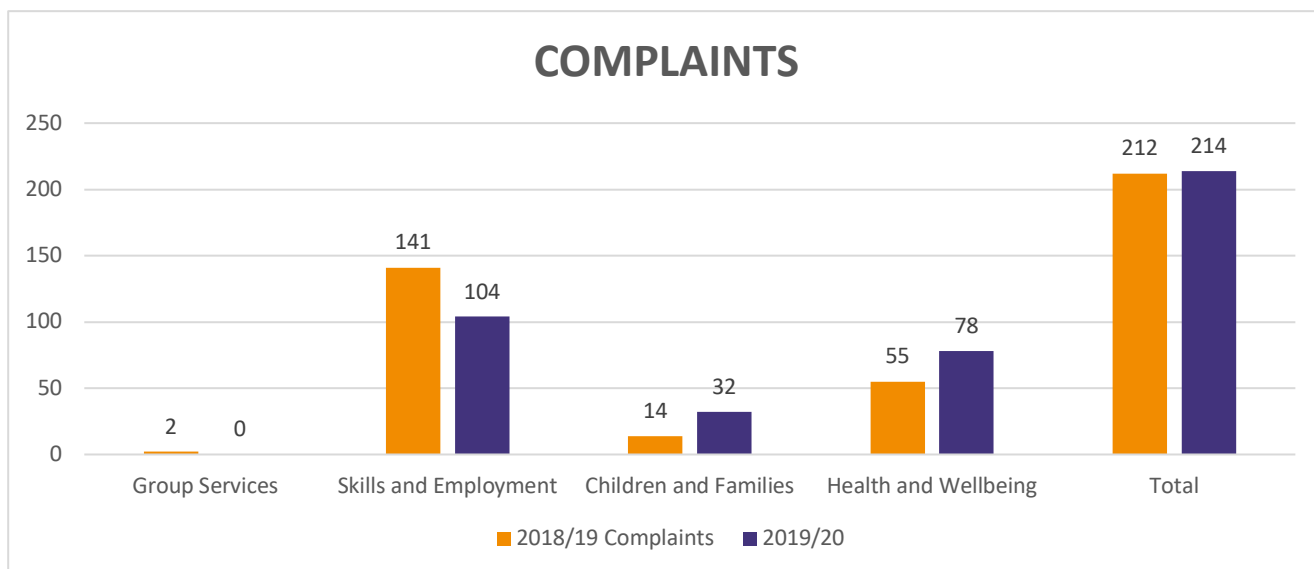
The number of minor accidents has decreased by 42% this year compared to the previous year. This reduction is due to reduction in reporting in the Children and Families division following improved guidance to staff about what needs to be classed as a reportable minor accident. Additional space has also been opened up in one school to reduce the number of children in the playground at any one time.

Accident types continue to remain consistent with previous years, with the majority arising at the schools and nurseries. Accidents were: bumps, grazes, trips, and falls, in the main occurring during playtime.

There were no near miss accidents recorded this year.

Complaints

Overall the numbers of complaints have stayed consistent with last year however, the Skills and Employment division received 26% less, whilst the Health and Wellbeing division had a 29% increase and Children and Families had a 56% increase.

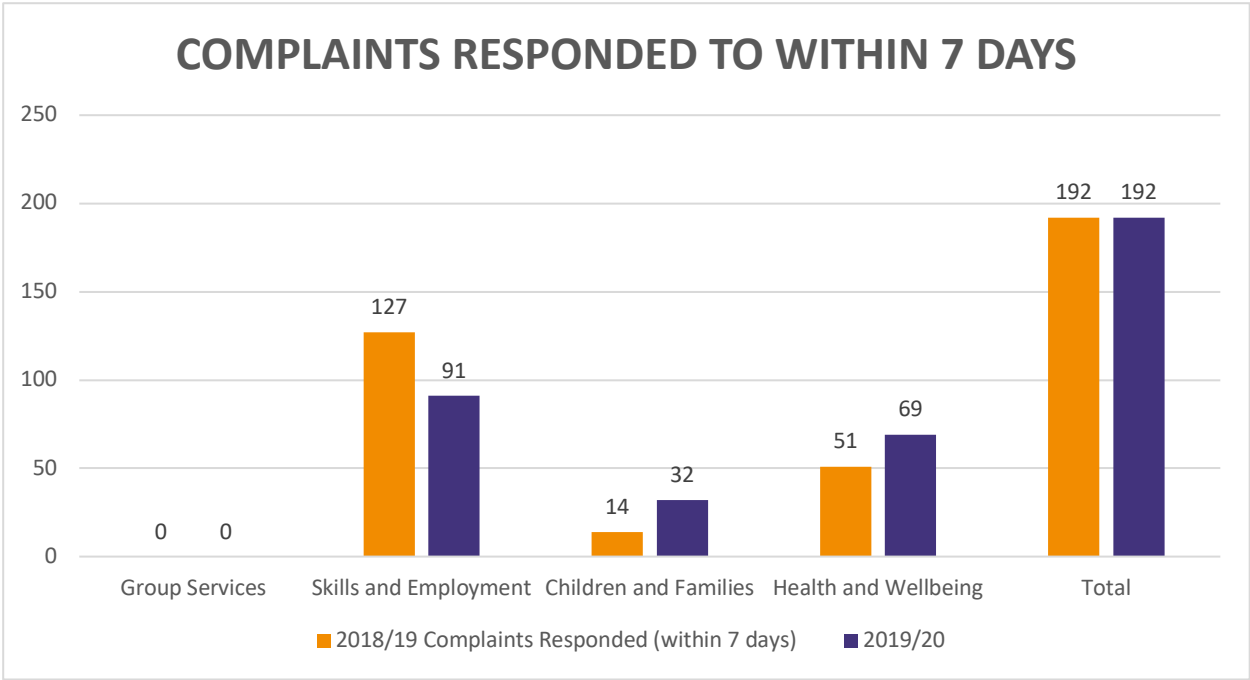


Skills and Employment received 104 complaints, all of which were for Big Issue North. The themes remain similar to previous years and relate to vendor selling issues and behaviour on the street, primarily begging and one incident of racial abuse towards a member of the public. However, we have seen a significant reduction again for a second year in the number of complaints, demonstrating the continued hard work the Big Issue North staff are doing on outreach work and public/vendor engagement.

Children and Families received an increase in complaints this year, this was mainly a result of many parents asking for children's displays to be reinstated following the capital improvements at Longsight Children's Centre, after these were initially removed to present a cleaner environment

No complaints were received for Group Services Division.

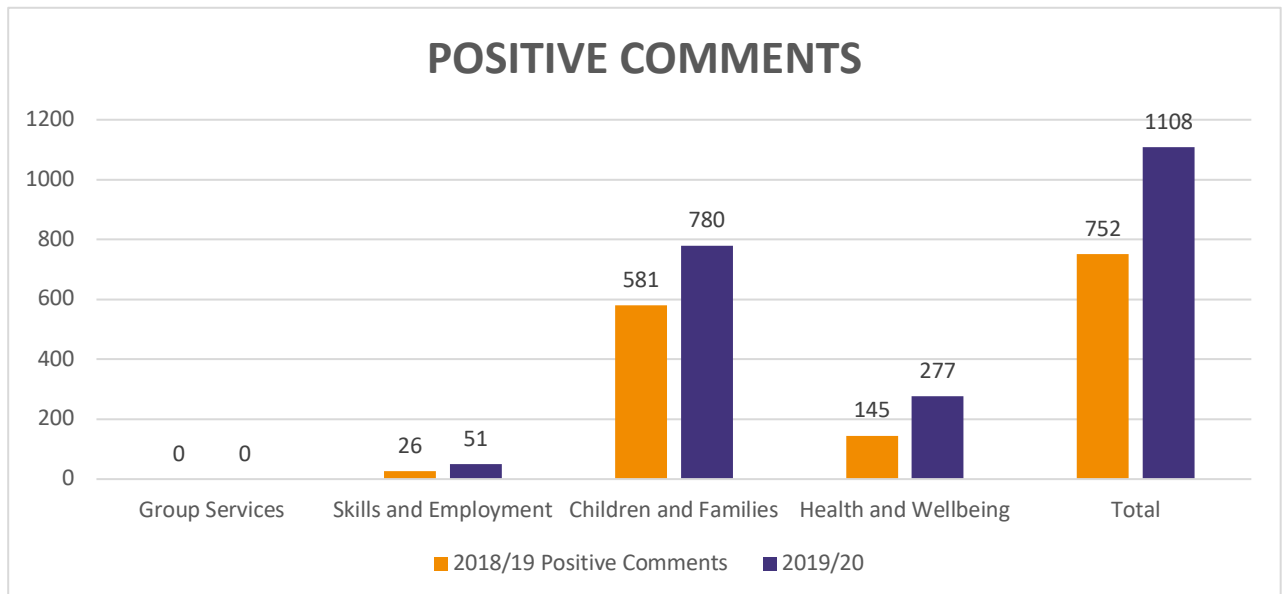
Health and Wellbeing received an increase of 23 complaints this year. This is due to the significant increase in service users in our new Be Well service. Key trends include client dissatisfaction with advice and service provided, and complaints about individual staff. Complaints have been spread evenly across the services, with no service receiving significantly more complaints than another. All complaints were investigated and action taken where required.



A total of 89% of complaints received were responded to within 7 days. This is a 3% reduction on last year.

Positive Comments

The total number of positive comments has significantly increased this year by 32%. Positive comments have increased across all services, this may be due to the increased number of people accessing services (as a result of new services) or improved recording.



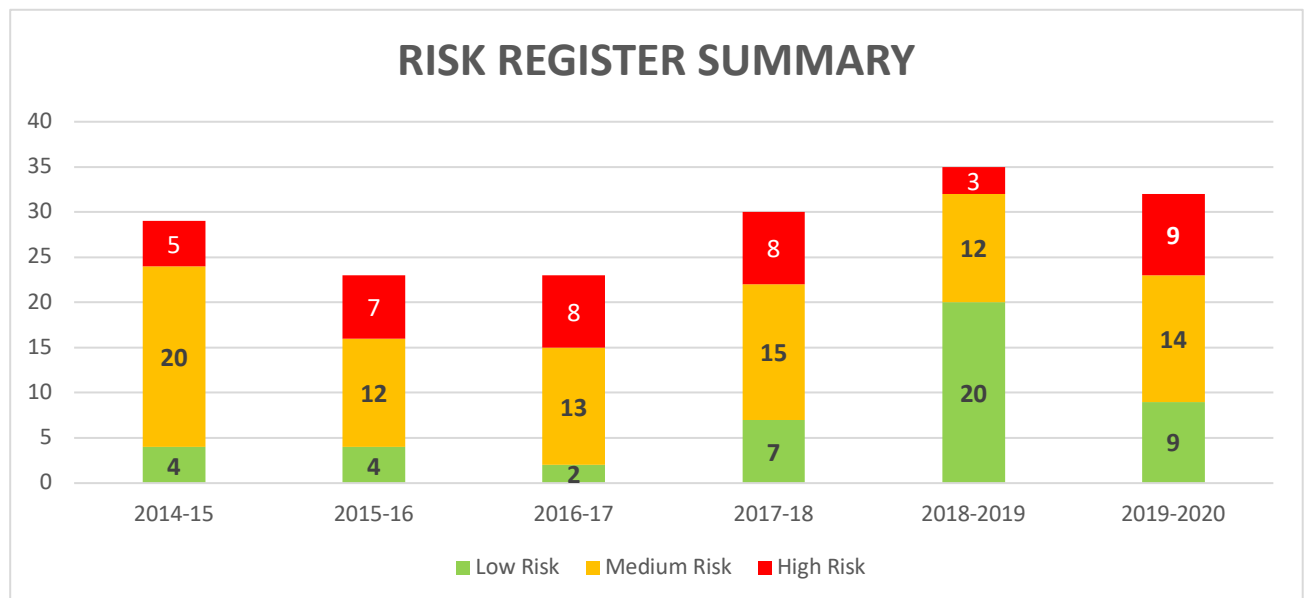
Children and Families received positive comments regarding communication with teachers and general compliments regarding the services.

Health and Wellbeing has had a significant increase in positive comments on last year. Some of these were regarding training provided, groups in our Rochdale service and staff support. Other positive feedback was received from service users regarding our Centres and the continued support they received. Positive comments were also received from other service providers and professionals regarding the support clients were offered. The main trend is compliments regarding staff support and behaviour and how this has positively impacted our client's experience.

Skills and Employment also received a large increase in positive comments on last year. These were primarily regarding our foodbank delivery in one service and vendor behaviour in our Big Issue North service.

Risk Register

Figures for 2019-2020 indicate that the average total number of risks have decreased from 35 in 2018-2019 to 30 this year. The Risk Register remains a critical tool for the organisation in addressing environmental uncertainty and is an integral part of early stage risk assessment and mitigation.



The key risks in 2019/20 were:

- Incorrect VAT calculations
- Brexit – continued risk due to reducing vendor numbers
- Covid 19 – Impact on Big Issue North magazine sales

A number of managers attended Root Cause Analysis training this year, this was a two day event hosted by Consequences UK. During this training session managers studied key concepts of root cause analysis, effective incident review and investigation tools and techniques.

We have improved the group reporting template, and engagement of Senior Management Teams in the monitoring of risks and updating of mitigations. In the year ahead we will explore the development of an integrated single database to improve quality and timeliness.

Training

Learn Well, the group's online training platform has now been live for over 12 months offering mandatory and optional courses to staff. The platform currently hosts 18 face to face courses for staff and 27 courses for service users (15 developed by the group and 12 purchased from an external online training provider).

During 2019/20 408 people accessed online training, this included mandatory courses on safeguarding, equality and diversity and information governance.

Mandatory courses

Course	Compliance 2019/20	Compliance 2018/19
Induction	95%	
Safeguarding (Adults and Children combined)	84%	57%
Equality and Diversity	87%	79%
Data Security Awareness	73%	

Mandatory training compliance has increased in Equality and Diversity and Safeguarding Combined (the new SG combine course introduced in 19/20 brought together 3 separate courses meaning compliance dipped for a period). At the point of reporting 85% of staff working in the children and families' division had completed the new Safeguarding (adults and children) combined, course. All staff working with children have completed the separate children's safeguarding course.

In response to the Covid-19 pandemic the group has shared access to the Learn Well public portal with a CCG who are planning to share it with primary care staff working in GP practices in Manchester. There have been a number of courses added to the Learn Well portal following the pandemic including: Understanding Bereavement (developed by Big Life group), PPE and social distancing guidance for staff, and a Keeping Safe During Covid course which was provided free to the group from Engage in Learning.

Face to face courses are now being delivered via zoom to ensure ongoing compliance.

A total of 16 staff have been signed up to complete apprenticeship training. This includes Childcare Level 3, Business Administration, HR, Data Analyst, Operations management Level 5 and a number of Level 7 courses being completed by the Leadership team and senior managers. The current forecast means that the levy will be fully utilised by September 2021. One apprenticeship has been paused for personal reasons and three level 7 apprenticeships have been deferred until Sept

2020. Seven staff have left during this period reducing the number of staff currently completing apprenticeship training.

This year we partnered with Salford University to pilot a new Multi-Modality Practitioner course which will enable our staff to better support people with multiple challenges.

Safeguarding - Children and Adults at Risk

Safeguarding continues to remain a high priority across the group. A Director and a Group Designated Safeguarding Lead (DSL) provide leadership and facilitate quarterly meetings of service specific Designated Safeguarding Leads. The DSLs review changes to legislation, share best practice and identify lessons learned from incidents and concerns. They also support the development of training, review and complete section 11 audits across the group.

Service specific DSL are responsible for reviewing all incidents and concerns and signing off actions once completed. All service Team Meetings include a standard safeguarding agenda item to discuss any themes, trends, lessons learned and review of cases. Cases are escalated to the group leads if the local DSL requires further clarification on next steps.

Incidents and concerns are audited quarterly by the Group Safeguarding Lead, who provides feedback on quality and compliance with policies and procedures. All services demonstrated improvement from the previous year.

This year the Annual Section 11/175 audit framework has been reviewed to include more in-depth analysis and discussion with all employees and volunteers, enabling the development of a service specific action plan that feeds into the group wide action plan.

A Safeguarding Training Strategy is in development, with additional specialist training courses such as Prevent and Child Sexual Exploitation. We have updated the Domestic Violence and Abuse Policy (DV&A) providing staff with tools and guidance on safer enquiry, to support service users to disclose domestic abuse at every opportunity.

This is being complemented by the development of three DV&A modules that aim to raise employees and volunteers awareness, and clarify the roles and responsibilities of managers in supporting staff dealing with reported incidents or concerns. These are due for release next year.

In conjunction with DSLs we have developed an online DSL training course that defines and clarifies the role of a service specific DSL, which will complement the DSL forum and associated training modules that currently exist.

The HR database now provides central reports on compliance with all safer recruitment requirements (DBS, reference checks, disqualification by association, qualifications, identity, gaps in employment) for all divisions. This will be further developed to include all volunteers in the coming year.

Safeguarding concerns and Incidents

	Total
Number of new SG concerns	
Of which adults	56
Of which children	239
Number of new SG incidents	
Of which adults	51
Of which children	69

Themes and trends, in order of volume (children and young people)

- Parenting concerns (including neglect)
- Domestic Violence and Abuse
- Physical Abuse

We do not currently record the number of Early Help Assessments completed, children who are Children in Need, Looked After, or on Child Protection Plans, that we work with. We will explore central recording in the year ahead.

Information Governance

There were 30 recorded Information Governance incidents this year which is in line with the previous year. Of these incidents, 7 were not due to a Big Life breach. The majority of the breaches were minor (eg. breaches on non-sensitive information involving on individual). There were no serious incidents. All incidents were investigated, and appropriate actions recorded.

There were 180 subject access requests received this year which took on average 15 days to respond too. These were primarily requests from solicitors on behalf of clients. We also responded to 20 Third Party requests and 4 Subject Access Requests.

We have now implemented the electronic information sharing solution Docman across Self Help Services. This allows us to send electronic data to GPs through a portal rather than using the previous efax service. Docman is endorsed by NHS Digital and it is utilised across almost all GP services in Greater Manchester.

We have begun implementation of Docmail, which will be rolled out across Self Help Services. This will eliminate the need for staff to send letters and ultimately will reduce our information incidents.

Our Information Governance Lead now attends a regular Greater Manchester IG meeting and collaborates with other leads on new initiatives and support for other VCSEs across GM.

Our Information Governance action plan is reviewed quarterly and our lead is responsible for continuous improvement across our services in line with our obligations under UK Data Protection Legislation, this also includes gap analysis reviews and regular assessment of staff training and knowledge.

We are currently working towards centralising control of all our mobile equipment as part of our mobile data management project. Once this has been completed we will apply for the Cyber Essentials certification. A project team has been set up to manage the implementation of Office 365 across the group, which we are looking to implement this in early 2021 to allow us to streamline our current data management.

Our DPO is now fully integrated into the team and has ensured we continue to work in line with our obligations under the Data Protection Act 2018 and the General Data Protection Regulations. We have now adopted a Data Privacy by Design and Default method when bringing in new services and processes and fully assess any risk regarding this. Our DPO and Information Governance Lead continue to provide ongoing one to one support to all our services.

Quality

ISO

All services in scope for ISO14001 and 9001 have been audited and successfully re-certificated. We are also working to bring all other services into scope for ISO 9001 and 14001 by March 2021, this includes a total of 12 services across our Children and Families, Skills and Employment and Health and Wellbeing division We are also looking at ISO45001 to replace our current Health and Safety standard in April 2021.

Environmental Sustainability

This year we have continued to focus on our obligations under our ISO14001 standard however, we have now started to review our environmental strategy which will focus on our aims and objectives as a group to enable us to work towards the Greater Manchester Carbon Reduction Target. We have embedded some of this change across our services through staff engagement and workshops with our managers, we have also set environmental targets for all our teams which will be monitored monthly.

Quality Case Notes

Quality case notes training has been created and is currently in development with our internal training team. This also includes clinical risk training. This training is being developed in conjunction with service leads and will be ready to roll out next year. A new auditing process will also be implemented to ensure consistency and quality.

Big Views

Big View is a platform which enables people accessing Big Life's services to give feedback in exchange for points which can be converted into vouchers to spend in a range of different places. This year we had 128 users on Big Views who have taken part in activities 175 times. There are currently 9 surveys on Big Views.

We are continuing to engage with service users to promote the incentive and to improve our feedback.

Group Accreditations

Last year, for the first time, our staff completed the Best Companies survey. This measures staff engagement and awards a star rating based on the outcome. This

year we achieved a two-star rating for 'outstanding levels of engagement and entered the 100 best non for profit companies to work for at number 28.

We continued to hold the Investors in Volunteers accreditation in this period, holding quarterly meetings for volunteer leads and progressing work on the Volunteer database to ensure all volunteer data is captured and can be reported accurately.

Key Priorities

Group Progress on Key Priorities 19-20

To retain CHAS or secure ISO 45001	Complete
To create a suite of health and safety related training	Complete
To understand our environmental impact and set realistic targets relating to this	Targets identified
Improve risk identification and risk management	More to do
Introduce new electronic incident and accident recording system	To be completed in 2020
Deliver Root Cause Analysis training to all managers	Complete
Improve staff training on specific health and safety topics	Complete
Implement an audit tool to monitor effectiveness of SMTs at updating Risk Register	Complete
Develop range of online training courses and tools for Learn Well	Complete (new training continues to be added)
A forward plan of expert learning sessions -	Complete (new training continues to be added)
Plan in place to utilise apprentice levy going forwards	Complete
85% compliance for mandatory training	Complete
Refine Section 11 audit template	Complete
Develop domestic abuse process across the group incorporating safer enquiry	Complete
100% compliance in Combined Safeguarding training and briefing sessions	Unable to hit 100% due to change of staff
Pilot Neglect Care 2 across C&F division	LA no longer delivering
Review, Develop and implement DSL training and development package and process	Ongoing
Completion of new IG toolkit by December for all NHS contracts	Complete
Streamline system for managing subject access requests	Complete
Completion of IG audits in line with group audits	Complete
Secure Cyber Essentials	Ongoing
Completion of Incident Management system (including risk)	Ongoing

Improved staff guidance and training on GDPR client rights	Complete
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Group Key Priorities 20-21

To retain CHAS or secure ISO 45001	
To launch environmental strategy	
Ensure all staff complete H&S refresher training	
Implement Covid/Infection Control policies and guidance	
Introduce new electronic incident recording system	
Develop risk management training for all staff	
Develop integrated database for risk management	
Create wellbeing offer for staff working at home	
Centralise compliments and complaints process and publicise comments	
Roll out Domestic Abuse training	
Develop and roll out Quality Case notes training for all services	
Implement new audit framework across the Group	
Further develop safeguarding training strategy for group which identifies training specific roles	