

NORTHUMBERLAND, TYNE AND WEAR NHS FOUNDATION TRUST

BOARD OF DIRECTORS MEETING

Meeting Date: 27 January 2016

<p>Title and Author of Paper: NHS Protect: Security Management Strategy, January 2016 Author of Paper in response to this report: Tony Gray, Head of Safety and Security</p>
--

Paper for Debate, Decision or Information: Information and Approval of Strategy
--

Key Points to Note:

The Trust has historically complied with all the NHS Protect Security Management Standards 2015/16, which have been submitted every November as part of the annual submission which is approved by the Executive Director of Nursing and Operations in his role as the Trust's Security Management Director. The Trust has previously rated itself green against the following standard.

1.5 The organisation has a security management strategy aligned to NHS Protect's strategy. The strategy has been approved by the executive board or equivalent body and is reviewed, evaluated and updated as required.

The Trust has always indicated that we have the Trusts Security Management Policy NTW(O)21 and associated Practice Guidance Notes (PGN's) in place which comply with national requirements, and have previously been assessed by the National Health Service Litigation Authority and given full scores. Following a number of other national assessments carried out by NHS Protect assessors some Trust's have rated as red (non-compliant) for this approach, as they don't have a strategy. This has been discussed and it has been agreed by the Executive Director of Nursing and Operations that this strategy would be written underpinning the current approved Security Management Policies and PGN's that are in place.

The Annual Report presented to the Board of Directors in May of each year will update how the strategy has been implemented and working, and whether adjustment is required based on local learning and improvement or national standard changes.

The board are asked to approve the strategy.

<p>Outcome required: Security Strategy approved by Board of Directors, acknowledging the work already in place and the Policies and Practice Guidance notes that support the Strategy and the Annual Security Report that has been received by the Board of Directors in May of each year.</p>

Security Management Strategy

Applies to:	ALL directly employed and agency staff ALL Contractors when working for NTW
Lead Officer	Executive Director of Nursing and Operations Gary O'Hare
Author(s)	Tony Gray Head of Safety and Security (Local Security Management Specialist) Craig Newby Patient Safety Manager (Local Security Management Specialist)
Ratified by	Board of Directors
Date Ratified	
Date of Issue	
Date of Review	
Version	V01.1

Review and Amendment Log	Version	Type of change	Date	Description of change
	V01	NEW	Nov 15	NEW Document

Security Management Strategy

Section	Contents	Page No.
1	Introduction	1*
2	Strategic Governance – Systems and Processes	4*
3	Inform and Involve – Working in Partnership	5*
4	Prevent and Deter – Learning from Activity Locally and Nationally	7*
5	Hold to Account – Creating Improvements and Reducing Risk	9*

*Page numbers to be adjusted once Board approved.

Introduction

Security Management within the National Health Service (NHS) is now the responsibility of NHS Protect, formerly known as NHS Security Management Service.

NHS Protect leads on work to identify and tackle crime across the health service. The aim is to protect NHS staff and resources from activities that would otherwise undermine their effectiveness and their ability to meet the needs of patients and professionals. Ultimately, this helps to ensure the proper use of valuable NHS resources and a safer, more secure environment in which to deliver and receive care.

This strategy defines the approach taken by Northumberland, Tyne and Wear NHS Foundation Trust (the Trust) for all aspects of Security Management within the Trust and for compliance with Security Management Standards at a national level.

The overriding principle for security management is to support Northumberland, Tyne & Wear NHS Foundation Trust in providing high quality healthcare through a safe and secure environment that protects patients, staff and visitors, their property and the physical assets of the organisation.

This strategy is also written to ensure it complies with all current UK legislation and standards affecting an NHS Mental Health and Disability Foundation Trust.

Northumberland, Tyne and Wear NHS Foundation Trust is one of the largest mental health and disability Trusts in England employing more than 6,000 staff, serving a population of approximately 1.4 million, providing services across an area totalling 2,200 square miles.

The Trust provides a number of locally commissioned in-patient and community services, as well as regional and nationally commissioned specialist services.

The Trust operates across 6 local authority areas, which are co-terminus with Acute Trusts and the area command areas of Northumbria Police, these are:-

Northumberland
North Tyneside
Newcastle
Gateshead
Sunderland
South Tyneside

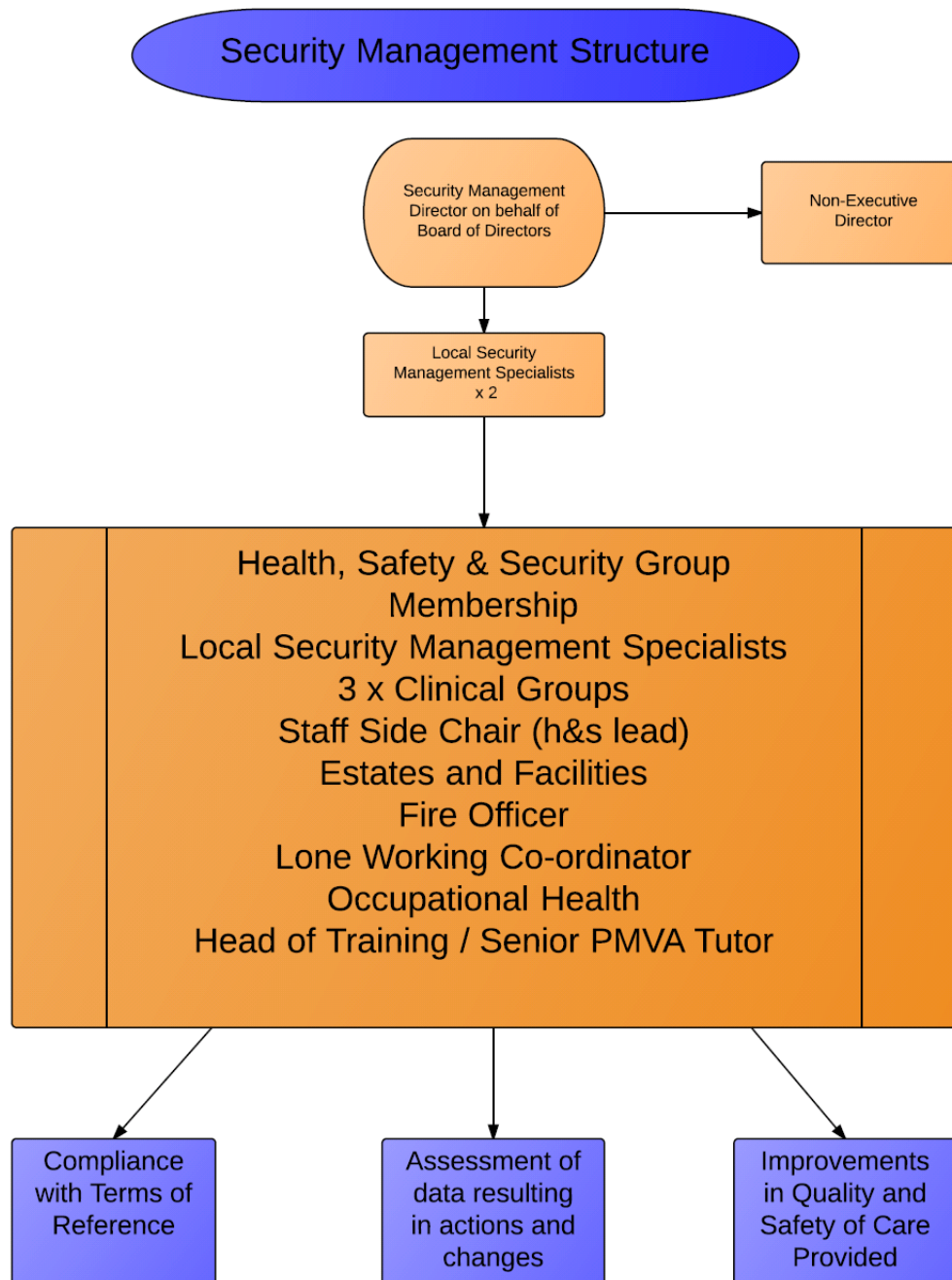
The Trust has a formal relationship with 1 ambulance Trust.

This strategy is written to underpin the Security Management Policy – NTW (O)21 and the Associated Practice Guidance Notes that have been written and are available electronically on the Trust's Internet and intranet sites.

<http://www.ntw.nhs.uk/section.php?l=3&p=1101>

Strategic Governance – Systems and Processes

The Trust has in place a robust governance structure to deal with all safety and security related matters, the following structure describes the functions in place.



The Health, Safety and Security Group meets on a quarterly basis, and takes a quarterly security management report as part of its standing agenda items. The Trust's Head of Safety & Security is the co-chair of the group, and is one of the Trust's Local Security Management Specialists.

The Terms of Reference are updated regularly and in line with national requirements.

Whilst the group exists with the 3 specific goals as identified in the above chart, it also ensures compliance with the external requirements for NHS Protect, for a quality assured approach to governance.

Any actions from the group, where there is significant concern, actions are created for escalation to the Security Management Director as required.

Inform and Involve – Working in Partnership

The Trust has in place a number of Practice Guidance Notes, underpinned by a robust policy. Within these corporate documents each one informs staff what to do to comply with a certain aspect of safety / security. The Practice Guidance notes are listed below.

PGN Number	Title	Issue
SM-PGN 01	Closed Circuit Television Systems	1
SM-PGN 02	Lone Working	1
SM-PGN 03	Use of Mobile Comm. Devices -	1
SM-PGN 04	Nuisance and Malicious Calls	1
SM-PGN 05	Dealing with Bomb Hoaxes and suspect packages	U/D*
SM-PGN 06	Police Liaison	1
SM-PGN 07	Staff Support for the Deterrence, Prevention, Detection and Investigation of Physical & Non-Physical Assaults	U/D
SM-PGN 08	Trust Search Dog Procedure	3
SM-PGN-09	Identicom Lone Worker Protection System	2
SM-PGN-10	Hospital Lockdown in Emergency situations	1
SM-PGN-11	Management of Offences	1
SM-PGN-12	Hopewood Park - CCTV	U/D
SM-PGN-13	Hopewood Park -Access-Egress	U/D
SM-PGN-14	Hopewood Park - Staff attack system	U/D

SM-PGN-15	NEW - Guidance on the aftercare with the use of Taser , CS Incapacitant Spray (CS) and PAVA Incapacitant Spray (PAVA)	2
-----------	---	---

*Under Development

Partnership Working

For Security Management to be successful and embedded into a culture of an organisation and beyond, it is important that all those that have a vested interest work in partnership to achieve desired goals.

Partnership working within the Trust

The Local Security Management Specialists work closely with Estates and Facilities staff to ensure that any pre-planned assessments for improvements to patient and staff environments consider safety and security from the outset, and that all reasonable steps are taken to design out risks at an early stage. It is evident that this strategy works across the Trust as can be seen in a number of new schemes, and project planning meeting minutes which highlights involvement of Specialists from an early stage.

The Local Security Management Specialists work with all clinical and operational teams providing advice and support to mitigate risk and keep people and assets safe.

All staff within the Trust must comply with the practice guidance notes written, and provided to keep them safe and secure. They must also engage in consultation with new guidance that is circulated, to enable new guidance to be suitably tested so that it can achieve its desired aims safely.

Partnership working outside of the Trust

The Trust has a positive and responsive working relationship with Northumbria Police and British Transport Police, and this relationship has been strengthened, with the creation of the Clinical Police Liaison Role within the Trust, whilst this is not a recognised Local Security Management Specialist function, the individual works closely within the Safety Team, and the operational requirements align to that of this strategy, so that resources are effectively used, and intelligence is shared.

The Trust Local Security Management Specialists work closely with other Specialists from other NHS Trusts, to ensure that information of risk is shared in an appropriate manner, this is important from the Trust's perspective to keep all NHS staff safe, based on risk information that the Trust may have relating to those receiving care in other organisations as well.

The Trust's Local Security Management Specialists work closely with the national Lone Working System Supplier, to ensure that the 1,600 lone workers who benefit from the system, have the safest system operating 24 hours a day. This is imperative as it is one of the Trust's greatest risks to staff safety, and impacts on over 25% of the workforce.

The Trust's Local Security Management Specialists attend their quarterly updates with NHS Protect to maintain their accreditation, and to ensure that the Trust is always prepared, however these are minimum standards to achieve.

The Local Security Management Specialists will act on all information received by NHS Protect including, national alerts, newsletter, publications, and circulars.

The Local Security Management Specialists will submit the following information to NHS Protect:-

- Organisation Crime Profile – June
- Reported Physical Assaults on Staff – June or through SIRS system each week
- Security Related incidents – Through SIRS each week.
- Security Management Self Review Tool - November

The Trust has a long standing belief that in order to improve quality and safety of care, it is important to engage with NHS Protect at every opportunity, and as such it has been involved in a number of pilots to test out national strategy, and will continue to take this approach, which has seen the Trust involved in the following areas:-

- One of the first Trust's to be fully compliant with Security Incidents Reporting into the SIRS system. The Trust has now been reporting for more than 3 years.
- Engaged nationally in the development of the Security Management Standards.
- Currently on the national working group for Lone Working.
- Joint working developments with Reliance Protect to fully understand the customer / provider need.

Prevent and Deter – Learning from Activity Locally and Nationally

The Trust has a number of systems in place to report on, manage and learn from activity it is exposed to.

As one of the largest mental health and disability service providers in the country, and due to the unique make up of its services, the activity that is reported within the organisation, may be created by patients who are receiving services within the Trust but whose area of residence can be anywhere in the United Kingdom, this is evident when physical assault information is broken down by Clinical Commissioning Group of patient.

Risk assessments are carried out in all areas, and within all clinical and operational policies to indicate what levels of training are required for certain staff groups to undertake to mitigate risk and ensure we as an organisation comply with our duty of care.

All Incidents are reported through the Trust's web based incident reporting system, with a central team having responsibility for the Incident Reporting and Management Policy NTW (O)05, this responsibility sits with one of the Trust's Local Security Management Specialists as author, and standard setter, so safety and security are aligned and given equal importance.

This allows the team responsible to provide adequate resources to comply with all security related reporting timescales at the same time as complying with other patient safety reporting timescales. This also enables the Safety Team to give a Trust overview of all incident activity, based on a number of factors and included in corporate reporting on a monthly basis.

- Quality and Performance Committee (Board Sub Committee) receives a monthly incident report, including all serious incidents, all incidents by clinical groups, by incident type including security, all physical assaults, including the numbers of incidents reported into SIRS each month.
- Monthly Safety Reports – to Clinical Groups, includes thematic review of security incidents and aggression and violence incidents.
- Quarterly Safety Report to Board of Directors that includes any serious incidents including those that are violence related.
- Quarterly Security Report to the Health , Safety & Security Group which includes detailed analysis of security related incidents and physical assaults on staff, which enables direct comparison to training information and any sickness reports into Occupational Health.

Whilst the above gives the structures in place that oversee reporting activity and improvements relating to protection of staff, it is important to acknowledge that assets also need protection and the Trust has in place a number of measures to prevent and deter theft activity relating to these assets.

- CCTV is provided in the majority of hospital and community sites, and this strategy will ensure that a continual improvement exercise is in place to ensure that systems are continually upgraded to the latest technology.
- All mobile equipment such as laptops, mobiles, and tablets are password protected, encrypted where possible, and asset tagged onto inventories, in case of loss or damage.
- All Medical Devices are entered onto an inventory and asset tagged.
- All Computers are subject to annual audits and asset tagged.
- All assets over £5,000 are stored on a central inventory.
- All drugs are stored securely and the Chief Pharmacist in his role as Controlled Drugs officer, ensure that all necessary audits are completed.
- All staff are aware of their responsibilities to report losses or damages.

On occasion when all security measures have been explored and the Trust has been unable to prevent or deter further criminal activity such as theft, then a robust risk assessment will be carried out and presented to the Security Management Director seeking authorisation to approach Northumbria Police to sanction a covert surveillance operation in line with the Regulation of Investigatory Powers Act 2000 (RIPA). If RIPA authority is authorised, the Trust's Local Security Management Specialist will implement plans in a restricted manner with a restricted membership, to facilitate the operation. The Intelligence Team from Northumbria Police, will oversee the continued compliance with the authorised operation.

Hold to Account – Creating Improvements and Reducing Risk

The Trust records a high number of physical assaults on staff every year, based on the complex patient populations that are cared for in different services, however the majority of these assaults are clinical by definition, i.e. the clinical condition of the patient is the main reason for the assault. The Prosecution of Offenders Practice Guidance Note has been written to ensure full compliance with the laws, to work in partnership with the Police and Crown Prosecution Service, and to get the best outcomes for patients and staff who are victims of violence.

The Trust based on a balance of risk approach, will assess each case for potential publication , however acknowledges the sensitivities of publication within mental health settings and potential impact of future recovery for patients. It will also utilise opportunities for publication for staff only related activity following completion of any criminal and Workforce disciplinary investigations, in order to prevent re-occurrence of similar activity within the Trust.

This strategy will be reviewed annually in line with any changes to national security standards issued by NHS Protect .