

Harrow Safeguarding Adults Board (HSAB)

Strategic Plan 2017 – 2020 (updated September 2019)

“Safeguarding means protecting an adult’s right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the time making sure that the adult’s wellbeing is protected including, where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action” (Care Act 2014)



in partnership with:



1. The Harrow Safeguarding Adults Board (HSAB)

In the context of the Care Act, the HSAB's remit is to set priorities, agree objectives and co-ordinate the strategic development of adult safeguarding across the Harrow area. It is the key mechanism for agreeing how local agencies will work together effectively to safeguard and promote the safety and wellbeing of adults with care and support needs who are at risk and/or are in vulnerable situations.

Under the Care Act 2014, the HSAB is required to publish a strategic plan and an Annual Report. The Care Act also set out the main purpose of a safeguarding adults board as:

- to assure itself that local safeguarding arrangements are in place as defined by the Care Act 2014 and statutory guidance;
- to assure itself that safeguarding practice is person-centred and outcome-focused;
- to work collaboratively to prevent abuse and neglect where possible;
- to ensure agencies and individuals give timely and proportionate responses when abuse or neglect have occurred;
- to assure itself that safeguarding practice is continuously improving and enhancing the quality of life of adults in Harrow

The HSAB also has links with a wide range of other strategic forums and partnerships including the Harrow Safeguarding Children's Board (HSCB), Community Safety Partnerships, PREVENT Board, Health and Wellbeing Board and Health Watch - in recognition of the strong links between the work of the HSAB and many of these forums and to minimise duplication/maximise efficiencies, particularly as objectives and membership are likely to overlap.

The HSAB aims to promote the contribution of users in its work and will continue to explore a range of approaches to achieve their meaningful involvement.

Vision

The Harrow Safeguarding Adults' Board (HSAB) has an agreed vision for the borough:

“Harrow is a place where adults at risk from harm are safe and empowered to make their own decisions and where safeguarding is everyone's business”

2. Principles and Values

The Harrow SAB partners will safeguard the welfare of adults at risk by working together in the six key areas published by the Department of Health in May 2013 - empowerment; protection; prevention; proportionality; partnership and accountability.

3. Care Act 2014

Under the Care Act 2014 the HSAB has statutory membership requirements and 3 core duties.

It **must**:

- i. publish a strategic plan for each financial year
 - the HSAB had a 3 year strategic plan for 2014 – 2017 which was updated each year. This document is the next version to cover the 3 year period 2017 – 2020 and will continue to be updated annually after production of the annual report
- ii. publish an annual report
 - the HSAB's 11th Annual Report (for 2017/2018) was presented to the Council's Scrutiny Committee on 16th October 2018 and the 12th report for 2018/2019 will go to a Scrutiny meeting on 5th November 2019
 - the HSAB's 11th Annual Report (for 2017/2018) was presented to the Harrow Health and Wellbeing Board on 1st November 2018
 - each partner organisation represented at the HSAB presented the Board's Annual Report for last year at their Executive level meeting or equivalent
 - as in previous years, the annual report was produced in "Executive Summary", "key messages for staff" and "easy to read" formats and is available to a wider audience through the Council and partner agencies websites

- iii. conduct any Safeguarding Adults Reviews (SARs)
 - the HSAB has an agreed protocol for carrying out Safeguarding Adults Reviews, but no referrals were received requesting a SAR in 2018/2019
- iv. have the following organisations on the Board – the Council; the local NHS Clinical Commissioning Group (CCG) and the chief officer of Police
 - the membership of Harrow’s SAB (as at March 2019) is shown in Appendix 1 and attendance records are reported in each annual report

4. National legislative & guidance framework

The national and legal requirements for safeguarding adults at risk are contained in the Care Act 2014 and the accompanying statutory guidance which came into force in April 2015. It sets out the statutory duty to have a safeguarding board in each local authority area. It details who should be members of the board and what the responsibilities of the boards are. It sets out a statutory duty on the Local Authority to make enquiries if they reasonably suspect an adult is being or is at risk of being abused or neglected. The local authority can delegate the enquiry to be carried out by another organisation.

The Act defines who are considered to be people in need of this safeguarding as people:

- (a) who have needs for care and support (even if the authority is not meeting any of those);
- (b) are experiencing, or is at risk of, abuse or neglect; and
- (c) as a result of those needs are unable to protect themselves against the abuse or neglect, or the risk of it

The list of types of abuse and neglect is broad and includes:

- physical abuse
- domestic violence
- sexual abuse
- psychological abuse
- financial or material abuse
- modern slavery

- discriminatory abuse
- organisational abuse
- neglect or acts of omission
- self-neglect

5. Local Policy and Procedures

In September 2019 the Harrow SAB formally signed up to the revised London multi-agency safeguarding adults procedures which can be found embedded here:

<http://londonadass.org.uk/wp-content/uploads/2019/05/2019.04.23-Review-of-the-Multi-Agency-Adult-Safeguarding-policy-and-procedures-2019-final-1-1.pdf>

The Harrow SAB also has a range of relevant procedures e.g. for undertaking Safeguarding Adults Reviews (SARs) and working with situations of self-neglect. These can also be found via the above web link.

6. Statistical Trends (2015/16 to 2018/2019)

Statistic	2015/2016	2016/2017	2017/2018	2018/2019	*National figure (2017/2018)
Concerns	1690	1662 (2% decrease)	1467 (11% decrease)	1403 (4% decrease)	Not available
Concerns taken forward as enquiries	40%	39%	43%	42%	38%
Repeat referrals (enquiries)	19%	31%	17%	16%	16%
Completed referrals (enquiries)	100%	95%	99%	101%	100%
Concerns from non white backgrounds	51%	48%	51%	56%	8%
Where abuse took place	Client's own home (61%)	Client's own home (63%)	Client's own home (57%)	Client's own home (58%)	Client's own home (43%)
	Care Homes (20%)	Care Homes (14%)	Care Homes (19%)	Care Homes (15%)	Care Homes (35%)
User group	Older people (46%)	Older people (48%)	Older people (48%)	Older people (52%)	Older people (45%)
	Physical Disability (40%)	Physical Disability (38%)	Physical Disability (34%)	Physical Disability (38%)	Physical Disability (31%)
	Mental Health (31%)	Mental Health (33%)	Mental Health (31%)	Mental Health (27%)	Mental Health (9%)
	Learning Disability (13%)	Learning Disability (12%)	Learning Disability (13%)	Learning Disability (11%)	Learning Disability (10%)

Type of abuse	Physical (23%)	Physical (19%)	Physical (19%)	Physical (20%)	Physical (22%)
	Neglect (21%)	Neglect (21%)	Neglect (22%)	Neglect (24%)	Neglect (32%)
	Emotional (20%)	Emotional (20%)	Emotional (20%)	Emotional (19%)	Emotional (13%)
	Financial (17%)	Financial (22%)	Financial (19%)	Financial (18%)	Financial (15%)
	Not recorded this year	Domestic abuse (75 cases)	Domestic abuse (86 cases)	Domestic abuse (74 cases)	Domestic abuse - (not available)
	Not recorded this year	Self neglect (14 cases)	Self neglect (28 cases)	Self neglect (21 cases)	Self neglect - (not available)
Person alleged to have caused harm (highest incidence first)	Family including Partner (35%)	Family including Partner (35%)	Family including Partner (41%)	Family including Partner (42%)	Not available
	Social care staff (22%)	Social care staff (19%)	Social care staff (21%)	Social care staff (22%)	Not available
	Not recorded this year	Stranger (4%)	Stranger (5%)	Stranger (2%)	Not available
Outcomes for adult at risk	Increased monitoring (13%)	Increased monitoring (13%)	Increased monitoring (12%)	Increased monitoring (10%)	Not available
	Community Care Services (13%)	Community Care Services (17%)	Community Care Services (20%)	Community Care Services (23%)	Not available
	Court of Protection application (1%)	Not available			
	Advocacy (2%)	Advocacy (3%)	Advocacy (2%)	Advocacy (3%)	Not available
	MARAC referral (5%)	MARAC referral (1%)	MARAC referral (1%)	MARAC referral (1%)	Not available

Prosecutions or Police action as an outcome for PACH	12%	16%	14%	12%	Not available
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8. *The 2017/2018 data is the most recent national information available for comparison

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9. Equality, Diversity and Human Rights Impact Assessment

The HSAB considers local statistics at each quarterly meeting and at its annual review/business planning event, with particular emphasis on ensuring that concerns are being received from all sections of the community. Over the 3 years covered by the previous strategic plan a number of changes to outreach practice have been implemented following Board deliberations and in 2018/2019 the percentage of alerts from BME communities was in line with the most up to date Census information for adults. Improvements had also been seen in underrepresented groups such as people with mental health difficulties. This plan has been developed using the knowledge/analysis gathered over recent years (see statistical trends above).

10. Information Sharing

The HSAB has an agreed Information Sharing Policy in place as it relates to local work to safeguard adults at risk of harm.

11. Links with other forums

A number of HSAB members attend other relevant joint groups e.g. the Domestic Violence Forum/MARAC, Prevent Panel, Multi-agency Public Protection Arrangements (MAPPA), Anti-social Behaviour Action Group (ASBAG) etc. This ensures that key strategic documents and plans contain reference to safeguarding adults and joint projects are enabled e.g. highlighting door step crime with Trading Standards/Police; training events with the DV Forum; work with the Banks/Police in response to ATM (cash machine) crime for older people.

12. Strategic Plan 2017 – 2020

This strategic plan builds on the work already carried out in Harrow as set out in the Board's previous version for 2014 – 2017. It focuses on planned work with member and partner agencies as well as other local multi-agency partnerships to address the local agenda.

This plan is informed by data analysis and comparison, over time and where possible, with other boards. Use has been made of qualitative data so that, for example, the voices of users who have experienced abuse or neglect are heard and inform the strategy. The findings of case reviews, audits and safeguarding adults reviews has also been utilised.

As with the 2014/2017 plan it is informed by current research and by developments in other areas.

Please see the Board's recent Annual Reports, the previous Strategic Plan and quarterly performance reports for further details:

http://www.harrow.gov.uk/info/200184/adults_at_risk/734/harrow_s_safeguarding_adult_s_board_hsab

The strategic plan has two main purposes:

- to specify the actions required by the Harrow Safeguarding Adults Board and each of its member agencies to implement the strategy, including timescales; and

- to inform the local community and all interested parties, including practitioners, about the work programme of the HSAB

Progress on the actions below will be reported each year in the Board's annual report and this plan will be updated accordingly.

13. Action plan priorities – 2019/2020

The Board's priorities are developed from analysis of the statistics presented at quarterly meetings; feedback from users; learning from research, audits; and case reviews. They are organised around the four Care Act statutory requirements and six principles.

Principle One: Empowerment <i>Presumption of person led decisions and informed consent</i>			
Priorities	Actions	Lead agency/s	Timescale
<p>The HSAB ensures effective communication with its target audiences</p> <p>Impact and effectiveness are evaluated and influence changes to future campaigns</p>	<p>A range of methods are used throughout the year to provide information to all sections of the community with a focus on people/groups highlighted in the statistics (e.g. older people living in their own home)</p>	<p>Safeguarding Adults Service (LBH)</p>	<p>End March 2020</p>
<p>The Harrow SAB's work is influenced by user feedback and priorities</p> <p>Demonstrable changes in practice are evident through file audit, user interviews and as presented by experts by experience at the HSAB Review</p>	<p>Further attempts are made with Head Teachers to engage with young people and adults at risk – in relation to disability awareness and social inclusion</p> <p>Develop accessible information for hospital patients in both mainstream and mental health units about Making Safeguarding Personal (MSP)</p> <p>Develop more "safety hubs" in Harrow</p>	<p>People Services (LBH) and HSCB</p> <p>CNWL and LNWHT</p> <p>Harrow Mencap</p>	<p>End March 2020</p> <p>End March 2020</p> <p>End March 2020</p>

<p>Principle Two: Prevention <i>There is a culture that doesn't tolerate abuse, dignity/respect are promoted and it is better to take action before harm occurs</i></p> <p><i>Communities have a part to play in preventing, detecting and reporting neglect and abuse</i></p>			
<p>Priorities</p>	<p>Actions</p>	<p>Lead agency/s</p>	<p>Timescale</p>
<p>The HSAB is reassured that partnership priorities are informed by local intelligence about risk and prevalence</p>	<p>Use “deep dive” statistical reports in areas of interest/concern to the HSAB e.g. crimes against older people in their own homes</p>	<p>LBH Safeguarding Team</p>	<p>End March 2020</p>
<p>The Harrow SAB ensures that community safety for adults with care/support needs is a high priority for action</p> <p>Numbers of home fire safety checks increase from the 2018/2019 out-turn position</p>	<p>Relevant campaigns take place each year (e.g. a focus on scams, door step crime, distraction burglary) and formal evaluation influences future activities</p> <p>Work continues with care providers and the general public about fire safety</p> <p>The recommendations from the fatal fire review are implemented (see section 3 for details)</p>	<p>Trading Standards and LBH Safeguarding Team</p> <p>LBH Safeguarding Team</p> <p>LFB</p>	<p>End March 2020</p> <p>End March 2020</p> <p>End March 2020</p>

<p>Principle Three: Proportionality</p> <p><i>Proportionate, person centred and least intrusive response appropriate to the risk presented (best practice)</i></p>			
<p>Priorities</p>	<p>Actions</p>	<p>Lead agency/s</p>	<p>Timescale</p>
<p>The HSAB has an effective Quality Assurance framework in place which includes relevant approaches to overseeing effective practice</p>	<p>A minimum of 40 externally audited and 30 internally audited cases will be completed each year; and independent user interviews will take place – with a focus on ensuring that a person centred approach to practice (including use of advocates) identified the outcomes desired by users</p> <p>HSAB members ensure use of the NHSE and ADASS audit tool within their organisations – with actions fed back to the HSAB</p>	<p>LBH Safeguarding Team</p> <p>All HSAB members</p>	<p>End March 2020</p> <p>Annually</p>
<p>The Harrow SAB is reassured that Making Safeguarding Personal (MSP) is well embedded in practice – demonstrated through file audit, data returns and user feedback at the annual review</p>	<p>Develop accessible information for hospital patients in both mainstream and mental health units about Making Safeguarding Personal (MSP)</p>	<p>CNWL and LNWHT, with the MIND in Harrow HUG Group</p>	<p>End March 2020</p>

Principle Four: Protection <i>Support and representation for those in greatest need</i>			
Priorities	Actions	Lead agency/s	Timescale
The Board oversees actions to address the issues highlighted in the national LeDeR report	Training events for Providers are organised on: sepsis; constipation; aspiration pneumonia and mental capacity assessments (with a focus on learning disability services)	LBH Safeguarding Team with Harrow CCG	End March 2020
HSAB has a focus on supported housing so that there are the same safeguards and protection for vulnerable people in these settings as for those in regulated services	Focussed monitoring by the Harrow Safeguarding Assurance and Quality (SAQ) Team, alongside events for Providers about best practice	LBH Safeguarding and DOLS Service	End March 2020
The HSAB is reassured that adults at risk are empowered to raise concerns from any setting (including in-patient units and care homes)	HSAB considers any actions required locally to address the recommendations arising from the investigations into the recent institutional abuse at Mendip House and Cygnet Healthcare	LBH Safeguarding Team	End March 2020
	The HSAB relaunches the revised self neglect protocol	LBH Safeguarding Team	End December 2019

<p>The HSAB is reassured that Liberty Protection Safeguards (to replace the DOLS arrangements) are implemented effectively</p>	<p>Reports provided to the HSAB during the implementation period</p>	<p>LBH DOLS Team with Harrow CCG; CNWL and LNWHT</p>	<p>Autumn 2020</p>
<p>Principle Five: Partnership <i>Effective partnership working ensures a “whole family” approach leading to the best possible outcomes for users</i> <i>Effective partnership working ensures an effectively coordinated approach leading to the best possible outcomes for users</i></p>			
<p>Priorities</p>	<p>Actions</p>	<p>Lead agency/s</p>	<p>Timescale</p>
<p>The HSAB and HSCB work collaboratively ensuring a “whole family” approach to safeguarding work</p>	<p>A 4th joint HSCB HSAB conference will be held in 2020 with a focus on “suicide prevention and mental health”</p>	<p>HSCB and HSAB learning and development sub-group</p>	<p>January 2020</p>
<p>The HSAB and HSCB are reassured that there is a robust transition process in place for young people with care/support needs leaving care who have identified safeguarding issues</p>	<p>The existing transition protocol in place for the HSAB and HSCB will be updated and relaunched, incorporating Research in Practice findings/recommendations</p>	<p>HSCB and HSAB sub-group</p>	<p>End March 2020</p>

“Think whole family”	The new joint HSAB HSCB sub-groups to focus on cross over issues: domestic abuse; safeguarding in transition; cross generational work e.g. with schools/colleges	HSCB and HSAB sub-group	End March 2020
<p>Principle Six: Accountability</p> <p><i>The Board meets its statutory requirements as set out in the Care Act 2014.</i></p>			
<p>Priorities</p>	<p>Actions</p>	<p>Lead agency/s</p>	<p>Timescale</p>
<p>The general public is aware of safeguarding issues and the work of the HSAB</p>	<p>The HSAB Annual Report for 2018/19 is published in an “easy to read” format and posted on all partner websites</p>	<p>LBH Safeguarding Team</p>	<p>End August 2019</p>
<p>Relevant staff are aware of safeguarding issues and the work of the HSAB</p>	<p>The HSAB Annual Report for 2018/19 is published in “Executive summary” and “staff headlines” formats and posted on all partner websites</p>	<p>LBH Safeguarding Team</p>	<p>End August 2019</p>

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14. Further information and contact details

For further information about this report or any aspect of safeguarding vulnerable adults at risk of harm in Harrow, the website is:

www.harrow.gov.uk/safeguardingadults

If you would like information or advice (including how to access the multi-agency training programme) the Safeguarding Adults Service can be contacted on the telephone number below or via e-mail at:

safeguarding.adults@harrow.gov.uk

If you are concerned about an adult with care/support needs that might be at risk of harm and want to make a referral for an older person or an adult with a disability, this can be done through Access Harrow on: 020 8901 2680

(ahadultsservices@harrow.gov.uk)

If you are concerned about an adult with care/support needs that might be at risk of harm and want to make a referral for a younger person with mental health difficulties, this can be done through 0800 023 4650 (CNWL single point of access).

(cnw-tr.mentalhealthsafeguardingharrow@nhs.net)

Any enquiries about the Deprivation of Liberty Safeguards (DoLS) including requests for authorisations can be e-mailed to: DOLS@harrow.gov.uk

DoLS requests can also be sent to the safe haven fax: 020 8416 8269.

The address for written correspondence (to either Access Harrow or the Safeguarding Adults and DoLS Service) is:

Civic Centre
PO Box 7,
Station Road,
Harrow, Middx. HA1 2UH

Appendix 1

HSAB Membership (as at 31st March 2019)

HSAB Member	Organisation
Florence Acquah	London North West Healthcare NHS Trust (hospital services)
Kate Aston	Central London Community Health Care NHS Trust
Christine-Asare-Bosompem	Harrow NHS Clinical Commissioning Group
Cllr Simon Brown	Elected Councillor (Portfolio Holder), Harrow Council
Barry Loader	Metropolitan Police – Harrow (Vice Chair)
Karen Connell	Harrow Council Housing Department
Julie-Anne Dowie	Royal National Orthopaedic Hospital NHS Trust
Jaya Karira	Westminster Drug Project
Andrew Faulkner	Brent and Harrow Trading Standards
Mark Gillham	Mind in Harrow
Lawrence Gould	Harrow (NHS) CCG – GP/clinical representative
Paul Hewitt	People Services, Harrow Council
Sherin Hart	Private sector care home provider representative

Chris Miles	London Ambulance Service
Marie Pate	Healthwatch Harrow
Alan Taylor	London Fire Service
Nigel Long	Harrow Association of Disability
Coral McGookin	Harrow Safeguarding Children's Board (HSCB)
Tina Smith	Age UK Harrow
Cllr Chris Mote	Elected Councillor (shadow portfolio holder), Harrow Council
Tanya Paxton	CNWL Mental Health NHS Foundation Trust
Deven Pillay	Harrow Mencap
Visva Sathasivam	Adult Social Care, Harrow Council (Chair from December 2017)
Officers supporting the work of the HSAB	
Sue Spurlock	Safeguarding Adults and DoLS Services – Harrow Council
Seamus Doherty	Safeguarding Adults Co-ordinator - Harrow Council