

<b>NHS Greater Glasgow and Clyde</b>	<b>Paper No. 23/73</b>
<b>Meeting:</b>	<b>NHSGGC Board Meeting</b>
<b>Meeting Date:</b>	<b>31 October 2023</b>
<b>Title:</b>	<b>Public Protection Strategy “Safeguarding – It Matters To Us” 2023 - 2026</b>
<b>Sponsoring Director/Manager</b>	<b>Professor Angela Wallace</b>
<b>Report Author:</b>	<b>Professor Angela Wallace</b>

## 1. Purpose

**The purpose of the attached paper is to:**

- The purpose of the paper is to present the Public Protection Strategy “Safeguarding- It Matters to us” to the NHS Board for approval.
- Public Protection is an organisational priority for NHS Greater Glasgow and Clyde for 2023/2024. The development of a strategic framework has taken place since autumn 2022 in two stages: reviewing the recently created Public Protection Unit (PPU) and engaging with a wide group of stakeholders and national benchmarking to create a future focused direction.
- NHS Scotland accountability and assurance framework:
- [www.gov.scot/publications/nhs-public-protection-accountability-assurance-framework](http://www.gov.scot/publications/nhs-public-protection-accountability-assurance-framework)
- This framework sets out exemplar evidence of high quality, safe and effective services that promote the protection of children and adults. The evidence within the framework reflects key and recent policy, practice developments, findings from Scotland’s Independent Care Review and subsequent publication of The Promise, and a range of sources including inspection findings and reviews of cases where children and adults have died or been significantly harmed.

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- This national framework is intended to guide Health Boards in assessing the adequacy and effectiveness of their public protection arrangements at both strategic and operational levels and to inform existing Health Board and shared multi agency governance and assurance arrangements covering all levels of staff including independent contractors. The aim is to ensure greater consistency in what children, adults at risk of harm, and families can expect in terms of support and protection from health services in all parts of Scotland.
- Therefore this national framework is a key driver, enabler and outcome measure of Greater Glasgow and Clyde's Public Protection Strategy.

## 2. Executive Summary

### The paper can be summarised as follows

- As an NHS organisation we are committed to reducing the risk of harm to babies, including the unborn, children, young people, adults and members of the public in our communities. We do this by working together across all of our health and care services and our multi agency partners.
- Our Public Protection Strategy has **six strategic aims** which are underpinned by **eight public protection** principles (The Public Protection Draft Strategy can be found at *Appendix 1* )
- The strategy has been developed following engagement with a wide range of individuals. Every member of staff and those commissioned to provide services have a pivotal role in safeguarding whether in an overseeing, delivering, practising or a supportive role.
- The Strategy sets out our direction over the next three years. It defines our role and priorities in safeguarding and protecting the population from harm across NHS Greater Glasgow and Clyde. It affirms our commitment to improve our capacity and capability to manage Public Protection risk across all clinical, staff and corporate governance; formalises Public Protection roles and responsibilities and supports us to drive continuous quality improvement and have a positive impact on the quality of care, our staff and our overall efficiency and effectiveness

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- The National Accountability and Assurance Framework has provided a platform to develop our strategy and has been used to benchmark our performance and highlight key areas of priority. The public protection strategic framework is key to supporting and enabling benchmarking activity across NHS Greater Glasgow and Clyde with the National Accountability and Assurance Framework. This new guidance has been developed with implementation required across NHS Scotland during 2023/2024. NHS Greater Glasgow and Clyde has been key to the initial work and an early adopter Board.
- To ensure successful implementation of the strategy we are developing a delivery plan. The delivery plan will incorporate standards, systems planning, operational management and risk management providing assurance from 'point of care' to 'Board'. Our new Public Protection Policy developed alongside this strategy applies to all staff employed by NHSGGC including independent contractors, and volunteers, regardless of whether they come into contact or work directly with

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vulnerable groups. Specific operational procedures and guidelines are in place for child protection and for adult support and protection.

- At the core of this, is listening to the experience of people who have needed safeguarding and where possible preventing avoidable harm to support outcomes on a detailed performance improvement report which will be closely monitored by the Public Protection Forum with reports to the Corporate Management Team, the Board Clinical and Care Governance Committee and an annual report supporting the Board business cycle.

### 3. Recommendations

The NHS Board is asked to consider the following:

Public Protection is a Board key priority for 2023/2024.

Public  
Protection

- Ensure robust procedures are in place to protect the most vulnerable in society; finalising the **GGC Public Protection Framework** and benchmark against **NHS National Accountability and Assurance Framework**.

- The Public Protection Strategy is and will continue to be aligned and support across the wider NHS Greater Glasgow and Clyde Strategies including the review of the Quality Strategy.
- The Public Protection Strategy is and will continue to be aligned and support across the wider NHS Greater Glasgow and Clyde Strategies including the review of the Quality Strategy.

#### Strategic Aim

- 1 We keep people safe – prevent and reduce harm
- 2 Our staff are confident and competent
- 3 Our leaders and managers will ensure competent discharge of services and professional duties
- 4 Our strengthened approaches between and across strategic and operational practice and processes enhance our visibility and influence
- 5 Our Leaders value the importance of partnership working and seek opportunities to improve its effectiveness in achieving a broad range of public protection outcomes for people
- 6 Our quality assurance processes are SMART and developed actions consistently seek assurances of continued improvement.

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- Our Strategic Aims have been developed in recognition of local priorities and national guidance.
- The Public Protection Strategy outcomes are designed to deliver on the Boards organisational priorities 2023/2024.
- In addition it ensures that the Board and the wider organisation has a focus on safeguarding children and adults.
- Ensures that NHS Greater Glasgow and Clyde can respond to and drive the evidence based change that is required of us in the NHS Public Protection Accountability and Assurance Framework 2022.
- The delivery plan, integrates the Strategy priorities, benchmarking against the NHS Accountability and Assurance Framework and the actions from the recent Public Protection Internal Audit to enable the focus and support of senior leaders and their teams across the objectives. Performance of progress of the delivery plan including risks will be monitored at the Public Protection Forum, CMT and ultimately to the Board Clinical and Care Governance Committee.
- The delivery plan, integrates the Strategy priorities, benchmarking against the NHS Accountability and Assurance Framework and the actions from the recent Public Protection Internal Audit to enable the focus and support of senior leaders and their teams across the objectives. Performance of progress of the delivery plan including risks will be monitored at the Public Protection Forum, CMT and ultimately to the Board Clinical and Care Governance Committee.
- The financial implications are captured and consistent with the current finance plan assumptions.
- The workforce plan for the Public Protection Unit has been developed.
- Across the organisation, staff support, supervision and training is key and an action within this strategy.
- Public Protection has been a corporate risk in relation to public protection failure in relation to a vulnerable child or adult from 1<sup>st</sup> June 2021. Significant work which has been undertaken over the past 12 months as described in the purpose of the paper within the two stages of this work.
- A detailed risk assessment review has been completed and the public protection risk has reduced. The residual risk is mitigated and supported by the key areas of action within the Strategy's delivery plan.

#### **4. Response Required**

This paper is presented for approval

#### **Impact Assessment**

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The impact of this paper on NHSGGC's corporate aims, approach to equality and diversity and environmental impact are assessed as follows:

- Better Health Positive
- Better Care Positive
- Better Value Positive
- Better Workplace Positive
- Equality & Diversity Positive
- Environment Positive

### 5. Engagement & Communications

The issues addressed in this paper were subject to the following engagement and communications activity:

A range of engagement was undertaken including focus groups and the use of Webropol surveys were utilised to gather feedback over a five month period at the outset to inform the approach and the development of the Strategy.

### 6. Governance Route

This paper has been previously considered by the following groups as part of its development:

- Corporate Management Team
- Area Partnership Forum
- Area Clinical Forum
- Informal Directors
- Public Protection Forum
- Child Protection Forum
- Clinical Governance Forum
- Care and Clinical Governance Committee
- NHS Board Seminar
- NMAHP Directorate Senior Management Team
- Deputy Nurse Director Acute Forum
- Deputy Nurse Director Corporate and Community Forum

### 7. Date Prepared & Issued

*October 2023*



# Safeguarding - It Matters To Us

NHSGGC  
Public Protection Strategy  
2023 - 2026 - DRAFT



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# Forward

## Jane Grant, Chief Executive

I am delighted to introduce the Public Protection Strategy 2023-2026. The strategy sets out our approach to safeguarding and protecting people whilst supporting all staff to continue to be at the forefront of preventing and identifying people who are at risk of harm.

Public protection remains a priority for all of us. The implications of failing to safeguard the lives of people can be devastating to families, communities and our staff. We have a duty to do all we can to identify those most at risk of harm and learn from the experiences where harm has occurred. Whilst we know what will make a difference we need to continually engage and receive feedback from those who use our services and the population in terms of what matters to them.

This is why we have set public protection as an organisation priority for 2023-2026. Our strategy provides a clear vision statement, public protection principles and six key strategic aims which will help us to achieve our vision. The NHS has a crucial role to play in relation to public protection and it is important we continue to build on our reputation as a strong partner.

The strategy is designed to build our capacity, capability, and culture of safety and prevention of harm, often to people who need this protection the most. I would like to take this opportunity to thank all the staff for their commitment and professionalism in undertaking their role and responsibilities in relation to public protection.

**Together we can make a difference!**



# Introduction

This Public Protection Strategy sets out our direction over the next three years. It defines our role and priorities in safeguarding and protecting the population from harm across NHS Greater Glasgow and Clyde (NHSGGC).

Through the development of this strategy we have listened and engaged with a wide range of individuals and, most importantly, those who use our services. Public protection is a key priority for NHSGGC. We fully recognise the impact the pandemic has had on our residents and have seen a significant increase in the level of vulnerability across our population in our diverse range of settings. As we continue to emerge from its effects and see the impact on all, specifically the most vulnerable, it is imperative that we have a clear focus on Public Protection. We will do this by reducing harm through early identification, controlling and managing risks and working in collaboration with our partner agencies to support the individual, family and our communities.

Public protection is everyone's business. Our staff have an essential voice therefore it is crucial that they are supported to raise and escalate concerns when required. The strategy is owned by everyone. Successful implementation will require the contribution of all in the delivery of our key strategic aims. **Together we can really make a difference.**



# Our Vision

Our vision is to reduce the risk of harm to babies, including the unborn, children, young people and adults in our communities. We do this by working together across all our health services and our multi agency partners.

We are committed to providing a high quality public protection service that provides leadership, support and works in collaboration to keep people safe and protected from harm.

NHSGGC is committed to delivering on our **Six Strategic Aims** which have been developed in collaboration with a wide range of stakeholders.

# Our Values

We are committed to our core NHSGGC values.



Care and  
Compassion



Dignity and  
Respect



Openness, Honesty,  
Responsibility



Quality and  
Teamwork.

We will use these values to guide us in all that we do to safeguard our population.



# What is Public Protection?

Public protection is the prevention of harm to all unborn babies, children, young people and adults. In Scotland, the foundations of public protection policies, guidance and legislation are held within the United Nations Convention on the Rights of the Child and the European Convention on Human Rights.

## Key Components of Public Protection



# Our Purpose

Our main purpose is to keep people safe from harm. We will achieve this by having the necessary capacity and capability within our workforce. We will ensure that all our staff have a clear understanding of their respective roles, responsibilities and lines of accountability.

“

The single most important change in the future must be the drawing of clear line of accountability, from top to bottom, without doubt or ambiguity about who is responsible at every level for the wellbeing of vulnerable children.”

Lord Laming, Victoria Climbe Inquiry (2003)

Our Chief Executive is responsible for ensuring that governance and assurance reporting is in place. Our Chief Officers of Health and Social Care Partnerships are accountable to the Chief Executives of the local authority and the Health Board that make up their Partnership, for their role in relation to child and adult protection. Our Chief Officers are accountable for implementation of national and local Public Protection Policy and guidance with arrangements for all health and social care in accordance with the NHSGGC procedural guidance and local council procedures.

Collectively, we will provide leadership to deliver our **Six Strategic Aims** which are underpinned by our **Eight Public Protection Principles**. Every member of staff and those commissioned to provide services have a pivotal role in safeguarding whether in an overseeing, delivering, practising or a supportive role.

- **Overseeing:** NHSGGC Public Protection Forum
- **Delivering:** Managers, clinicians, professional leads, clinical and care governance leads, Public Protection Service
- **Practising:** Professional, clinical, administrative and support staff including independent contractors
- **Supporting:** Staff employed in activities underpinning clinical and care governance, e.g. those involved in clinical effectiveness, audit, complaints handling and risk management.

# Public Protection Principles

Our **Public Protection Principles** have been developed in response to feedback from key stakeholders.

Crucially, the experience of children, young people and adults have helped to shape them.



A consistent and standardised approach



Integral to strategic and service planning and informs performance review



Involvement of staff and key stakeholders to support effective prioritisation and to inform decision making



Comprehensive and systematically integrated into all processes



Responsibility for management, escalation, monitoring, and communication of key risks is clearly defined



Public Protection is managed at the operational level closest to the risk supported by clear escalation processes



All types of Public Protection risks are considered including NHSGGCs strategic risks



Provides assurance that effective systems are in place to manage risks.

# Strategic Aims

Our **Strategic Aims** have been developed in recognition of local priorities and national guidance.

## Strategic Aim

- 1** We keep people safe – prevent and reduce harm
- 2** Our staff are confident and competent
- 3** Our leaders and managers will ensure competent discharge of services and professional duties
- 4** Our strengthened approaches between and across strategic and operational practice and processes enhance our visibility and influence
- 5** Our Leaders value the importance of partnership working and seek opportunities to improve its effectiveness in achieving a broad range of public protection outcomes for people
- 6** Our quality assurance processes are SMART and developed actions consistently seek assurances of continued improvement.

# Our Context

NHS Scotland Public Protection Accountability and Assurance Framework provides a set of standards for health boards and has provided an excellent platform to support the development of this Strategy.

The purpose of the Framework is to support health boards in quality assuring public protection responsibilities and processes. We have undertaken a self-assessment using the framework to analyse where our local practice aligns and where further work is required. This work will help inform our delivery plan and our programme of continuous quality improvement.

The Framework will enable a consistent and standardised approach to measurement and will provide the all-important assurance from 'point of care' to 'Board'.



# Our Role

The right to live safely is at the heart of this strategy, safeguarding matters to us. In developing this strategy with stakeholders, the areas of priority are designed to take actions that ensure that people are free from harm, free from abuse and free from neglect. Furthermore that staff are supported to skilfully, confidently and compassionately care for people whilst fulfilling their roles to protect and safeguard.

Our principles are clear and the golden thread that is weaved through this strategy is that safeguarding and the protection of people in NHS Greater Glasgow and Clyde is **"everyone's business, everyone's concern and everyone's responsibility"**.

Safeguarding matters to us and in underlining this pledge we are committed to charting and sharing our progress throughout the strategy's timeline.

**Professor Angela Wallace – Executive Nurse Director**



NHSGGC has a Public Protection Service. The Service has a key role in the provision of leadership, professional expertise and support to a wide range of stakeholders. (See **Appendix 1 – Public Protection Service Team**).

The key functions of the service are:



## Provision of professional, clinical and expert leadership to NHSGGC

- Provides appropriate evidenced based advice, support and supervision to staff to help facilitate reflective and improved practice and rigorous decision making
- Provides a timely and expert medical clinical service providing CP medical examinations as part of a multiagency process.



## Provision of Learning and Education

- Leads and develops a culture of learning that is reflective and adaptive; which will include learning from local and national Learning Reviews and Significant Adverse Event Reviews (SAERs)
- Develops and delivers high quality public protection learning and education opportunities to NHSGGC staff, which reflects professional and national standards to support staff to execute their roles and responsibilities to protect unborn babies, children, young people and adults at risk of harm.



## Quality Assurance

- Supports inspection processes for both child protection and adult support and protection
- Develops and undertakes evaluation of child protection and adult support and protection processes across NHSGGC
- Provides assurance for reporting arrangements in relation to core duties within NHSGGC
- Collects, distils and interprets data on child protection and adult support and protection.



## Policy

- Responsible for public protection policy and guidance from child protection and adult support and protection
- Provides guidelines and policies for staff to enable them to execute their public protection responsibilities
- Provides NHSGGC contribution to national policy, guidance and direction.

As a Health Board, NHSGGC is required to ensure that no act or omission on its part or that of its staff inadvertently puts a child or adult at risk. Therefore NHSGGC must ensure that systems which underpin this responsibility are firmly embedded across the organisation.

# Measuring Success

Public protection in NHSGGC is a key priority for the Board. Central to this is a cohesive approach to quality improvement with clearly understood reporting and governance arrangements.

- **We will support** the delivery of safe, effective and patient centred care
- **We will seek** to ensure the collation of timely and accurate public protection data
- **We will deliver** on our Six Strategic Aims supported by the development of our delivery plan
- **We will celebrate** our successes and ensure that shared learning is an integral part of performance monitoring.



# Conclusion

Public protection is an area of high-risk requiring specialist skills, knowledge and expertise. The strategy provides an essential framework for all to effectively deliver their safeguarding responsibilities.

The Public Protection Service is currently transitioning from a well-established, high quality, effective child protection service to a public protection model. This will be achieved incrementally during the life span of this strategy. We are fully committed to working with all staff across NHSGGC and our partner agencies in fulfilling our strategic aims.



# Appendix 1

## Public Protection Service Team

### Contact Details

Chief Nurse Head of Service	Call: 0141 451 6604
Public Protection Medical Lead	Call: 0141 451 6604
Lead Consultant Paediatrician	Call: 0141 451 6553
Lead Nurse Child Protection	Call: 0141 451 6605
Lead Nurse Adult Support and Protection	Call: 0141 451 6605
Team Leader	Call: 0141 451 6605
Public Protection Nurse Advisors	Call: 0141 451 6605
Development Officer	Call: 0141 451 6550
Business and Admin Support Staff	Call: 0141 451 6605

# Appendix 2

## NHSGGC Public Protection Policy

Supplied as separate document.



**Safeguarding - It Matters To Us**  
NHSGGC Public Protection Strategy 2023 -2026

Published: July 2023

Designed and produced by NHSGGC Corporate Communications