



Clinical Service Governance

Annual Report 2018/19

Introduction

For another year it has been an honour and a pleasure to chair the Clinical and Service Governance Board.

We have been able to progress with the initial steps in developing our in house electronic reporting system and are optimistic that this will be fully functional by the second half of next year.

We have made ongoing improvements to our quality standards within the group, achieving CHAS for another year and our environmental ISO14001 standard. Our Service Experience Audit has influenced key objectives with regard to accessibility information in our centres and the development of Big Views will allow us to collate key feedback from the people accessing our services.

It is disappointing that we weren't able to bring all services into scope for our ISO standards however, this will be a focus for the next year.

GDPR has now been embedded within our core processes across the group and we maintain continual improvement to ensure we remain compliant and up to date with any developments or changes.

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

For another year Health and Safety has remained at the top of the agenda within The Big Life Group. We continue to foster a positive Health and Safety culture from our Leadership team right down to all out employees and have again invested in a number of measures to ensure we are demonstrating best practice within the Group and compliance against all our statutory requirements. We successfully retained our industry recognised standard Health and Safety CHAS accreditation.

The Health and Safety Reps are embedded within their role and have continued to work hard across the Group to ensure they are representing their business area. There is evidently an increase in awareness of H&S importance due to the work the team are carrying out as the Reps cascade updates, new practice and lessons learned to the wider team. The staff survey highlighted that 98% of staff believe that Big Life Group take health and safety seriously, 97% of staff believe when accidents/incidents happen Big Life takes action to ensure that they don't happen again and 86% of staff believe Big Life learns lessons following incidents/accidents and updates me regularly

We also continue to utilise our communications across the group to highlight key points through the Big News and our fortnightly bulletin.

This year we have trained:

- First Aid at Work (3 Day) 39 staff trained
- IOSH Managing Safely (4 Day) 5 staff trained

Staff have completed more than 1,000 health and safety related courses via FLICK, our online training portal, including: COSHH, fire safety, food hygiene, manual handling, safe lifting of children and paediatric first aid.

Progress on priorities from last year:

- To ensure all staff members with functional roles are trained Completed
- To retain CHAS or secure ISO45001 Completed
- To attain ISO14001 Completed
- Ensure certificates for training are saved on HR database More to do

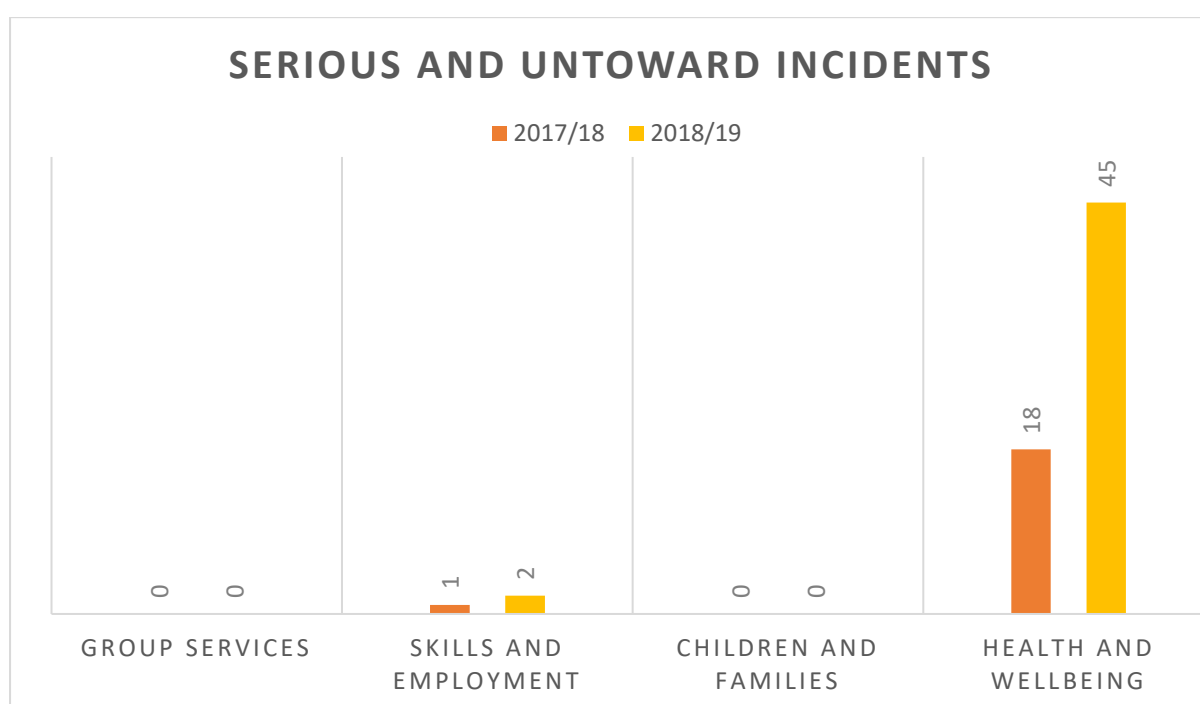
Priorities for the year ahead:

- To retain CHAS or secure ISO 45001
- To create a suite of health and safety related training
- To understand our environmental impact and set

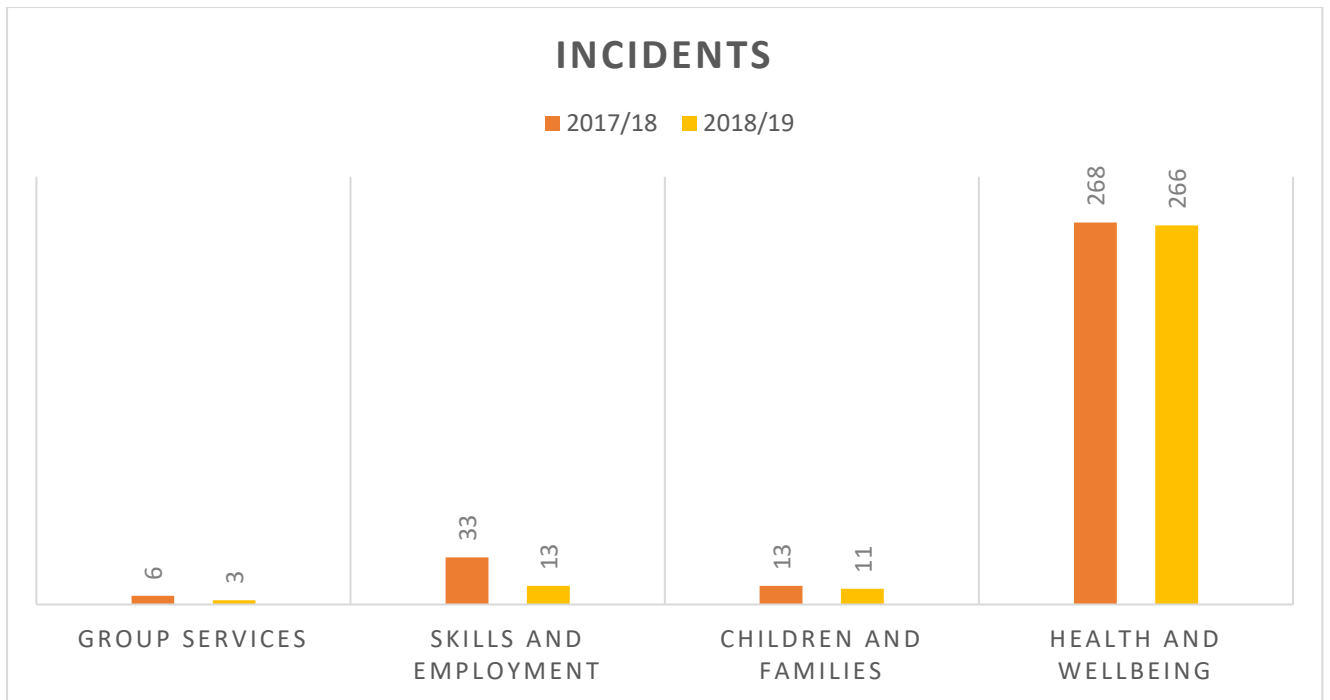
- realistic targets relating to this
- Improve risk identification and risk management

Incidents

The number of SIRIs has significantly increased this year by 147%. This is due to the acquisition of a new service within our Health and Wellbeing Division and a rise in the number of clients that are accessing our mental health services which will continue year on year. The majority of SIRI reviews were regarding client death. One was regarding a data breach. All SIRIs were fully investigated and reports reviewed by the Chief Executive and Medical Director (Chair of CSGB). Summaries of all SIRIs are provided at the CSGB meetings to identify trends and learning.



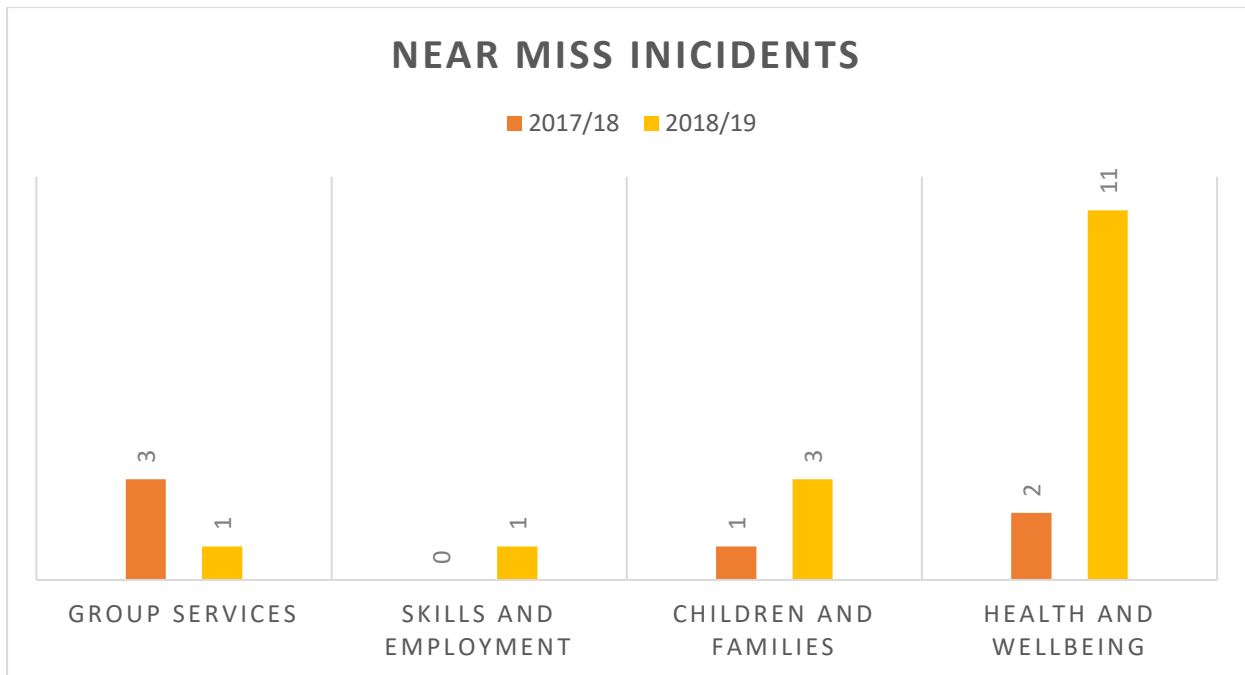
Incidents have remained static this year. There has been no change to our current reporting requirements for incidents and the acquisition of new services has not contributed to an increase as has been the case with SIRIs.



Key themes include:

- Health and Wellbeing –breaches of confidentiality, suicide ideation and suicidal behaviour, threats of harm and concerns of domestic abuse.
- Skills and employment – Theft from a member of staff in Liverpool, vendor disclosing self harm and an incident regarding a volunteer applying for funding without authorisation.
- Children and Families – One incident of a child walking away from adult and becoming lost. A parent suffering abuse from a local resident.
- Group Services – Theft from HQ building by individual tailgating parent into the nursery.

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



Near misses have increased this year. This is down to improved reporting and recognition of what a near miss is and not necessarily an increase in the event itself. Whilst this figure has increased it has allowed us to continue to focus on the prevention of serious incidents and accidents. Key themes were potential data breaches.

Progress on priorities from last year:

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| • Introduce new electronic incident recording system | Ongoing |
| • Deliver Root Cause Analysis training to all managers | Not completed |

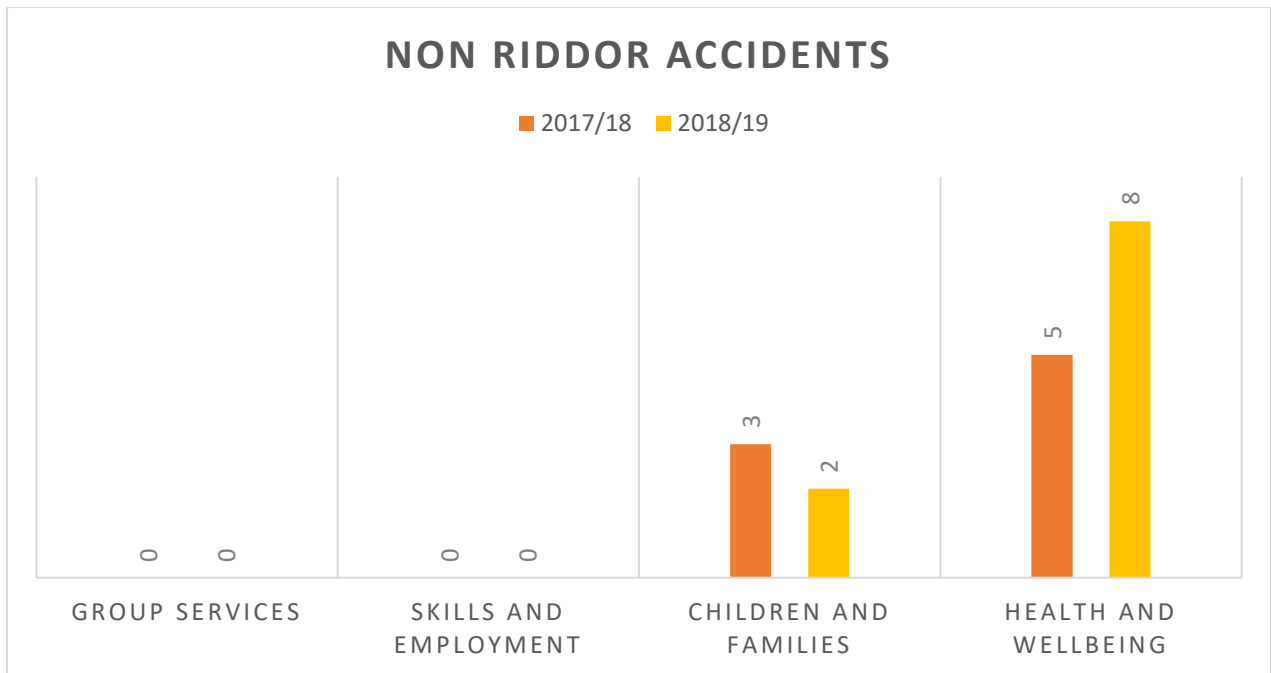
Priorities for the year ahead:

- Complete electronic incident recording system
- Deliver Root Cause Analysis training to all managers
- Improve training and guidance for staff members on incident management

Accidents

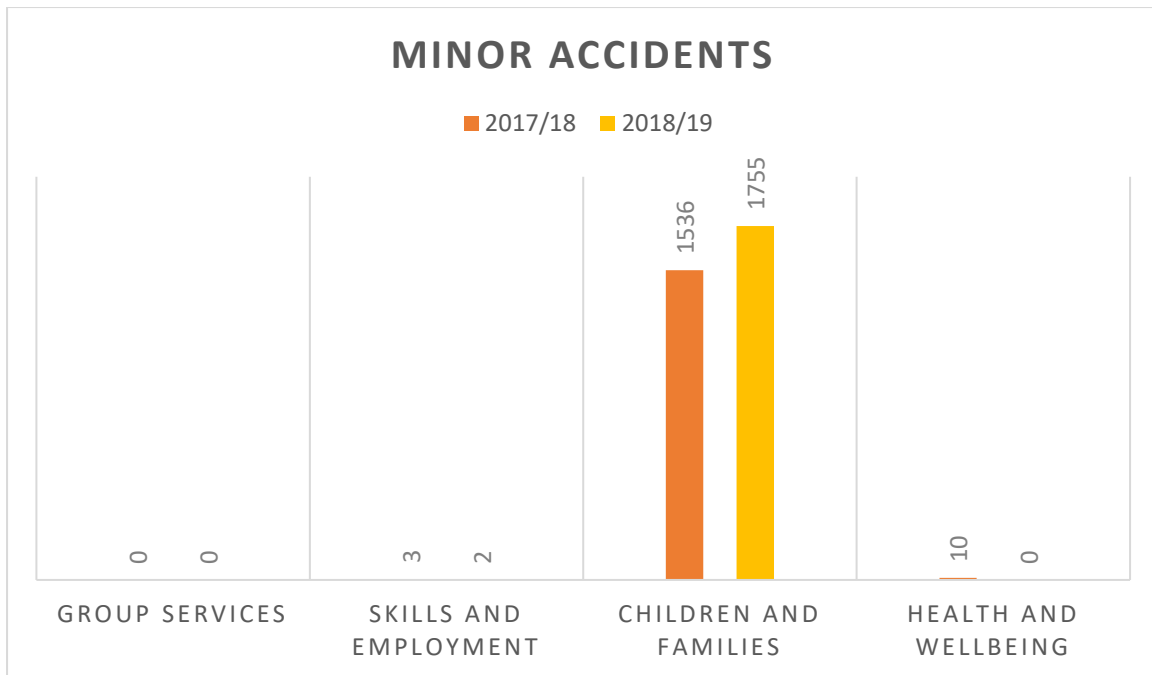
This year we have had no RIDDOR reportable accidents.

This year there was a slight increase in Non Riddor Accidents occurring in our Health and Well Being division. Actions, awareness and risk assessments have all been put in place to reduce the risk of reoccurrence.



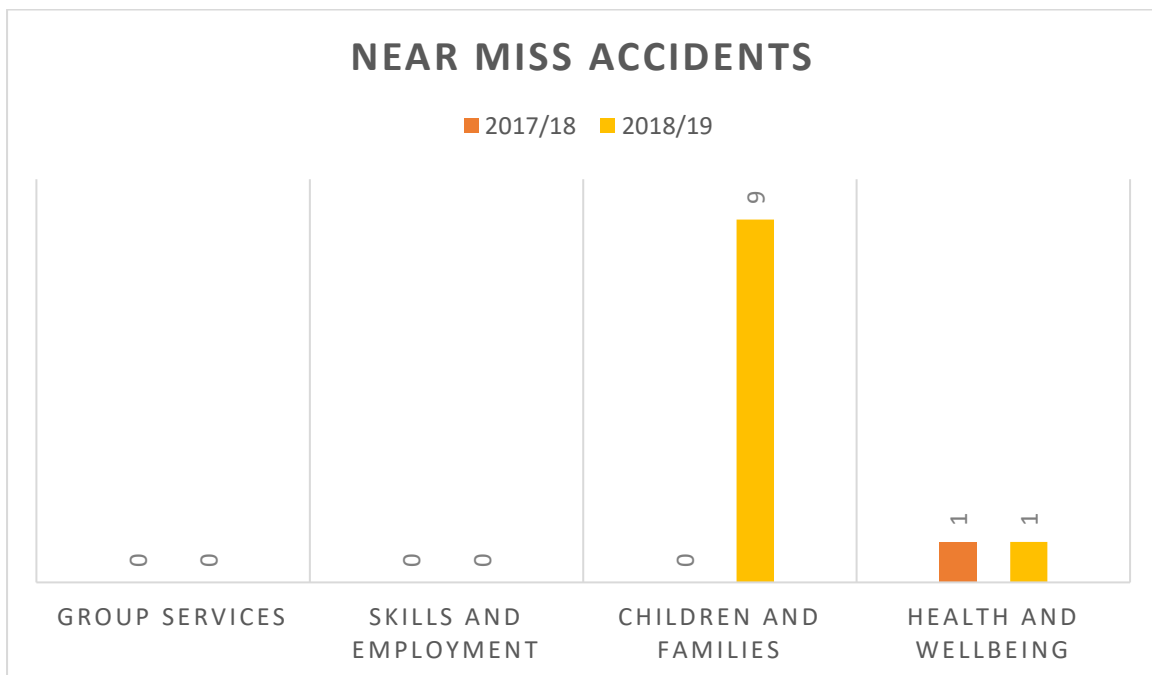
The Non RIDDOR accidents were:

- Client fell off a chair in venue
- Client hit by debris falling from a window
- Bungee rope hit staff member in face when he was tying something to roof rack
- Boxes fell on staff member when stacking items in storage
- Centre user slipped
- Car accident
- Paper cut
- Staff member with walking stick fell over when entering office



The number of minor accidents has increased by 15.4% this year compared to the previous year. Accident type remain consistent with previous year's reports, with the majority arising at the schools and nurseries. Accidents were: bumps, grazes, trips, and falls, in the main occurring during playtime. Skills and Employment accidents were minor accidents including cuts, trips, and falls.

There has been an increase in near misses this year, from 1 to 10. This again is attributed to staff now consistently recognising and reporting these when occurring. Near misses including minor bumps and scrapes.



Progress on priorities from last year:

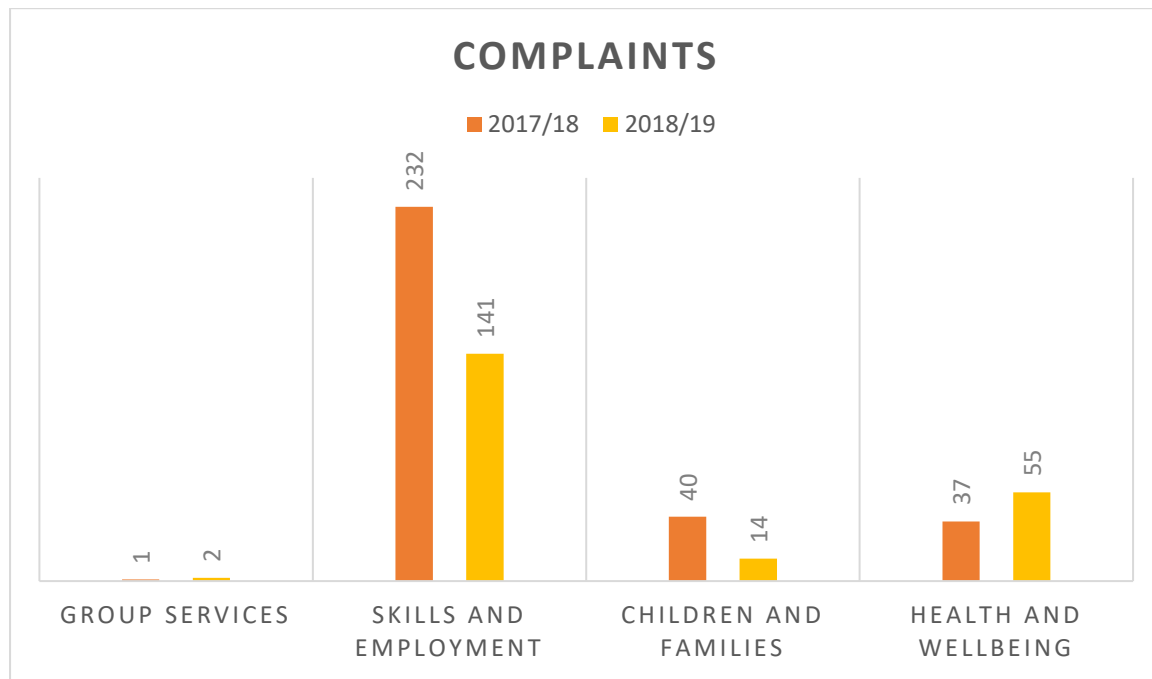
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| • Review options and implement new electronic accident recording software | Ongoing |
| • Review systems for collating near misses and raise staff awareness | Completed |

Priorities for the year ahead:

- Implement new electronic accident recording software
- Improve staff training on specific health and safety topics

Complaints

There has been a substantial decrease of 31.6% in the number of complaints received. This decrease is largely in our Skills and Employment division who have increased outreach in order to address previous complaint trends.



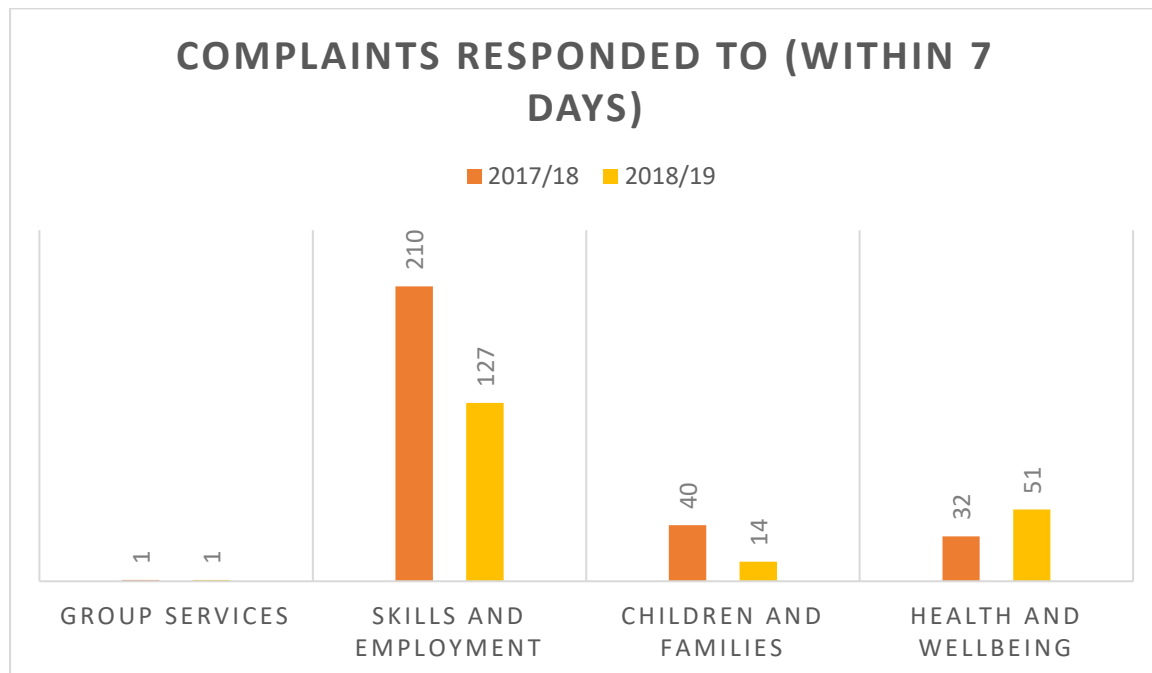
Skills and Employment received 141 complaints, all of which except 3, were for Big Issue North. The themes remain the similar to previous years and relates to vendor selling issues and behaviour on the street, primarily begging. However, there has been a significant reduction in complaints compare to last year which is testament to the work Big issue North staff are currently doing and will continue to do to address all complaints via increased outreach work.

Complaints about Employment Services related to an unsatisfied client who believed they were not treated fairly and complaint from a team regarding the attitude of volunteers in a session.

Children and Families received 14 complaints. This is a significant reduction. Some complaints were regarding the cleanliness of one of the rooms in our children's centres, a complaint was received about the content of an induction and a complaint regarding the quality of the food in one of our schools. All complaints were dealt with appropriately and action taken.

Group Services received two complaints relating to parking in the residential area and a complaint from the manager of the nursery that operates on the ground floor of our HQ regarding Big Life staff tailgating.

Health and Wellbeing received 55 complaints, which is an increase on the previous year, it is possible this is as a result of the growth of the division. The key trend this year was regarding client satisfaction. All complaints were investigated and action taken where required.



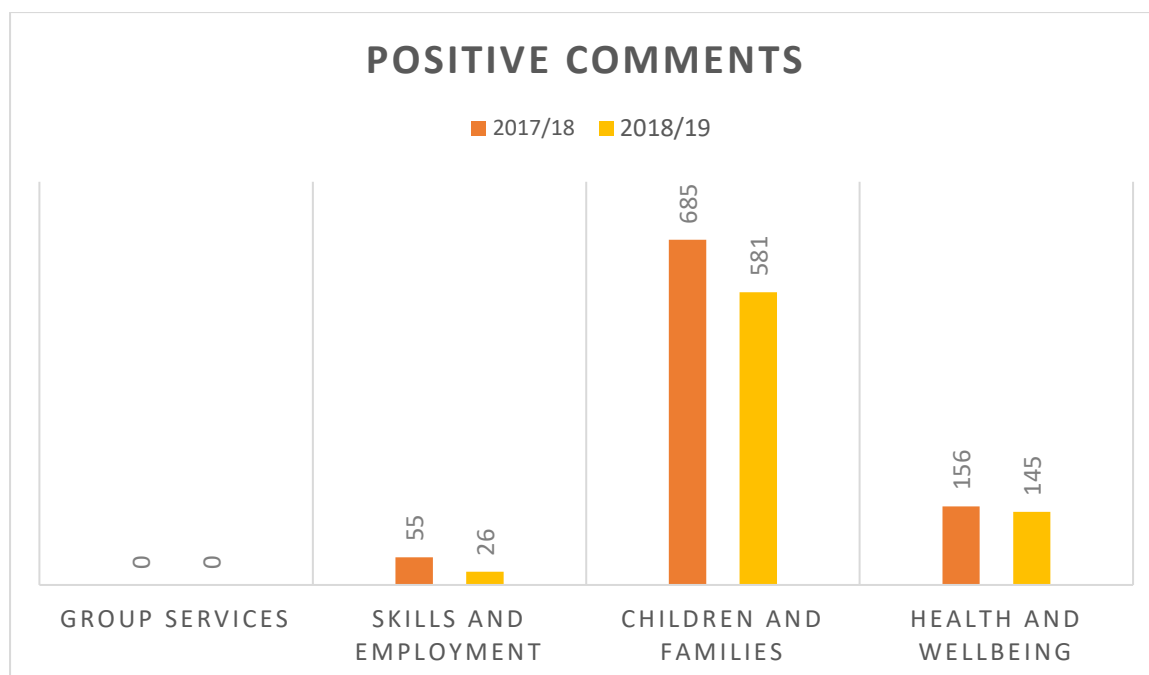
A total of 91% of complaints received were responded to within 7 days. This is consistent with last year.

Progress on priorities from last year:

- Support Health and Wellbeing to improve response rate Complete
- Review how each service publicises complaints process Complete
- Publicise 'You said – we did' Complete
- Publicise complaints procedure Complete

Positive Comments

The total number of positive comments has decreased this year. This could be due to the decision to record only unsolicited positive comments the previous year.



Children and Families received a large number of positive comments about support the teachers are providing to parents and the respect they have shown. Parents have also expressed a number of positive comments regarding how children are developing since entering our nurseries. We also received positive comments regarding the appealing nature of the nursery. Health and Wellbeing received positive comments about the good standard of the service, high quality and professionalism of the staff, patient and understanding staff, good reception team, wonderful café and our change to LED lighting. There was also praise received from a volunteer expressing gratitude to the supportive and encouraging staff. Group services received no positive comments this may be due to the fact they are not client based service. Skills and Employment received a number of positive comments from service users regarding a residential with staff and the experience they had. Positive comments were also received from service users regarding the support they have received whilst engaging with the service. There were also positive comments received regarding vendors and their behaviour.

Progress on priorities from last year:

- Review how positive comments are collected across the group and standardize reporting Underway

- Publicise positive comments

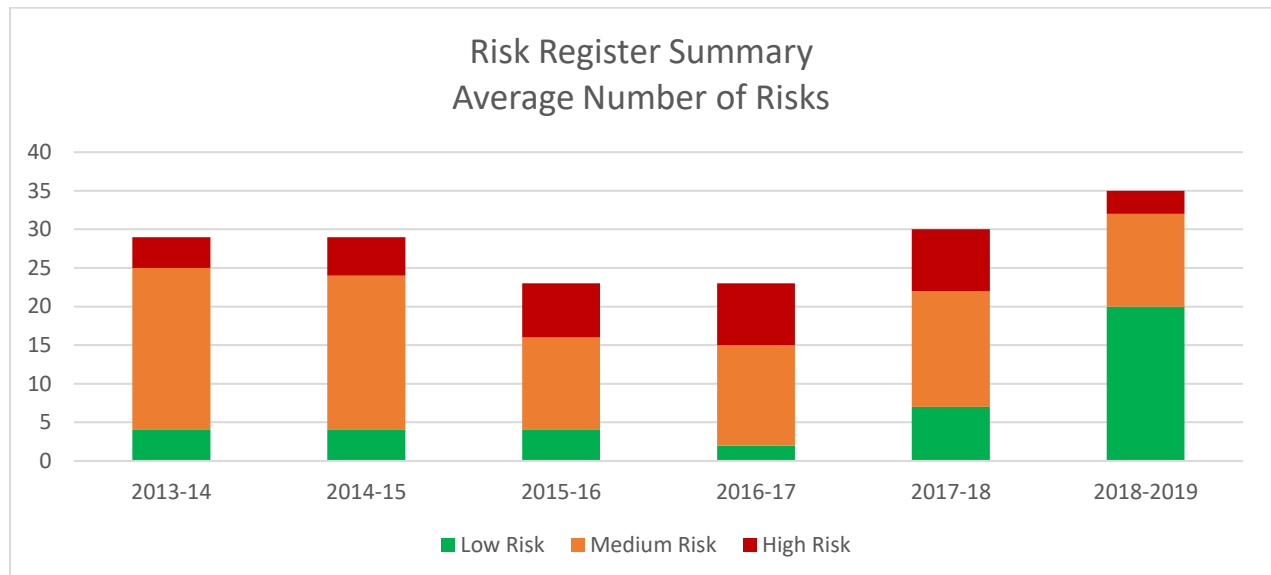
Underway

Priorities for the year ahead:

- Review how positive comments are collected across the group and standardize reporting
- Publicise positive comments

Risk Register

Figures for 2018-2019 indicate that the average total number of risks have increased (from 30 in 2017-18 to 35 in 2018-19). 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 2018/19 were:

- Closure of a number of services and associated exit costs
- Relocation of two Big Issue offices
- Forecast losses in nurseries
- Pension costs for NHS scales
- School pupil numbers and potential shortfall
- Uncertainty of the future for Roma vendors of Big Issue North as a result of Brexit
- Declining sales of Big Issue North magazine
- Insufficient accommodation for group services

Progress on priorities from last year:

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| • Implement an audit tool to monitor effectiveness of SMTs at updating Risk Register | Underway |
| • Review procedures for updating Risk Register to improve effectiveness | Underway |

Actions for the year ahead:

- Implement an audit tool to monitor effectiveness of SMTs at updating Risk Register
- Review procedures for updating Risk Register to improve effectiveness

Training

During 2018/19 there were 1,677 instances of training (not including bespoke sessions delivered to teams to support specific needs).

Big Life delivered a range of face to face internal training including: Mindfulness and An Introduction to GDPR, we continued to run expert sessions on topics of relevance to the group including, drug trends, modern slavery and supporting carers. 68% of staff said that following Big Life group training, their knowledge of the subject area had increased.

During this year the group launched it's own online training portal, Learn Well which contains a range of online training courses covering mandatory and option topics. Learn Well gives staff visibility of the groups training offer (face to face and online) and enables people to book training directly through the portal.

The group has paid a levy of circa £40,000 to the Apprentice Levy and has 15 members of staff accessing apprenticeship training, qualifications include childcare level 3, business administration level 3, children, young people and family manager.

Mandatory courses

Course	Compliance
BLG Induction	
BLG Safeguarding combined	57%
BLG Equality and Diversity	79%
Data Security	

A new online safeguarding course for the group has been created which replaces the former child safeguarding, adults at risk and the safeguarding briefing. In order to be compliant previously staff had to complete the safeguarding briefing and either child safeguarding or adults at risk (dependent on their role). As the new course covers all three topics, regardless of job role more staff are required to complete it and therefore compliance appears low. A plan is in place to increase compliance.

Progress on priorities for last year

- 100% compliance for all mandatory training Ongoing
- Implementation of a Big Life online training portal Complete
- Centralised process for managing apprenticeship programmes Complete

- A forward plan of expert learning sessions Ongoing
- Full utilisation of the apprentice levy to deliver occupational training Complete

Priorities for the year ahead

- Develop range of online training courses and tools for Learn Well
- A forward plan of expert learning sessions - ongoing
- Plan in place to utilise apprentice levy going forwards
- 85% compliance for mandatory training

Safeguarding - Children and Adults at Risk

We have seen another year of continual improvement in our safeguarding of children and adults and practice surrounding this. We have made progress on our process and policy regarding domestic abuse and will see this finalised early next year. Our joint safeguarding training is now fully embedded across the group.

We have seen a significant spike in safeguarding concerns for adults in our Health and Wellbeing division due to a new service starting late in the year.

The Section 11 and 175 Audits for safeguarding incorporating children, young people and adults at risk, were completed for every service. DSLs have been involved in supporting the improvement of the audit process and template and developing an improved system.

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.

Safeguarding concerns and Incidents

	Q1	Q2	Q3	Q4	Total
Number of SG concerns	61	46	57	134	298
Of which adults	12	8	17	72	109
Of which children	49	38	40	62	189
Number of SG incidents	16	13	24	28	81
Of which adults	4	6	12	11	33
Of which children	12	7	12	17	48

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

- Parenting concerns
- Domestic Violence and Abuse
- Physical Abuse
- Parental Mental Health

Domestic abuse is still a recurring theme. A Domestic Abuse lead will be in order to support the group to increase staff awareness and reporting of Domestic Abuse in all services.

This year two of our nurseries (Longsight and Slade Lane), received an OFSTED inspection, resulting in both receiving 'Outstanding'.

Progress on priorities from last year

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| • Develop domestic abuse process across the group incorporating safer enquiry | Ongoing |
| • 100% compliance in safeguarding training and briefing sessions | Ongoing |
| • Roll out joint safeguarding training across the group | Completed |
| • Review case file audit process – focusing on developing system fit for purpose for the group and roll out | |
| • Pilot Neglect Care 2 across C&F division | Ongoing |
| • Review, Develop and implement DSL training and development package and process | Ongoing |

Priorities for next year

- Refine audit template
- Develop domestic abuse process across the group incorporating safer enquiry
- 100% compliance in safeguarding training and briefing sessions
- Pilot Neglect Care 2 across C&F division
- Review, Develop and implement DSL training and development package and process

Governance

There were 29 Information Governance incidents this year, which is an increase of 10 on the previous year. The majority of these were minor (e.g. breaches of non-sensitive information involving 1 or 2 individuals). There was 1 serious incident regarding files which had that had been left in a locked filing cabinet found by the new tenant. A full investigation was carried out following this and our exit processes regarding data have now been improved. Due to the low level of data involved this incident did not meet the Information Commissioner reporting threshold.

To increase data security we have begun implementation of the cloud based service Docman. 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.

Along with this we have also had an initial conversation with Docmail, the hybrid mail toolkit to discuss our needs. Docmail will ensure that incidents involving multiple letters being folded into one letter are eliminated. We are currently progressing with this solution.

In total there have been 31 public interest information requests this year, which is a reduction from the previous year. There have been no FOI requests received. We received approximately 15 subject access requests per month. This is a slight reduction on last year.

We have made significant progression against the GDPR IG action plan and many processes that have been introduced as part of this have been embedded with teams. Our induction has been updated to ensure this is reflective of GDPR and we are currently reviewing staff guidance and training to improve knowledge.

We have taken action to improve information security across and completed a gap analysis to identify next steps.

Progress on priorities from last year:

- | | |
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| • Audit of services' progress on improvement plans | Complete |
| • Implementation of privacy by design | Complete |

- Work to to deliver the information security plan Complete

Priorities for next year

- Completion of new IG toolkit by December for all NHS contracts
- Streamline system for managing subject access requests
- Completion of IG audits in line with group audits
- Secure Cyber Essentials
- Completion of Incident Management system (including risk)
- Improved staff guidance and training on GDPR client rights

Quality

ISO

This year we have seen a number of our services achieve ISO14001 environment.

Quality Case Notes

Training will be created in the next year to support all staff working with clients to write quality case notes. Our new Children and Young Persons safeguarding lead is now in post and they will focus on developing this system across the group.

Big Views

Big Views will be our platform to received positive comments from our service users.

“Through delivering health and wellbeing, children and families, and skills and employment services across the north, we believe that we provide opportunities for people who often have the least. But we’re not perfect, and we don’t want to pat ourselves on the back for job well done. Every day, we want to keep on improving our services, and give more people the opportunities to change their lives for the better. And to do that, we need to find out what you think.

Big Views is the place where we can do that. It holds three kinds of activities:

- surveys, so you can give us your feedback
- mystery shopping opportunities, so you can test out our services and report back
- the chance for you to tell your story, so that we can share great news, and reflect and improve on the not-so-good.

In return for completing these activities, we’ll give you reward points, which you can spend on vouchers for all kinds of high street stores, coffee shops and supermarkets.”

Service Experience Audit

This year’s audit had a focus on disability and sought to seek the experiences of people with different disabilities accessing our sites and gathering information about sites via websites, email and over the phone. The Audit found that whilst staff were committed to supporting people around their needs they did not always offer the full information about a site or its accessibility. A series of actions were generated including creating site accessibility fact sheets for all staff working in sites to use and the development of training around disability and accessibility for staff. Full details of the Service Experience Audit can be found at www.thebiglifegroup.com.

Incident Management System

An Incident Management System is being created and will launch in Q3 2019. The system will replace paper reporting of all types of incidents and accidents and will enable incident management through task allocation and alerts alongside a full reporting function.