

2008



and Partners

# Local Safeguarding Adults Board (L.S.A.B.)

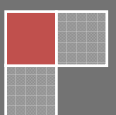
## Annual Report 2008



Adult abuse – break the silence

# REPORT IT

Abuse can be physical, sexual, financial, psychological, discriminatory or neglect



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# **Harrow Council Local Safeguarding Adults Board**

**(L.S.A.B.)**

## **2<sup>nd</sup> Annual Report.**

### **Introduction from the Chair, Paul Najsarek, Corporate Director of Adult and Housing Services.**

This is the 2<sup>nd</sup> Annual Report of the Harrow Council Local Safeguarding Adults Board (L.S.A.B) setting out the progress we have made locally in ensuring vulnerable people are treated with dignity and respect and safeguarded from abuse, exploitation and harm.

### **National Context**

Safeguarding Adults continues to be a prominent issue and there are a number of positive new opportunities and challenges coming on line which will be discussed in more detail later in this report.

As the Safeguarding Vulnerable Groups Act continues in its passage to full implementation, as the Deprivation of Liberty Safeguards come into force and the Review of No Secrets nears its conclusion, Harrow looks forward to embracing these challenges and working with our partners to ensure that national developments make a positive contribution to the lives of local people.

### **Local Context**

In January 2008 an independent inspection of Safeguarding Adults reported that Harrow's Safeguarding work was adequate rising to good. This report and its associated work plan aims to build on this very positive news and further develop Harrow's systems and processes both internally and externally to the Council.

### **Aims and Outcomes**

The report commended us for a number of areas of good practice but also noted a number of areas for further development. These became the basis of the LSAB's 2008 Action Plan.

I am pleased that we have made considerable progress in our Safeguarding work:-

- Significantly, strengthening the work of the LSAB
- Further embedding our strong procedures
- Spreading and raising awareness of Safeguarding
- Strengthening evaluation and learning
- Extending significantly the number of care workers trained in Safeguarding issues

All this work is reflected in the fact that Harrow Council has established supporting vulnerable people as one of its three top priorities.

Of course we have more to do to meet rising expectations and we can never afford complacency in this most important area, but I am pleased that our partnership has made progress this year and we look forward to building on this success in 2009.

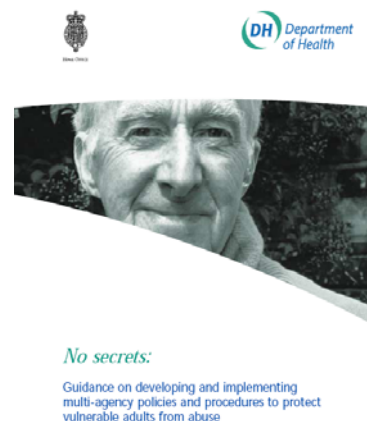
**Paul Najsarek, Corporate Director of Adult and Housing Services.**

## Guidance Framework - Background and Developments

### “No Secrets”

In March 2000 the Department of Health and the Home Office issued “No Secrets” as Guidance under Section 7 of the Local Authority Social Services Act 1970.

One of the main objectives of this Guidance was to ensure that all local authorities in England take the lead in developing and implementing multi-agency policies and procedures to protect vulnerable adults from abuse.



### “No Secrets” - A National Review

On 16<sup>th</sup> October 2008, The Department of Health, the Home Office and the Ministry of Justice launched the national consultation on the review of the No Secrets guidance.

The consultation, to be delivered by CSIP, has included a range of workshops and meetings, designed to engage those who use services and their carers, health and social care economies, including the community, voluntary and independent sectors, plus the Police, CPS, CSCI and the Healthcare Commission.

(Please note that in October 2008, the Department of Health made a decision that from 1<sup>st</sup> December 2008, that accountability for work currently commissioned through CSIP will transfer to Deputy Regional Directors in the regions or to the relevant policy teams in the Department of Health. CSIP will be gradually phased out by 31 March 2009)

On launching the consultation, Phil Hope MP said: 'This consultation paper is about learning. It is about how we as a society learn to empower people - both the public and the professionals - to identify risk and manage risk. It is about how we empower people to say no to abusive situations and criminal behaviour. It is about locating safeguarding in the wider agenda of choice and control. It is about recognising safeguarding as everyone's business. It is about identifying the tools we need for better safeguarding.'

Since No Secrets was published, there have been significant legal and policy changes relating to adult health and social care, such as the Mental Capacity Act 2005 and Deprivation of Liberty Safeguards, and the Safeguarding Vulnerable Groups Act 2006.

Also, the gradual implementation of legislation like the Housing Act 1996 (which deals with vulnerable people who have support needs or are homeless) and the Youth Justice and Criminal Evidence Act 1999 (which deals with achieving best evidence from vulnerable and intimidated witnesses) has increased the need for local partner organisations to work together.

The review aims to stimulate a wide debate about how No Secrets can help to deliver the new vision for health and social care so that people feel empowered to take greater control of their lives and considers how this can be achieved in the context of personalisation.

There are particular questions emerging on what should safeguarding involve and who is responsible, and who manages the risks? The review also sets out issues around access to criminal justice and considers the challenges associated with the requirements for legislation.

The consultation closes on the 31<sup>st</sup> January 2009 with the results to be published within 3 months of the closing date when the Action Planning stages of the process begins.

## **Other Important National Developments**

### **Safeguarding Vulnerable Groups Act 2006**

The Safeguarding Vulnerable Groups Act received Royal Assent on the 8<sup>th</sup> November 2006.

The Bill was introduced to respond to Key Recommendation 19 from the Bichard Inquiry into the murders of two ten year old girls, Holly Marie Wells and Jessica Aimee Chapman in Soham in 2002 and the associated failings that led to Ian Huntley obtaining a job as a care taker in a school.

Recommendation 19 of the Bichard Inquiry called for a registration scheme, preventing those who are deemed to be unsuitable from gaining access to children or vulnerable adults through their work.

The Safeguarding Vulnerable Groups Bill aims to significantly strengthen safeguarding by developing a central vetting process (Vetting and Barring Scheme) built on the Criminal Records Bureau (CRB), with a new Independent Safeguarding Authority (ISA) which will take decisions on including someone on the barred list where evidence suggests that they present a risk of harm to children or vulnerable adults.

### **Key measures of the cross-Government Bill include:**

- The creation of a new body, the Independent Safeguarding Authority (ISA) which will essentially be a register of all those eligible to work or volunteer with Children or Vulnerable Adults.
- A legal requirement for all individuals who wish to work or volunteer with Children or Vulnerable Adults to be registered with the ISA.
- A legal requirement on employers etc to check that a prospective employee or volunteer IS registered and NOT barred from working with vulnerable groups.
- The new vetting and barring system will bring relevant information together in one place. This will integrate the current List 99 (for teachers), and the Protection of Children Act lists (for those working in childcare settings) and also provide for a new list of people barred from working with vulnerable adults to replace the Protection of Vulnerable Adults list.
- Removing responsibility for barring decisions from Ministers entirely and transferring this to a new ISA which will take decisions on whether to include someone on the barred list.
- Making it possible for domestic employers such as parents to check whether private tutors, nannies, music teachers and care workers are barred.
- For the first time, enabling employers to make a 'real-time' instant check of whether a prospective employee is barred with secure online access rather than the current paper-based process.
- Updating barring decisions as soon as any new information becomes available, and where possible, notifying relevant employers if an employee becomes barred.

As the full introduction and implementation of the Act (and its supporting infrastructure) is a hugely challenging logistical exercise, the bill will have a phased introduction.

From January 2009, the ISA took control of decisions based around the Vetting and Barring Scheme while the continued phased introduction of the Act will continue from Autumn 2009.

Harrow has set up a working group comprising of key representatives from Adult, Children and Human Resource Services to jointly address the implications of the Safeguarding Vulnerable Groups Act and to ensure that Harrow and our partners are prepared as the Act continues its phased introduction.

### **Deprivation of Liberty Safeguards (DOLS)**

The Mental Capacity Act 2005 makes provision for the Deprivation of Liberty Safeguards (DOLS) which come into force on 1<sup>st</sup> April 2009.

The DOLS apply to all hospitals and care home that provide care for people who (for whatever reason) can't make decisions about their own treatment or care.

This legislation arises from the European Court of Human Rights 2004 judgement in the case of H.L. v. the United Kingdom. The case is commonly referred to as the "Bournewood" judgement - so called because H.L's care and treatment took place in Bournewood Hospital.

In response, the DOLS makes provision for additional safeguards in situations where a person lacks the capacity to consent or make decisions about the sort of care or treatment they receive.

The principles of the DOLS make clear that individuals who lack capacity may often need more care and protection than others to ensure that they are not harmed or their human rights infringed.

Such safeguards are particularly important for individuals whose care or treatment may mean restricting their freedom to the point of depriving them of their liberty – i.e. locked wards or dementia units.

The aim of the DOLS is to strengthen the rights and protections for any such individual to ensure that any arrangements in place that meet the DOLS criteria are formally sanctioned, monitored and reviewed as and when information changes.

The law says the MCA DOLS must be used for each and any individual in a hospital or care home if he or she needs to have their liberty taken away in order to receive treatment and / or care that is in their best interests and protects them from harm.

As lead agencies, the PCT (for hospitals) or the local authority (for care homes) must be asked to carry out an assessment to decide if it is right to take away the person's liberty – an "authorisation".

Not every assessment will result in an authorisation, however, once a person in a hospital or care home has an MCA DOLS authorisation, a representative is appointed to support them and look after their interests.

The hospital or care home (together with their PCT or local authority) must also regularly review an authorisation to ensure that it is still necessary and where it is not, formally remove it.

PCT's and Local Authorities are also required to provide both the individual and their representative with information about the authorisation and their full rights and entitlements under the law – including the right to appeal to the courts to challenge an authorisation.

The MCA DOLS are for people who are aged 18 and over in NHS hospitals, or in private hospitals or care homes that are registered under Part 2 of the Care Standards Act 2000.

Harrow Council and Harrow PCT as the supervisory bodies tasked with implementing the independent scrutiny of deprivation of liberty are currently working together to implement the systems and processes to ensure compliance with this new legislation.

Awareness raising sessions are planned for March and April 2009.

### **Self Directed Support**

Self Directed Support (also known as Personalisation, In Control, Individual or Personal Budgets, Self Directed Care etc.) represents the Governments approach to a radical new model for the reform and delivery of public services to vulnerable people.

The underlying principle for the development of Self Directed Support (SDS) is the desire to move to a system where adults have the ability to take greater control, of their lives and the social care that they receive, enabling them to make the decisions and manage (with appropriate support) their own risks.

SDS aims to empower individuals to live their lives as they wish while being supported by high quality services that are safe and promote their individual needs for independence, well-being, choice and dignity.

This holistic approach is set out in (amongst other) the Government's range of "Putting People First" publications and aims to transform the provision and delivery of health and social services with the service user at the heart of all decisions that affect their lives.

SDS aims to put people at the centre of assessing their own needs, deciding how best those needs can be met, and tailoring care to meet these individual needs.

Individuals can then choose to manage their care or care package in a variety of ways to suit their willingness and capacity – including having a personal budget or employing their own personal assistant.

### **SDS and Safeguarding**

The development of SDS, personal budgets and the ability of service users to become employers could, together with providing fulfilling opportunities, also increase the potential risks of abuse, harm or exploitation.

Risk (acceptable risk) is a part of everyday life and service users should be supported and empowered to take these risks as we all do. This does however highlight the need to

further develop the relationships with safeguarding, preventative and risk assessment / management processes.

Although a complex balance, this also highlights the need to identify and effectively manage risk to strike the right balance between protecting vulnerable people and empowering individuals to take greater control.

The LSAB has been working with the SDS implementation leads to ensure that the issues of risk, risk management and safeguarding are given a high priority at every stage of the SDS process.

The LSAB will continue this work in 2009 and continue to support and influence the safeguarding aspects of the SDS agenda.

### **Comprehensive Area Assessment (CAA)**

Comprehensive Area Assessment (CAA) will reflect the new era of public sector partnership working. This new assessment framework will provide a snapshot of how effectively local partnerships are working together to deliver local people's priorities.

The CAA framework document, published on 10 February 2009, sets out how CAA will be delivered from April 2009 and highlights how Safeguarding Adults will be a key indicator in how Council's (and partners) will be assessed in future years.

### **Baby P Case**

While obviously a Child Protection case, Baby P has undoubtedly raised the profile of abuse and safeguarding in the public's mind. The NSPCC noted a significant increase in calls to its helpline following this case and we would hope that it has also raised the issues of Safeguarding Adults both with the public and also with Government.

With the introduction of the Safeguarding Vulnerable Groups Act (Adults and Children) and the review of No Secrets, together with a proposed review by the Social Work Taskforce (set up in December 2008 by the Secretaries of State for Health and for Children, Schools and Families in response to the Baby P case) this will consider, amongst other things, how to improve the quality and status of social workers across both adults' and children's services. Its findings will inevitably have an impact on the Department of Health's forthcoming Adult Social Care Workforce Strategy which aims to help transform the adult social care workforce.

Coming at a time when there is widespread public and media attention on arrangements for safeguarding children, arising from the Baby P case, the issues in relation to safeguarding adults require a similar degree of attention and we hope the tragic circumstances surrounding Baby P's death and the lessons learned will also be translated to adult services and help to improve safeguards for all vulnerable individuals.

### **Other Important Local Developments**

#### **CSCI Service Inspection Report – Independence, Wellbeing and Choice**

In January 2008 Harrow was inspected by CSCI on 2 aspects of the Independence, Wellbeing and Choice agenda – Harrow's ability to safeguard adults whose circumstances



made them vulnerable and Harrow's delivery of personalised services to adults with learning disabilities.

The safeguarding element of this inspection was positive and Harrow was assessed as being "adequate" in its safeguarding provision. The lead inspector did however note that although Harrow was assessed as adequate, that our approach and development was rising towards "good" and that had our strategic lead in 2007 been more robust, we may have achieved a higher rating.

The inspection report identified the following as some of the key strengths and areas for development in Harrow's approach.

### **Strengths.**

- Safeguarding alerts increasing due to greater awareness
- Case practice was generally sound - some very good
- Some skilful front-line staff and managers
- Staff protected family carers, children and people funding their own care
- Good written guidelines for staff to follow
- Good joint casework with others, e.g., Police, Housing
- Most safeguarding training was effective
- Clear public information but.....
- Privacy and confidentiality were properly kept
- Clear leadership was making improvements on several fronts (but very new)
- Safeguarding Adults Board being put back on track
- Partner agencies being better engaged
- First safeguarding strategic action plan being written
- First adult safeguarding annual report had been to Members in 2007
- Data collection had improved
- Effective links between safeguarding and contracting

The LSAB is not complacent about its strengths and will continue in 2009, to further build on these strengths to continue to Safeguarding Harrow's vulnerable adults.

### **Areas for development.**

- Not enough protection for self-directed care users
- Too many safeguarding alerts about paid carers
- Fewer alerts from black and minority ethnic communities
- Not enough training courses to cover all partner agencies
- No safeguarding champions across Harrow or staff good practice group
- Not all staff acted skilfully
- Some partner agencies still not sure what to do
- No work with people with learning disabilities to stop bullying and harassment
- Children could 'fall through the net' at transition
- Strategic planning and partner engagement had faltered in 2007
- Poor attendance at, and direction for, the LSAB in 2007
- Formal links to other strategic plans and boards had yet to be set up
- Governance for safeguarding had been lacking
- No annual quality audit of safeguarding practice
- Data was under-used for planning purposes

The above areas for development have all been addressed in the 2008 /09 Action Plan and work has already been started to improve in these areas. These actions will be reviewed in line with this report and will be further developed in a 2009 /10 Action Plan.

The LSAB can however report on some key developments to address the above, namely;

- Greater links established with the Self Directed Support Team
- Undertaking a review of alerts about paid carers
- Developing our publicity posters and fliers etc in community languages
- Reviewing our training programme to include feedback from CSCI and partners
- Developed a Safeguarding Champions role
- Developed a BOEM (Black and Other Ethnic Minority) Safeguarding Champions role
- Re-structured the LSAB
- Introduced a Quality Assurance Audit Process
- Developed formal links to other strategic plans
- Improved the LSAB's Governance arrangements
- Developed 5 Work Streams to take these specific areas forward.

These (and other areas) will be discussed further later in this report but the LSAB aims to improve its Safeguarding rating in future years and has developed an Action Plan to take this work forward. This Action Plan will be further updated as a result of this report and form the basis of the LSAB's aims and objectives for 2009 /10 and the coming years.

### **Joint Review of Commissioning for People with Learning Disabilities and Complex Needs (CSCI, HCC and Mental Health Act Commission)**

In October 2008 Harrow was jointly reviewed under the above criteria. While Safeguarding was not the primary focus of this review it was highlighted in specific areas.

The report was pleased that Harrow is committed to delivering on the Personalisation agenda but found that our processes for identifying, assessing and managing risk required strengthening. It also found that the effectiveness of protection planning needed further development.

The LSAB is aware of these issues and will continue to work with the Self Directed Support Team to further address them in 2009.

### **Serious Case Review**

In 2008 the LSAB commissioned its 2<sup>nd</sup> Serious Case Review (SCR) under Harrow's Safeguarding Adults Policy and Procedures.

The SCR was carried out on a multi-agency basis and chaired by an independent chair, a registered social worker and former Director of Social Services, with over 30 years experience in social care and in partnership working with the NHS.

The SCR looked at the lessons to be learned following the death of an older person who lived alone and received a range of services from Harrow Social Services and partner agencies.

The SCR resulted in an associated action plan, which is being delivered to address the Learning Points identified. This action plan will be reviewed and updated at the February 09 LSAB meeting.

### **Cornwall Report - Joint CSCI and HCC Investigation – Harrow’s Action Plan**

The LSAB has produced an Action Plan and response to the joint CSCI and HCC investigation into the provision of services for people with learning disabilities at Cornwall Partnership NHS Trust and the associated findings.

Harrow’s response makes it clear that the Council and its partners are committed to delivering safe quality services to all its stakeholders and totally condemn any form of abuse.

The LSAB does however recognise that abuse can happen in any situation, relationship or environment and as such we are committed to developing and implementing the systems and processes to protect vulnerable adults from abuse, harm or exploitation and to investigate concerns or allegations whenever they are brought to our attention.

The LSAB acknowledge the national recommendations made by the joint investigation and will action these through the proposed action plan.

### **Safeguarding Adults Team**

This development will be discussed in more detail later in the report.

### **Multi-Agency Contributions**

In 2007 the LSAB secured the following Multi-Agency contributions from partner statutory agencies to support the work and infrastructure of Safeguarding Adults in Harrow: -

Harrow PCT -	£3000
Central and North West London Mental Health Trust (CNWL)	£3000
Harrow Council	£3000

In 2008 the LSAB made similar requests of partner organisation / agencies but difficulties in following this request up and subsequent budget limitations meant that organisations could not release funds in the 2008 financial year.

Throughout 2008 however, similar requests have been made of partners and to date there has been a positive response with the following partners having agreed / agreed in principle to contributing to a pooled budget in 2009 and it is anticipated that contributions will commence as soon as possible under the various agency budget timelines.

Harrow PCT -	£5000
Central and North West London Mental Health Trust (CNWL)	£5000
Royal National Orthopaedic Hospital (RNOH)	£5000

Harrow Council continues to fund the Safeguarding Training Programme and in 2008/ 09 has also allocated £120,000 to further develop the Safeguarding infrastructure by funding 2 dedicated Safeguarding Adults professionals to work in the various care management

teams. Harrow will also be asking partners to further consider their financial commitment to the Safeguarding agenda in 2009.

These contributions have and will continue to be used to support the work and infrastructure of Safeguarding Adults in Harrow and in 2009 will contribute towards the further development of our publicity materials, training and learning resources and will allow us to review, revise and replenish these stocks.

### **Definition of a ‘Vulnerable Person’**

The “No Secrets” Guidance adopts the following definition of a vulnerable person as being anyone over 18 who:

“ is or may be in need of Community Care Services by reason of mental or other disability, age or illness and is or may be unable to take care of himself or herself or is unable to protect themselves against significant harm or serious exploitation”

*WHO DECIDES Lord Chancellor’s Office (1997) quoted in No Secrets Department of Health (2000)*

### **People who may be included in a definition of a ‘Vulnerable Person’**

- People with learning disabilities
- People with physical disabilities
- People with sensory impairment
- People with mental health needs including dementia
- People who misuse substances or alcohol
- People who are physically or mentally frail

### **Definition of “Abuse”**

The Council of Europe defines abuse as:

“ Any act, or failure to act, which results in a significant breach of a vulnerable person’s human rights, civil liberties, bodily integrity, dignity or general well being; whether intended or inadvertent; including sexual relationships or financial transactions to which a person has not or cannot validly consent, or which are deliberately exploitative.”

*SAFEGUARDING ADULTS AND CHILDREN WITH DISABILITIES AGAINST ABUSE  
Council of Europe 2002*

“No Secrets” Guidance defines abuse as:

“Abuse is a violation of an individual’s human and civil rights”

- Abuse may be a single incident but is more likely to be part of a systematic pattern.
- The risk of being abused depends upon the situation, the environment and the perpetrator, not primarily on the behaviour of the victims
- Abuse can occur in any relationship and may result in significant harm to or exploitation of the person subjected to it resulting in the deterioration of a person’s physical, emotional, social or behavioural development.

- Abuse may be a deliberate act or may be the result of a failure to act appropriately
- Abuse may constitute a criminal offence

### **Types of abuse:**

“No Secrets” (DoH 2000) has identified the following types of abuse:

Physical abuse  
 Sexual abuse  
 Psychological abuse  
 Neglect  
 Discriminatory abuse  
 Financial abuse

It should be noted however that these categories of abuse are not mutually exclusive and many situations will contain a combination of different kinds of abuse.

### **The Development and Implementation of “No Secrets” and Safeguarding Adults in Harrow**

In August 2001 the Harrow Multi-Agency Adult Abuse Policy and Procedures for Vulnerable Adults was adopted by the main agencies which provide a service for vulnerable adults in Harrow; these included:

- Harrow Social Services and Housing Department.
- The Harrow Division of the Metropolitan Police
- Harrow Primary Care Trust
- North West London Hospital Trust
- Central North West London Hospital Trust

In July 2004 Harrow established its first Multi-Agency Protection of Vulnerable Adults (POVA) Steering Group.

The POVA Steering Group was instrumental in introducing Harrow’s Multi-Agency Safeguarding Adults Policy and Procedure in 2006 and in taking the Safeguarding Adults agenda forward in Harrow.

In 2007, the POVA Steering Group was renamed the Local Safeguarding Adults Board (LSAB), this was in-line with national policy shifts and a vision of closer alignment with the approach and terminology of children’s services.

In 2007 the LSAB produced its first Annual Report. This is the LSAB’s 2<sup>nd</sup> Annual Report and it will focus on reporting on the aims and objectives from the 2007 report together with setting the priorities and challenges for 2009 and the years ahead.

## **Review of Aims and Objectives from 2007 Annual Report**

### **1.) Aim**

**Ensure clear governance and ownership across the agencies in Harrow of their responsibility to Safeguard Adults with the view to achieving excellence in service provision.**

### **Action / Outcome / Achievements**

The LSAB continued in its responsibility to lead on the strategic delivery of the multi-agency safeguarding arrangements in Harrow.

The agreed primary responsibilities of the LSAB are to:

- Provide a strategic lead with respect to the multi-agency management of safeguarding arrangements in Harrow.
- Have overall responsibility and accountability for delivering on the safeguarding adults agenda
- Monitor and review the implementation and impact of the policy and procedure
- Maintain a scrutiny function
- Make policy decisions
- Co-ordinate activities between agencies
- Ensure planning and development of services based on the analysis of local information and findings
- Improve local ways of working in the light of the knowledge gained through national and local experience and research, and to make sure that any lessons learned are shared, understood and acted upon
- Raise awareness with service users, carers and in the wider community of the need to Safeguard Vulnerable Adults from abuse and promote their welfare
- Have lead responsibility for ensuring that the appropriate training and skills are available in participating agencies

Since 2007 the LSAB has recognised that membership of the group had declined and that there was a need to review the work and function of the group and refocus its priorities.

The LSAB commissioned a number of internal reviews to establish the challenges and propose a way forward.

In October 2007, a new Director of Adult Social Services came into post and took over the role of chair of the LSAB.

As the new Director and chair of the LSAB, Paul Najsarek ratified the proposals and made a commitment to refocusing the work and function of the LSAB.

The work began with reviewing the LSAB's membership and re-structuring the board to ensure that it was fit for purpose and had the ability / capacity to deliver on our agreed aims and priorities.

Membership of the LSAB was broadened to include representation from all agencies and sectors across Harrow, who have a role in either commissioning or delivering services and in safeguarding and protecting Harrow's vulnerable adults.

Representatives from Harrow's major residential and domiciliary care agencies are now also represented on the LSAB.

Each organisation's / agency's representation on the LSAB was set at an appropriately senior level within that organisation / agency to be able to accept accountability, take and action decisions as appropriate and delegate staff / resources as appropriate to the various work streams to take specific pieces of work forward.

The organisation's /agency's representative would also be of sufficient seniority to have a "route" into their own Governance arrangements and be committed to embedding safeguarding adults within those structures, i.e. making it a regular agenda item, feeding back, getting sign-up and commitment etc.

These new arrangements have been in place since the beginning of 2008 and have shown success in refocusing the work of the LSAB and in increasing membership, sign-up and commitment.

Governance arrangements have been discussed at LSAB meetings throughout 2007/08.

The LSAB presented an item at Overview and Scrutiny in July 2008 and has used the current review of the Harrow Strategic Partnership Board to both establish and strengthen its governance arrangements.

The Director has worked closely with other strategic groups to raise the awareness and profile of safeguarding adults and to investigate routes into other areas i.e. the Local Area Agreement (LAA)

The LSAB is also involved in the current consultation on the future partnership governance arrangements for health and social care in Harrow. The LSAB has been given appropriate priority within this consultation with a proposal that the LSAB should sit at executive board level. The consultation closes in March 2009 with the proposals coming into effect in April 2009.

To further raise awareness, ensure a high profile and also further develop its Governance arrangements, the LSAB has included Safeguarding Adults within the following strategic documents:

- Safeguarding is now included as 1 of Harrow Council's 3 Corporate Priorities (Improve support for vulnerable people)
- Harrow PCT's Operating Plan
- Total Transformation Programme
- Community Safety Plan
- Harrow's Workforce Strategy
- Draft Sustainable Community Strategy
- Draft Integrated Commissioning Strategy
- Joint Strategic Needs Assessment

## Targets / Goals

To further develop the role, function and leadership of the LSAB  
To further explore and develop the LSAB's Governance arrangements

## 2.) Aim

**To improve practice and further clarify responsibilities**

### Action / Outcome / Achievements

Together with the actions detailed above the Chair of the LSAB provided a member / portfolio holder briefing in May 2008 and has continued to raise awareness and gain member support through regular portfolio holder briefings on safeguarding issues.

The member portfolio holder is also copied into the minutes of the LSAB and is briefed on important issues and updates.

The LSAB took a decision to postpone the review of our policies and procedures as a proposed Pan-London Policy and Procedure had received the approval for action.

A consultation policy and procedure was issued in September 2008 with a range of stakeholder events at which Harrow took full part.

A 2<sup>nd</sup> draft of the policy and procedure is due to be issued in early March 09 and the target date for implementation remains as April 2009.

Although a Pan-London Policy and Procedure, Harrow will be developing local protocols to both compliment the Pan London procedures and where appropriate account for local variances' and lessons learned.

This project has been proposed by the London Adult Protection Network (Harrow is a member) and in agreement with the Greater London ADASS, sponsorship comes from the DH Policy branch and CSIP and the project is being co-ordinated by SCIE.

There will be a particular focus on cross border and cross organisational issues in managing the safeguarding of adults and it will be framed in the context of personalisation and taking positive risk into account.

Learning from this project will also be fed into the review of "No Secrets" and will also contribute to SCIE's work on Restraint.

Harrow is also a member of the North West London Pan London Policy Reference Group.

### **Harrow's Multi-Agency Safeguarding Adults Policy and Procedures applies to:**

- All vulnerable people over the age of 18 who are resident in the London Borough of Harrow whether or not agencies in Harrow are responsible for meeting the cost of their service
- People who are no longer resident in Harrow but for whom an agency in Harrow still retains a statutory responsibility to provide them with a service or to meet the cost of



that service. Although the Policy and Procedures applies to this group of people it may well be that in some circumstances some aspects of the duty to investigate an allegation of abuse may be undertaken by another local authority on behalf of Harrow Council

- All agencies within the London Borough of Harrow who provide a service for vulnerable people or who are commissioned or have a contractual obligation to provide a service to such people on behalf of Harrow Council or any other signatory to the Safeguarding Adults Policy and Procedures

The Harrow Multi-Agency Safeguarding Adults Policy and Procedures should always be followed when there is an allegation or suspicion that a vulnerable person is being or has been abused or where there is a potential for harm to other vulnerable people

### **Targets / Goals**

To continue to raise awareness with Portfolio Holders and Members  
To contribute to and support the implementation of the Pan-London Policy and Procedures  
To continue to contribute to associated implementation groups  
To develop local protocols where appropriate to compliment the Pan-London Procedures

### **3.) Aim**

**To further Improve the response to Vulnerable Adults who may be in need of Safeguarding**

#### **Action / Outcome / Achievements**

Together with the actions detailed above the LSAB have further developed the Council's Safeguarding website, further development will take place throughout 2009 with more focus being placed on the "Good Practice" Section of the Website.

A series of awareness raising events took place in support of World Elder Abuse Awareness Day 2008 (WEAAD) including:

- Carer / user awareness raising event at Carer's Week
- Public awareness raising event in the Local Shopping Centre
- Public awareness raising event in the Civic Centre
- Launch of the 2008 / 09 Training programme
- Article in our Staff newsletter and the Local Press approached to raise awareness around our events and the issues surrounding elder abuse

On-going dissemination of our posters, fliers and service user wallet cards for Providers, Direct Payment and Self Directed Care service users has also taken place and this is planned to continue in 2009.

### **Targets / Goals**

To further develop the LSAB's Quality Assurance Processes  
To audit a minimum of 30 safeguarding cases in 2009  
To further develop the Councils Safeguarding Website

To work with partners on a joint response to WEAAD 2009  
To continue to explore and develop further awareness raising opportunities  
To replenish existing stocks of posters, fliers etc.  
To produce this information in more accessible formats i.e. community languages  
To specifically target Harrow's BME Communities by developing materials in Harrow's most commonly spoken community languages

#### **4.) Aim**

**To improve the care of Vulnerable Adults receiving Community Care Services and to minimise the risk of abuse**

#### **Action / Outcome / Achievements**

Together with the actions detailed above, the LSAB has been working with Harrow's Contracts and Brokerage Team to ensure that SLA's / Contracts include appropriate reference to Safeguarding Adults issues.

Harrow Council has a zero tolerance policy towards abuse and aims to ensure that all services, either directly provided or commissioned by Harrow on behalf of vulnerable people have clearly defined protocols and local procedures in place that acknowledge and reference Harrow's overarching policy and procedures.

These local procedures set out the organisations commitment to work in line with Harrow's expectations and affirm their commitment to delivering safe and quality services to Harrow service users.

Service users accessing Direct Payments and Self Directed Care are advised and supported to access safe recruitment practices when employing staff to deliver their care package.

The LSAB continues to work with regulators and local providers to contribute to the delivery of safe services and supports this aim with its Training provision which is available to all services in Harrow.

#### **Targets / Goals**

To act on recommendations from the CSCI Inspection and Joint Review in relation to further developing contract monitoring arrangements for safeguarding  
To continue to work with the Self Directed Support Team to further develop the principles of risk and risk management as it relates to the Personalisation and Safeguarding agendas  
To review and update the LSAB's Cornwall Action Plan

#### **5.) Aim**

**To improve the ability to Safeguard and Plan for the future of Service Provision**

#### **Action / Outcome / Achievements**

Together with the actions detailed above, the LSAB has made contact with the Senior Manager leading on the Work Force Strategy to ensure that due consideration is given to Safeguarding issues in the development and implementation of the strategy.

## **Safeguarding Adult's Team (building for the future)**

In a significant development, Harrow Council has identified £120,000 to be used to build and strengthen existing approaches. This money has initially been used to recruit two new full time members of staff with a more dedicated Safeguarding focus and role.

The new positions will initially concentrate on co-ordinating safeguarding issues and responses at an operational level, monitoring the effectiveness of actions taken and promoting consistency of approach and response. They will also focus on leading on cases involving institutional abuse as these often require greater input and coordination.

These posts have been recently filled and while the role will be an evolving one, it represents Harrow's commitment to taking safeguarding issues forward with appropriate priority.

## **Data Collection and Statistics (see end of report for the 2008 statistics)**

The ability of Harrow's IT system to robustly report on data collection issues needs further development. While the system can report on basic data, more sophisticated data analysis is still not possible.

This area remains a priority for the LSAB and in 2009 more concerted efforts will be devised to either improve our reporting capacity through Framework-i or to develop a separate monitoring database.

In June 08, Harrow volunteered to be part of the pilot project by the Strategic Information Group on Adult Social Care (SIGASC) to trial a proposed new data monitoring set.

Although a worthwhile experience, our ability to fully provide the range of complex data required did impact on our ability to provide a full return. This did however prove a useful exercise in identifying the areas where our recording and reporting needs to develop.

The LSAB will continue to work with Harrow's Performance Management team to further develop this area.

## **Targets / Goals**

To continue to address Safeguarding issues within the priorities of both the Council and partner Organisations and Agencies

To further develop Harrow's Safeguarding Adults Team

To undertake a review of the role and function of the current Safeguarding Adults Team and learn / develop based on experience and practice

To learn and develop policy and practice based on the feedback and experience of the Safeguarding Adults Team

To further develop the LSAB's ability to produce ever more sophisticated data and to use this data to inform priorities

To develop Harrow's data systems in line with the Department of Health's and Information Centre's proposed National Data Set

## **6.) Aim**

**Governance – To improve the responses of Organisations and Agencies across Harrow to Vulnerable adults**

### **Action / Outcome / Achievements**

Please see **Aim 1** for a detailed status report on the LSAB's Governance arrangements.

## **7.) Aim**

**Establish robust evaluation mechanisms to contribute towards improved practice**

### **Action / Outcome / Achievements**

Together with the actions detailed above the LSAB has completed a review of 2007/08 Training Programme with our Training Dept (OD), BILD as the providers and participant feedback. This review contributed towards the development 2008 /09 programme.

Similarly in February 2009, the LSAB will complete a review of the 2008 /09 Training Programme, again with feedback from stakeholders and partners and use this learning to develop the 2009 /10 Training Programme.

This review will also include the feedback, views and experiences of staff and multi-agency partners.

The development of the various Work Streams (see section on Work Streams) has also contributed towards learning and improved practice.

The LSAB continues to work with the Council's Complaints department to separate out any potential Safeguarding Adults issues from complaints to ensure a clear demarcation between safeguarding issues and complaints and that each are dealt with accordingly.

The development of the Internal and External Audit Processes have also helped contribute towards learning and continuous development and these areas will be developed further in 2009.

The CSCI Safeguarding Inspection and the Joint Review of Learning Disability Services have also been useful in helping the LSAB to reflect and evaluate on our current position and to work towards continuous improvements in practice and development.

## **Targets / Goals**

As detailed above in 5, 6 & 7 and

To continue to action the recommendations from the CSCI Inspection and the Joint Review

To further develop the LSAB's various Work Streams

To further develop the LSAB's Quality Assurance Processes

To continue to seek out mechanisms to reflect and evaluate on our current position and to work towards continuous improvements in practice and development.

## The Development of Work Streams

### Training and Learning Work Stream

The LSAB recognise that training and learning is a crucial factor in raising awareness

#### 8.) Aim

**To empower and enable staff, carers and service users with an improved ability to identify, report, and respond to allegations or suspicions that abuse is or has taken place.**

#### Action / Outcome / Achievements

The LSAB, through the Training and Learning Work Stream, oversees the commissioning and delivery of multi-agency safeguarding adults training. This training has been commissioned from BILD, the British Institute for Learning Disabilities and is offered both in house to our own staff and also offered externally to our partner organisations and agencies.

Together with the review and evaluation of the 2007/08 and 2008/ 09 Training Programmes and developing the 2008/ 09 and 2009 /10 programmes, the Training and Learning Work Stream has delivered the following training in 2008 /09.

To date this Multi-Agency Training programme has trained approx. 274 staff across approx 357 places on the various courses run in the 2008 /09. (up 59% from 2007/ 08)

In 2008/ 09, the training department ran 25 courses providing 26 days of training. (up 32% from 2007/ 08)

This Multi-Agency Training has delivered approx 58 places to health service staff, (up 57% from 2007/ 08), approx 52 places to private sector staff (up 225% from 2007/ 08) and approx 71 places to voluntary sector staff. (up 255% from 2007/ 08)

One of the recommendations from the CSCI Safeguarding Inspection in 2008 was to increase the number of training places offered to service providers. The LSAB has worked hard in this area in 2008 to increase awareness and publicity of our training opportunities with both private and voluntary service provider organisations and as the figures above demonstrate, we have had some major successes in this area.

It must however also be noted that when Harrow staff working in voluntary sector establishments are counted (i.e. Support for Living Homes); this further increases the figure by 48 places. This is a complex arrangement (as to which category to attribute these figures) but the options and figures can be demonstrated below:

As a charity, (voluntary sector provider) = 71 places + 48 places (Support for Living Homes) = 119 places and an increase of 495% from 2007/ 08

OR

As a service provider (not public sector) = 52 places + 48 places (Support for Living Homes) = 100 places and an increase of 525% from 2007/ 08

The above figures for 2008/09 represents approx. 51% of the total training delivered – i.e. approx. 181 out of 357 places delivered to partner colleagues from across the health, private and voluntary sectors. (up 148% from 2007/ 08)

If we also include Harrow staff in voluntary sector establishments, this increases the figure to 229 out of 357 places and represents 64% of the total training delivered (up 137% on 2007/ 08)

The training courses run in Harrow cover a range of skills and disciplines, ranging from Basic Awareness (and refreshers) to more in-depth training for those who undertake safeguarding adults investigations.

The vast majority of feedback from these courses have been extremely positive with favourable comments around the content, style and quality of the courses provided by BILD.

It must also be noted that 2008/09 has seen an increase in Safeguarding Adults referrals of approx 48%, from 187 in 2007/08 to 276 in 2008/09.

The training budget for 2007/08 was £18,000 while in 2008/09 it was £19,500 (up 8% from 2007/ 08)

The training budget for 2009 /10 has yet to be agreed but once finalised, the Training and Learning Work Stream will be working with OD and BILD to deliver the programme and further promote and publicise this training both internal and external to the local authority.

The focus and targeting of the 2009 /10 training programme will be agreed at the next meeting of this Work Stream following analysis and learning from the 2008/09 training programme.

The LSAB will continue to work with multi-agency partners to increase capacity across partner organisations and agencies by continuing as appropriate with joint investigations and targeting those staff that will be involved in and carrying out those investigations to ensure that they have received the required level of training and support in order to fulfil these responsibilities.

## **Targets / Goals**

To review and evaluate the 2008 /09 Training Programme

To incorporate the feedback from stakeholders and partners into this review

To use this feedback to develop the 2009 /10 Training Programme

To identify and re-train / refresh Harrow Staff who have not had appropriate Safeguarding training in the last 3 years

To increase the % of trained Harrow Council Staff (SAS figures) to 90%

To increase the training provided to private / independent / third sector staff by a minimum of 10%

## **Publicity and Communication Work Stream**

The LSAB recognises the need to promote and safeguard the wellbeing of service users and to raise awareness around the issues of abuse

## 9.) Aim

**To Raise Awareness amongst staff, carers, service users and the wider general public to identify, report and respond to allegations or suspicions of adult abuse**

### **Action / Outcome / Achievements**

Together with the actions detailed above and the series of awareness raising events that took place in support of World Elder Abuse Awareness Day (WEAAD) the Publicity and Communications Work Stream has developed the Council's Webpage to further raise awareness and promote the issue of Safeguarding Adults.

There have been articles in the Staff newsletter and the Local Press have been approached to raise awareness around the issues surrounding elder abuse.

Further dissemination of user wallet cards for Direct Payment and Self Directed Care Service Users has taken place and there have been presentations at various forums including the Domiciliary Care provider's forum.

Work has also taken place to distribute Harrow's posters, leaflets, fliers and training programme to all providers across Harrow with whom we have commissioned any service for vulnerable adults.

The LSAB will also have a 2-page spread in the March 09 edition of "Harrow People" (a free magazine that goes to every household and business in Harrow) This is an excellent awareness raising opportunity and the LSAB will take full advantage of the opportunity to raise the profile and awareness of Safeguarding issues within Harrow's wider community.

### **Targets / Goals**

To work with partners on a joint response to WEAAD 2009

To further develop the Council's Safeguarding Website

To continue to work with partners, both internal and external to the Council, to explore and further develop awareness raising opportunities

To replenish existing stocks of posters, fliers etc.

To produce this information in more accessible formats i.e. community languages

To disseminate, promote and publicise this information as widely as possible

### **Improving Practice Work Stream**

The LSAB recognises that developing knowledge bases, sharing experiences and learning and promoting good practice is central to developing effective and consistent approaches to Safeguarding Adults.

## 10.) Aim

**This work stream offers workers from all agencies, an opportunity to share and discuss individual or complex issues / cases and to benefit from a multi-agency discussion around those issues.**

### **Action / Outcome / Achievements**

Together with the actions detailed above the Improving Practice Work Stream has been instrumental in discussing and agreeing the future direction of Safeguarding Adults in Harrow.

It has identified £120,000 to be used to build and strengthen existing approaches. This money has initially been used to recruit two new full time members of staff with a more dedicated Safeguarding focus and role.

The Improving Practice Work Stream will continue to develop the role and function of these new posts and will lead on shaping an evolving role profile.

Together with further developing and contributing to the Council's website, this work stream will also be responsible for taking the learning from the 2008 Serious Case Review forward once ratified by the LSAB at its February 09 meeting.

The Improving Practice Work Stream has also identified Safeguarding Champions within each of the Care Management Teams to take forward the work of Quality Assurance.

The Improving Practice Work Stream has also identified a BOEM (Black and Other Ethnic Minority) Safeguarding Champion to represent BOEM Communities in Harrow. A draft role profile has been developed and this role will be further developed in 2009.

### **Targets / Goals**

To further contribute to shaping Harrow's Safeguarding Adults Team

Under the direction of the LSAB to deliver the SCR Action Plan

To further develop the mechanisms to involve stakeholders and partners in this process

To further develop the mechanisms to share the feedback and lessons learned from this process with staff, stakeholders and partners

### **Quality Assurance Work Stream**

The Quality Assurance Work Stream was established in 2008 to develop and implement a quality assurance process and establish a system of auditing safeguarding adult's case practice.

The aim of the Quality Assurance Work Stream is to ensure the consistent implementation of Harrow's Multi-Agency Safeguarding Adults Policy and Procedure when abuse is alleged or suspected.

The Quality Assurance Work Stream also aims to support the continuous professional development of all those with a role to play in the Safeguarding Adults process with particular focus on developing Care Management and Multi-Agency skills and approaches.

This Work Stream has developed its terms of reference, an audit process and an audit tool which was used to undertake its 1<sup>st</sup> internal audit in August 2008.

The purpose of the audit and audit tool is to explore current practice, identify good practice and areas for development and to use this learning to further develop and improve responses to vulnerable adults.



This process and tool will be further developed in 2009 and used as a basis to carry out a number of sample case audits on a 2 monthly basis.

An external (independent) audit process has also been developed and the LSAB is currently commissioning an independent external auditor to carry out this audit. This work is planned for Feb / March 2009.

The audit process is being used as a learning and development tool and as such it is used to highlight, not only good practice examples, but also to highlight potential corrective, remedial or additional actions.

Safeguarding Champions / Managers address any training or development issues arising from the audit process for their staff and take these forward, they are also responsible for providing the feedback / learning to their various teams as a wider learning outcome.

In 2009 the LSAB's Quality Assurance processes will aim to link with the Council's wider Quality Assurance Framework and will investigate any potential for learning and development.

The Council has also commissioned MORI to undertake a wide ranging survey of adult social care service users to obtain their feedback as to how Harrow is performing against the 7 outcomes set out in the Department of Health's, "Your health, your care, your say" paper.

### **Targets / Goals**

To further develop the Quality Assurance Work Stream, its processes and protocols in line with the above to ensure the consistent implementation of Harrow's Policy and Procedures

### **User and Carer Involvement Work Stream**

This Work Stream has not physically met in 2008 but nevertheless Harrow has made a number of key advances in this area.

A Service User Engagement Officer has been appointed by the Council and the LSAB will develop closer working links with this post in 2009.

The post holder has an excellent working knowledge of Safeguarding issues and has considered safeguarding as a significant part of the role.

Working closely with HLDT (Harrow Learning Disability Team) and the Action Plan Project Lead, a leaflet explaining what abuse is and how to seek help and report it has been developed in accessible format for service users.

This leaflet will be adapted in 2009 and used to share this information with all service user groups and made available on the Council's website.

Plans are also in place in 2009 to translate the LSAB's other safeguarding information, posters and fliers into accessible formats including that of community languages.

Safeguarding will also be the focus of an upcoming Project Board meeting at which users and carer's will be represented. Feedback and learning from this meeting will be used to further inform the LSAB's and this work streams development.

### **Targets / Goals**

To further develop the User and Carer Work Stream in line with the above

To further develop the mechanisms to involve stakeholders and partners in this process

To further develop the mechanisms to share the feedback and lessons learned from this process with staff, stakeholders and partners

### **11.) Aim**

#### **Ensuring Planning and Development based on Local Knowledge**

#### **Action / Outcome / Achievements**

See sections on Data Collection, Statistics and the Safeguarding Adults Team

### **12.) Aim**

#### **To Improve Access to Safeguarding Services**

#### **Action / Outcome / Achievements**

Together with the actions detailed above, the LSAB will continue to develop its Safeguarding Website, the good practice element of that website and further explore links to other organisations in the public, private and voluntary sectors where people can find additional help, advice and support.

### **Targets / Goals**

To further develop the Council's Safeguarding Website

To continue to work with partners, both internal and external to the Council, to explore and further develop awareness raising opportunities

The Actions, Targets and Goals identified in this report will be included in an updated 2009 /10 Action Plan and taken forward by the LSAB.

## **External Links and Working with Partners**

### **NHS Harrow (formerly Harrow PCT)**

#### **Strengths and Achievements**

The last year has seen Safeguarding Adults issues as being very high on the agenda for NHS Harrow and as such the organisation has welcomed an increasingly prominent, robust and embedded LSAB within Harrow.

NHS Harrow started the year leading a major investigation into the use of inappropriate restraint on one of its elderly care wards (now managed by North West London Hospital Trust). The PCT concluded and published the investigation in September 2008, and resulted in the PCT apologising to patients and relatives affected. Whilst the case and investigation was upsetting for all involved, it identified a number of actions that the PCT and its partners have implemented that will help improve the care for all vulnerable patients.

The level of awareness of safeguarding adults issues has increased within the PCT significantly, and much of this has been to a greater recognition of its importance at a strategic level including the importance of the PCT providing a strategic lead for the local NHS at the LSAB. The PCT commissions NHS services within Harrow and as such recognises its responsibilities for ensuring high quality services including safeguarding.

During 2008/9 the PCT made it mandatory for all staff with patient contact to attend Safeguarding Adults Training. By the end of the year 75% of all staff had attended the training and the remaining staff will attend in the first quarter of 2009/10.

#### **Challenges**

Services for people with learning disabilities have also been a major focus for NHS Harrow. Following two local reviews and a national review it is clear that much has to be done to improve both specialist services for people with learning disabilities and how mainstream health services ensure that this part of the population have their needs met. NHS Harrow has made learning disabilities one of its priorities during the next three years.

### **Harrow Mental Health Services (HMHS)**

#### **Strengths and Achievements**

During the last year safeguarding has become further embedded as a core mainstream activity in the practice of Harrow Mental Health Services.

HMHS has seen the numbers of referrals, strategy meetings, case conferences and protection plans steadily increase - this has been largely due to a targeted programme of awareness raising training amongst all professional disciplines within the service.

Though these (and other) training courses, the service has raised the skill levels of social workers, occupational therapists and nurses - particularly community psychiatric nurses in safeguarding investigations. Health professionals are now clearer about their role in safeguarding and as a result are fully engaged in the process. The skill level of administrative staff in minuting safeguarding meetings has also significantly improved

following training.

HMHS has also successfully concluded a number of complex investigations, some spanning several boroughs and involving groups of vulnerable people and more complex and targeted protection plans are now being implemented and reviewed.

The amendments to the Trust's (CNWL's) risk assessment and risk management policies have also proved to be a useful tool in supporting safeguarding activities.

Careful thought has also been given to the Trust's safeguarding policy to ensure it links appropriately to borough policies; the success of this process has been embedded in clear local guidance and clarity on local procedures which are set out in a separate flow chart for the service.

The trust has facilitated a positive process of engagement with these local procedures through the trust-wide Safeguarding Vulnerable Groups Group. This group has developed a much stronger role in the last year, has initiated training for managers and lead staff and has placed clear expectations on local leads. The ethos within the trust fosters an awareness of safeguarding issues and emphasizes safeguarding as a priority.

## **Challenges**

The numbers of referrals from the inpatient wards remain lower than expected but to address this, a programme of training and awareness raising for ward based staff started in January 2009.

Attendance by doctors at safeguarding meeting is good and significant progress on issues relating to confidentiality has been made, however alerts and referrals from doctors remain low.

Domestic violence involving mental health service users remains a challenge - The safeguarding aspects of domestic violence involving service users needs to continue to be considered within these situations. Targeted training will be considered in the next year to address this area.

The collection of safeguarding statistics within the Trust also needs further consideration and development within mainstream performance management and monitoring processes and this issue will be further addressed in 2009.

The increased clarity of roles in local procedures and the lead given by CNWL's Safeguarding Vulnerable Groups group has given Harrow Mental Health Services a sound framework to meet future challenges and move the service forward in 2009

In conclusion both CNWL and Harrow Mental Health Services have made significant strides during 2008 and as a result Harrow's mental health service users are better protected than in the past.

## **Central and North West London NHS Foundation Trust (CNWL)**

### **Strengths and Achievements**

The CNWL Safeguarding Vulnerable Groups Group is the main forum within the Trust where issues involving vulnerable adults are discussed. The main remit of the group is to provide a forum for Local Authority Leads and CNWL staff involved in safeguarding vulnerable groups to meet on a regular basis in order to maintain continuous dialogue and collaboration.

The group is also tasked to develop and monitor Trust wide standards in relation to safeguarding vulnerable adults and ensure staff are made aware of them. The group is chaired by a Consultant Psychiatrist who is the Lead Clinician for Safeguarding Adults in the Trust.

The group reports directly to the Clinical Governance Committee which is a sub-group of the Board of Directors. All the boroughs covered by CNWL are represented in this group which meets on a quarterly basis.

In the last year the group led an ambitious and but very successful awareness raising training programme in collaboration with our local authority partners. The aim of this programme was to deliver awareness training for clinicians and staff working in CNWL in order to raise the profile of the safeguarding agenda and increase reporting figures.

The Safeguarding Vulnerable Groups Group continues to work with all our local authority partners to ensure that CNWL staff are compliant with the local policies and that senior management including the Board are kept adequately briefed on any pertinent issues.

### **Challenges**

To further develop the Trust's Safeguarding agenda and take this work forward in 2009.

## **North West London Hospitals NHS Trust (NWLHT)**

### **Strengths and Achievements**

Training for Safeguarding Vulnerable Adults is included in the NWLHT's mandatory training programme and is included in the junior doctors' induction programme which is completed prior to commencement.

Sue Mackie, Deputy Director of Nursing, has also provided training to various staff groups and has developed a Safeguarding Adults e-learning package. NWLH has also been represented on, and fully cooperated with a Serious Case Review.

Charles Caley, Associate Medical Director, and Sue Mackie are the Trust Safeguarding Vulnerable Adult leads and Safeguarding Vulnerable Adults is reported to the Patient Safety Committee.

These developments, together with the on-going work of NWLHT has led to an increased awareness across the Trust of the issues relating to Safeguarding Vulnerable Adults.

## **Challenges**

To further develop the Trust's Safeguarding agenda and take this work forward in 2009.

## **Royal National Orthopaedic Hospital (RNOH)**

### **Strengths and Achievements**

During RNOH's first year as representatives to the LSAB it has been both enlightening and constructive in raising this important aspect of patient / client safety.

RNOH welcomes this from all levels and has formally signed up to Harrow Safeguarding Agenda amongst other multi agency partners.

This process has inspired RNOH to increase awareness amongst all clinical staff by addressing awareness sessions and discussing as an agenda item at our Nursing Advisory Committee.

RNOH welcomes a forum for discussion amongst multi agency partners and the willingness to share objectives through board meetings has been useful. This is further strengthened by the Training and Learning Programmes on offer from Harrow Council.

### **Challenges**

RNOH's upcoming challenges will be to ensure that all employees have an awareness of "safeguarding vulnerable adults" both at induction and at annual updates.

We recognise the need to champion and embrace this fundamental aspect of patient safety within an acute NHS setting.

Future developments / initiatives in this area will be to create permanent specific leadership to take forward this agenda internally and at a high level.

The aims of the leadership will be to strengthen and develop relationships with other multi agency partners both internally and externally to RNOH.

## **Harrow Metropolitan Police**

### **Strengths and Achievements**

Harrow Police continue to work in partnership with both the Council and other multi-agency partners at both a strategic and tactical / operational level.

Police representatives attend regular LSAB meetings and contribute towards ensuring that the challenges for all our agencies are addressed and forthcoming demands anticipated.

Police have publicised the Single Point of Contact to Care Home Providers in the last 12 months to give them a channel for support and advice.

A benefit taken from this is, Care Home Managers involved in investigations within the residential homes are supported by Police through a Single Point of Contact, this enabling them to focus on points of interest that may support a Police investigation.

Early advice in respect of Criminal Allegations allow matters to be resolved more quickly giving a better outcome for the service users and service providers alike.

Police are keen to further build on working partnerships with Service providers, thus increasing public confidence.

## **Challenges**

Of the many challenges; Competing demands for the same officer's time and the abstraction of officers at strategy meetings and case conferences which impacts on other areas of Police business.

Police are currently designing a Standard Operating Procedure to address all of the issues MPS wide, including the training of staff to undertake these investigations.

## **Age Concern**

### **Strengths and Achievements**

Age Concern continues to support Harrow's Safeguarding Adults agenda and has been a regular member of Harrow's LSAB.

In 2008 Age Concern's Advocacy Officer and a Volunteer Advocate have attended free training provided by Social Services, courses attended included 'Abuse in Black and Minority Ethnic Communities' which was appropriate as many of the cases that Age Concern have dealt with have been from BME groups.

Age Concern have been involved in and contributed towards a number of complex Safeguarding Adults cases involving elder abuse and have successfully worked with multi-agency partners including Social Services, Housing and the Police.

Age Concern also put in a bid for an Elder Abuse Officer to raise awareness but were unfortunately unsuccessful on this occasion.

Never-the-less Age Concern can demonstrate some positive outcome for individuals based on safeguarding adults cases we have been involved in.

### **Challenges**

The challenge for us (Age Concern and others) in Harrow is that, due to acknowledged under-reporting, many incidents of elder abuse go undetected - this highlights the importance of awareness raising, both with older people and the community at large.

Elder abuse is still not something people want to talk about nor does it make front page news or get people's sympathy compared to child abuse.

Challenges remain but Age Concern is committed to working with partner agencies to better protect Harrow's older residents.

## **Harrow Association of Disabled People (HAD)**

### **Strengths and Achievements**

The majority of HAD's safeguarding contribution has come through raising issues for individuals whom we have seen to be vulnerable whilst working with our services.

These are often clients from the Welfare Benefits or Advocacy services, - sometimes their issues have been able to be dealt with through advice and support, or involvement of a third party, occasionally they have had to go through formal Adult Protection mechanisms.

It could be argued that many advocacy issues deal with Adult Protection where people are vulnerable because they are not getting their needs met, or have been taken advantage of.

One of the main areas where HAD have made a contribution is through identifying issues which may affect Direct Payment service users and their potential vulnerability to abuse.

HAD also specialises in providing help, advice and support to service users who choose to employ personal assistants as part of their support package and the associated opportunities and challenges.

The strengths of the approaches taken in Harrow are that:

- Advocacy is available for people who need help, often provided by SLAs from Harrow Council.
- The same safeguarding training, which seems to be highly thought of, is available across all sectors so there can be consistency of approach.
- The complaints team take complaints seriously and understand the social care issues involved.

The strengths of HAD's approach is that:

- Services are interlinked and all take an advocacy approach
- Services will also refer to other services which are in a better position to help the person and as well as internal services; staff have a good knowledge of what else is available locally to help.
- Staff have training and are generally good at picking up clues which need following up or that may have a safeguarding issue involved.
- The Direct Payment (DP) team is available to all DP clients at any time for further support and advice
- The DP team has developed a good balance between understanding the very real benefits for people in receiving support in the form of a DP while also recognising the challenges which may arise and have been proactive in finding appropriate solutions.

### **Challenges**

- acceptable or manageable risks have to be balanced with empowerment and safeguarding issues
- employment issues and rights have to be balanced with safeguarding issues
- Emerging issues e.g. protecting PAs from abuse, and service users from litigation, require a considered approach to the complexities involved



- Together with the Council, supporting and encouraging service users who have capacity to carry out the recommended checks (CRB's and references etc.) on their staff
- Supporting service users who refuse to accept help, or when they have previously been managing well and their ability has deteriorated and identifying these users through both mainstream and ancillary services

## **Harrow MENCAP**

### **Strengths and Achievements**

The work of Harrow MENCAP and Harrow's LSAB has ensured that the safety and protection of vulnerable adults remains a high priority on the agenda of all agencies'.

The commitment shown by the LSAB which involves the Statutory and Voluntary sectors will endeavour to raise the profile and awareness of Harrow's community to the needs of vulnerable adults and strengthen the systems and processes involved in their protection.

### **Challenges**

Harrow MENCAP see the 2 key challenges as continuing to improve the information systems and in empowering vulnerable adults through active involvement within the Safeguarding Adults agenda.

## **Supporta Care**

### **Strengths and Achievements**

Supporta Care were invited to be a member of the LSAB from November 2008 and will continue to have representation on this board and contribute to further safeguarding adults developments and initiatives.

Managers within Supporta Care have attended safeguarding adults training provided by the Council in 2008 and throughout the last 12 months Supporta Care has continued to provide safeguarding adults training to all new staff and have provided refresher training to all existing staff to ensure that they are aware of adult abuse, what forms it can take, how to report suspicions and what support is available to them.

Supporta Care have also raised a number of safeguarding adult alerts during the last 12 months and have been part of the subsequent investigations with the Council, PCT, Police and CSCI.

Both the Council and Supporta Care have a clear and detailed policy on safeguarding adults and from the involvement that we have had in individual situations, there is generally a good knowledge of the policy amongst staff.

The approach, as required through "No Secrets", is very transparent and communication between the necessary organisations has been good.

## **Challenges**

Supporta Care believe that the main challenge is often the time taken to get a strategy meeting organised which can be a difficult when staff are on suspension awaiting the outcome of an investigation.

## **Fremantle Trust**

### **Strengths and Achievements**

Fremantle places a high priority on all staff completing and regularly updating our in-house Safeguarding Adults training.

Fremantle requires each service to have at least one in-house senior staff member trained to deliver the 1 day Awareness training, which includes how to recognise abuse, the duty to report, how to report, etc. The same module is delivered centrally to all staff at induction.

### **Challenges**

To ensure that Harrow Procedures are clear in their practical guidance and are specific about reporting arrangements locally.

To ensure that Safeguarding reports can easily be made to the appropriate Care Management team.

To address (our and other) Asian day centre users on the subject of Safeguarding.

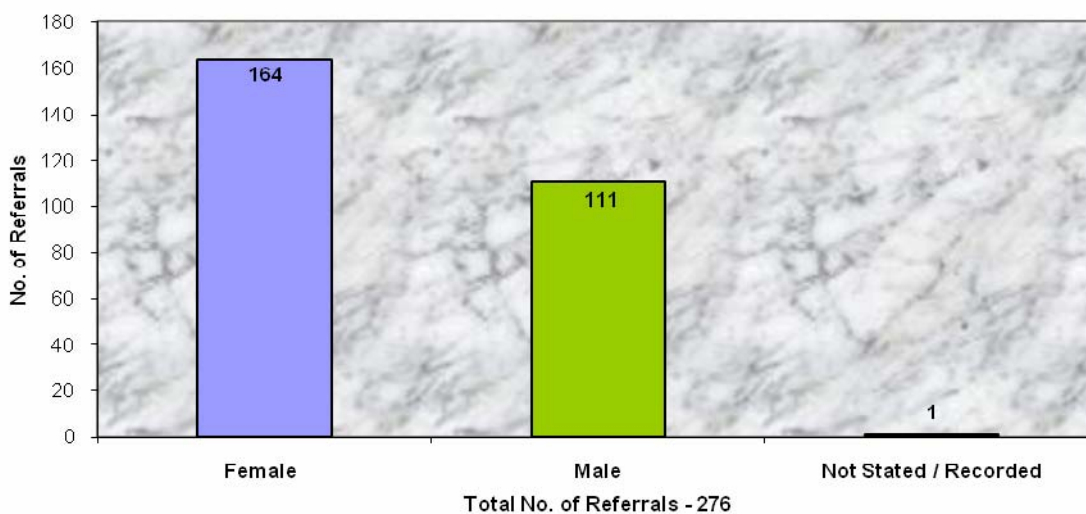
Information (including posters and leaflets) from Harrow should be translated into Gujarati (and other community languages) for maximum accessibility.

## Statistics

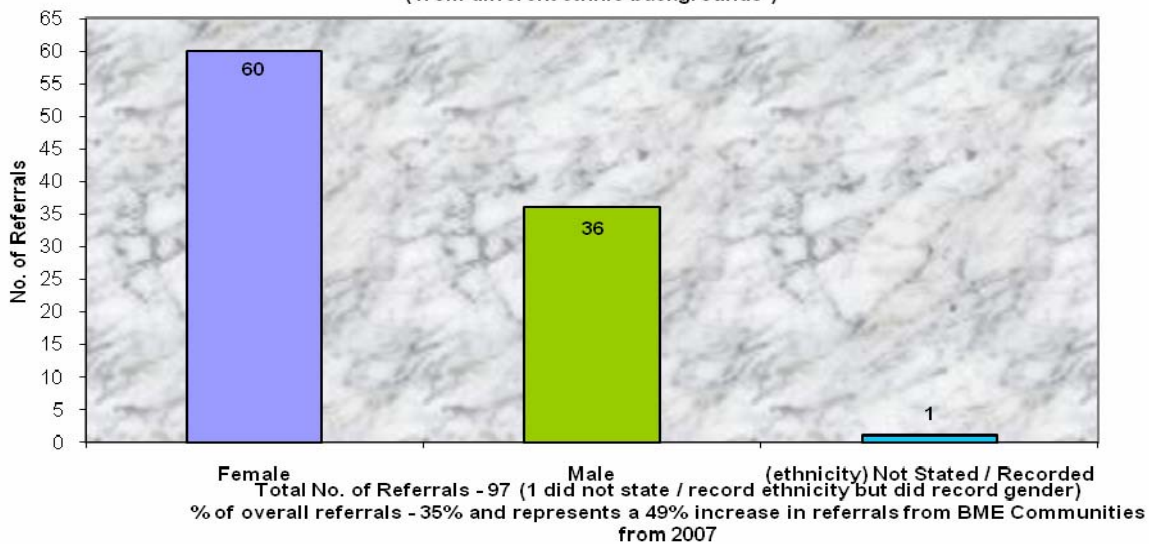
### Safeguarding Adults Referrals 1st January - 31st December 2008

Summary Statistics			2007 Variance + / - %
<b>No of Refs: -</b>	<b>276</b>	<b>%</b>	<b>48%</b>
Female	164	59%	52%
Male	111	40%	41%
Not Stated / Recorded	1	0%	
<b>From different Ethnic Backgrounds (non white): -</b>	<b>97</b>	<b>35%</b>	<b>49%</b>
Female	60	62%	82%
Male	36	37%	13%
(ethnicity) Not Stated / Recorded	1	1%	
	<b>W/UK</b>	<b>BME</b>	
<b>From different Ethnic Backgrounds (white): -</b>	179	97	47%
<b>From different Ethnic Backgrounds (non white): -</b>	65%	35%	0%
<b>Where Abuse took Place: -</b>			
Care Home (Residential and Nursing)	100	36%	39%
Family Home / Own Home	107	39%	49%
Adult Placement / Supported / Sheltered Accommodation	10	4%	-33%
Perpetrator's / Someone Else's Home	14	5%	40%
Community / Other	12	4%	50%
Day Care	9	3%	80%
Hospital / Acute	6	2%	20%
Not Stated / Recorded	18	7%	
<b>Client Group: -</b>			
Older People	138	50%	16%
Learning Disability	84	30%	71%
Physical disability	50	18%	257%
Mental Health	2	1%	-60%
Not Stated / Recorded	2	1%	
<b>Type of Abuse: -</b>			
Physical	129	47%	45%
Financial	52	19%	41%
Neglect	43	16%	54%
Psychological	22	8%	16%
Sexual	18	7%	29%
Not Stated / Recorded	12	4%	
			Many cases involved multiple abuses, highlighted are the primary reasons for referral
<b>Alleged Perpetrator:-</b>			
Paid Care Worker	76	28%	-3%
Family Mem/Carer	81	29%	25%
Friend / Acquaintance	17	6%	-6%
Service User	49	18%	308%
Other Prof	5	2%	-38%
Stranger	7	3%	17%
Not Stated / Recorded	41	15%	

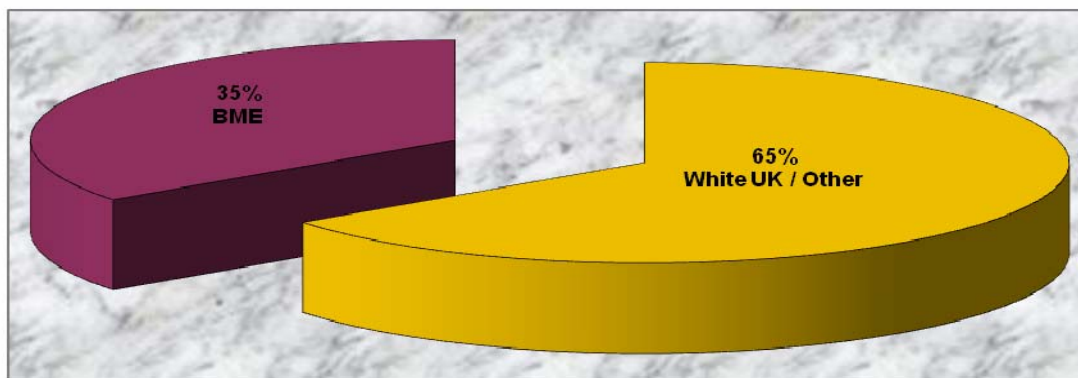
Safeguarding Adults Referrals 1st January - 31st December 2008  
Male / Female Ratio



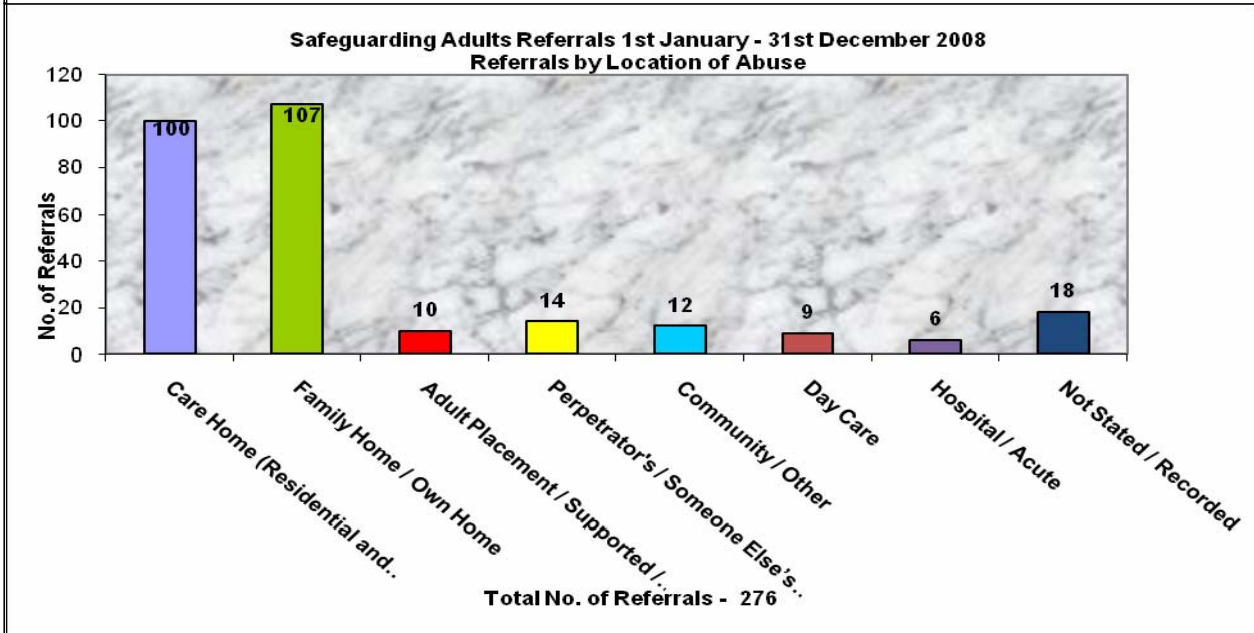
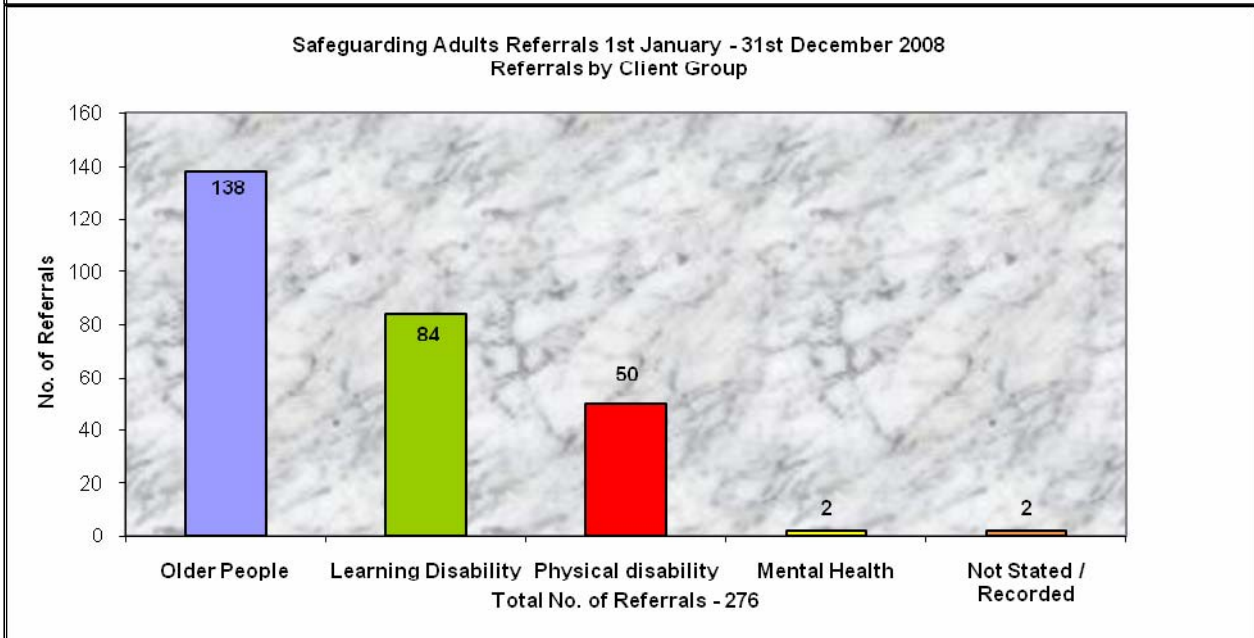
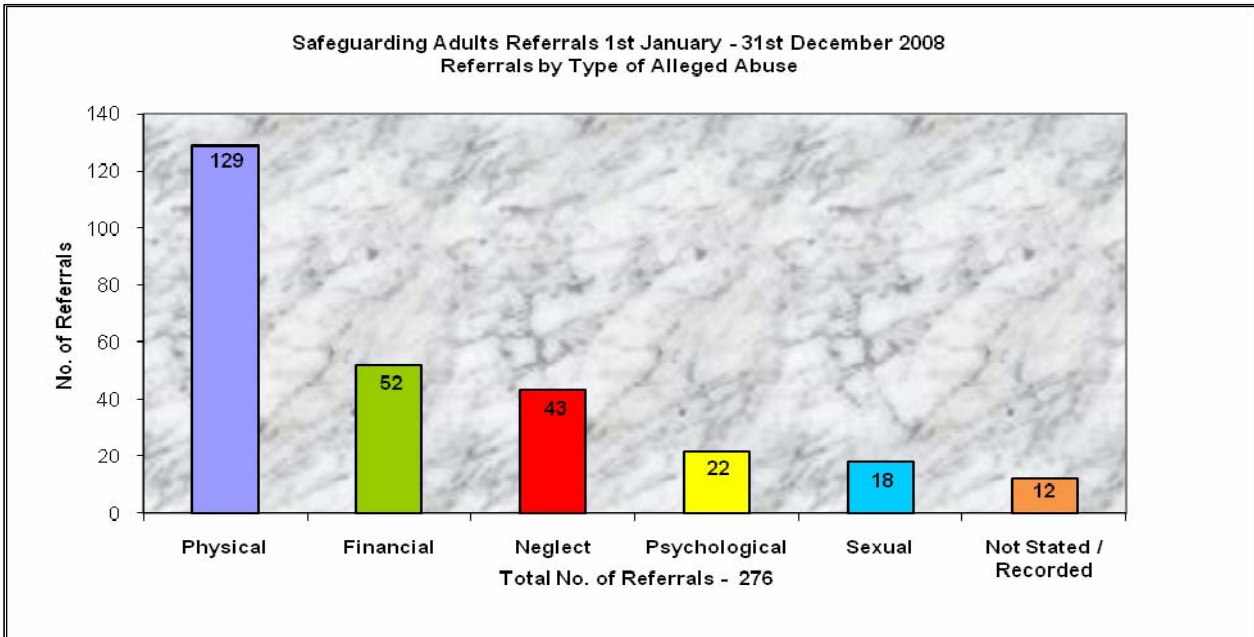
Safeguarding Adults Referrals 1st January - 31st December 2008  
Male / Female Ratio  
( from different ethnic backgrounds )



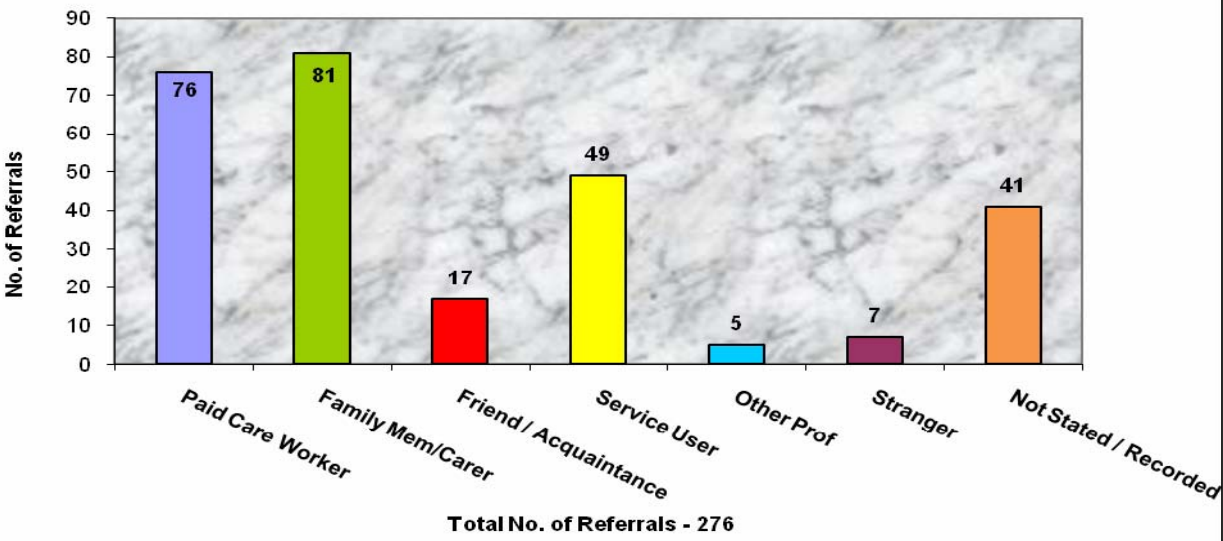
Safeguarding Adults Referrals 1st January - 31st December 2008  
W/UK / BME Ratio



**% BME Community in Harrow  
(from 2001 Census) - 41.23%**



**Safeguarding Adults Referrals 1st January - 31st December 2008**  
**Referrals by Alleged Perpetrator**



## **Harrow's Local Safeguarding Adults Board (LSAB)**

### **Terms of Reference and The Strategic Management of Safeguarding Adults in Harrow**

#### **Department of Health / Home Office Guidance “NO SECRETS” 2000**

The Department of Health and the Home Office published *NO SECRETS* in March 2000. It was issued as Guidance under Section 7 of the Local Authority Social Services Act 1970.

*NO SECRETS* makes it a requirement for local authority Social Services Departments to take a lead in working in partnership with health care providers, the police and the voluntary and private sector to: “*create a framework for action within which all responsible agencies work together to ensure a coherent policy for the protection of adults at risk of abuse*”

#### **Local authorities are required to:**

- Collaborate with public, voluntary, private sector agencies and with users and carers and involve them in developing an inter-agency response to Safeguarding Adults.
- Adopt a lead /co-ordinating role in the development of local Safeguarding Adults Policies and Procedures
- Carry out a policy and service audit, develop a Safeguarding Adults Strategy and present an Annual Report to elected Members.
- Collect and collate monitoring information.
- Ensure that Safeguarding Adults is included in commissioning and contract monitoring.
- Develop a Training Plan and ensure that training is provided.
- Disseminate information.

#### **Partner agencies have a responsibility to:**

- Work in collaboration with the local authority and other agencies.
- Investigate and take action when a vulnerable adult is believed to be suffering abuse.
- Produce internal guidelines.
- Appoint a lead officer.
- Provide training for staff and volunteers
- Draw up guidance on confidentiality
- Disseminate information to staff and service users.

#### **LSAB Terms of Reference**

- 1). Harrow's Local Safeguarding Adults Board (LSAB) is a multi-agency forum comprising of partners from the statutory sector (Council, PCT / NHS Acute and Mental Health Trusts, Police and CSCI.) together with partners from the private and voluntary sectors.
- 2). Working with service users and carers at the heart of the process, the LSAB aims to:

- ensure effective partnership arrangements
- devise strategies to detect and prevent abuse from happening
- agree operational definitions and thresholds for intervention
- co-ordinate multi-agency safeguarding adults policies and procedures
- develop systems and structures to safeguard vulnerable adults in Harrow

### 3). The Roles and Responsibilities of the LSAB

Member agencies are responsible for their full and effective contributions to the work of the LSAB.

This will include:

- To oversee the continued working of the Safeguarding Adults Policies and Procedures, including publication, distribution and administration of the procedures document.
- To manage and audit multi-agency relationships relating to the implementation of the procedures document.
- To review the policy and procedures on a two-yearly basis to reflect current experience and government guidance together with expectations and lessons learned from the monitoring process.
- To make links with other areas of national and local policy development
- To develop good practice guidance relating to i.e. Contracting and Commissioning, Care Management and developing those links across Child Protection, Domestic Violence, Direct Payments, the Community Safety Plan, etc.
- To maintain a strategic overview of Safeguarding Adults training and oversee the implementation of a multi-agency training programme
- To secure funding from statutory agencies to support the work and infrastructure of Safeguarding Adults in Harrow
- To promote the awareness of Safeguarding Adults issues amongst staff / professionals in the statutory, private and voluntary sectors together with service users and carers and the wider community.
- To produce public information, organise events, and use available resources to publicise the work of the LSAB.
- To promote a wider professional and public understanding of Safeguarding Adults through a variety of events or information campaigns.
- To identify and secure adequate resources and funding to ensure there are sufficient skilled staff across agencies to undertake investigations as appropriate
- To develop a robust audit and monitoring system and cascade / implement the learning from those audits to improve performance and practice.
- To use information from audit and monitoring to develop more robust protective measures and services.
- To oversee the production of an Annual Report and Action Plan to identify and deliver on the LSAB's aims and objectives.
- To present an Annual Safeguarding Adults report to Senior Officers, Members and to Executive Management Boards in line with good Governance arrangements.
- To ensure Safeguarding Adults and Protection issues are effectively addressed / included in areas of strategic planning and within the Harrow Strategic Partnership.



- To commission Serious Case Reviews on cases where a vulnerable adult/s has been seriously injured or died as a result of adult abuse.
- To liaise with other strategic groups, i.e. the Local Safeguarding Children's Board (LSCB) and the Domestic Violence Steering Group on areas of mutual interest including training and awareness raising.
- To oversee the work of the various Work Streams to deliver on identified aims and objectives and strategic priorities.
- To support the Safeguarding Adults Co-ordinator in their role.
- That a quorum is a third of the membership that is also representative of the sectors and client groups.

#### **4). Membership, Accountability and Decision Making Authority**

Representatives from partner organisations / agencies will be of sufficient seniority and authority within their agency to be able to take decisions and commit time / resources as appropriate to the work of the LSAB and associated work streams.

The LSAB will have a standing membership from:

- Adult and Housing Services
- Contracts and Brokerage
- The Metropolitan Police
- Harrow Primary Care Trust
- North West London Hospital Trust (NWLHT)
- Central and North West London Mental Health NHS Foundation Trust (CNWL)
- Commission for Social Care Inspection (CSCI)
- Independent Sector Providers
- The voluntary sector including Age Concern, HAD, Mencap, MIND, etc
- User and Carer Groups
- Advocacy Services
- Harrow Commission for Race Equality (CRE)

- 5). Representatives from these organisations are accountable to the organisation / agency they represent and are responsible for reporting back, both at an operational and strategic level and for embedding Safeguarding Adults within their agency and its Governance arrangements.
- 6). All representatives and agencies are jointly responsible for the actions of the LSAB
- 7). Other organisations / agencies or groups may be part of the LSAB or associated work streams for either a time limited period or permanently as appropriate and as decided by the LSAB
- 8). **The LSAB will meet 4 times per year with the work streams meeting in between the board meetings and reporting back to the LSAB at each board meeting.**

Adult abuse – break the silence

# REPORT IT

Abuse can be physical, sexual, financial, psychological, discriminatory or neglect

Harrow Council and its partners



**Are you, or someone you know  
being abused, hurt, or exploited?**

Call Harrow's Safeguarding Adults co-ordinator on:

**020 8420 9453**

during office hours or:

**020 8424 0999**

at all other times



*in conjunction with:*

