

Harrow Safeguarding Adults Board (HSAB)

Strategic Plan 2021 – 2024 (updated October 2021)

“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:



Foreword from the HSAB Chair (Chris Miller)



“This strategic plan is published as part of the Harrow Safeguarding Adults’ Board’s (HSAB) legal responsibilities under the Care Act 2014. In it we want to publicise how we intend to work together as a partnership to make Harrow a safe place for adults who have care and support needs or who are vulnerable in other ways.

My role as independent chair of the HSAB is to encourage partners to coordinate what they do to protect the vulnerable from harm and to otherwise promote their welfare.

The range of activities and functions that the various partners undertake and the diversity of issues to be solved is considerable. There is good evidence that partnerships that focus on a small number of objectives tend to achieve more than those who plan to do more than they are capable of delivering.

To that end we have three priorities, which we have developed alongside the Children’s Safeguarding Board which we will concentrate on over the next three years. We see safeguarding as a crosscutting theme that impacts children, adults and their families in many linked ways. This is called “Think Whole Family” and by operating in this way we want to make sure that the work of the Adults’ and Children Boards are complementary and contain as little duplication as possible.

Our priorities described in this plan are domestic abuse; mental health and wellbeing; and contextual safeguarding.

Harrow has a skilled and stable workforce and its partnership working is of a high order. The commitment of the partners to this plan will ensure that Harrow remains a safe place for people to live, work and take leisure”.

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”

1. The Harrow Safeguarding Adults Board (HSAB)

In the context of the Care Act 2014 (the 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 Act, the HSAB is required to publish a strategic plan and an Annual Report. The Act also says that the main purposes of a safeguarding adults board are:

- to assure itself that local safeguarding arrangements are in place as defined by the Act and statutory guidance;
- to assure itself that safeguarding practice is person-centred and outcome-focused;
- to work collaboratively to prevent abuse and neglect;
- to ensure agencies and individuals provide a timely and proportionate response 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. The HSAB strives to ensure that the strong links it has with these other partnership boards add to collective effectiveness particularly in those areas where objectives overlap. The HSAB seeks to improve efficiency and reduce duplication.

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.

HSAB Sub-Groups

The HSAB has a series of sub-groups which are held jointly with the Harrow Safeguarding Children’s Board. Both Boards have agreed that “**Think Whole Family**” is a priority for them; ensuring that safeguarding is seen in the round rather than being compartmentalised into different and sometimes competing demands.

The sub-groups are: learning and development; quality assurance; and case reviews. There is also a business coordination group which oversees the functions of the 2 safeguarding boards and ensures that joint working opportunities are maximised.

Sitting alongside the HSAB (and HSCB) is the Harrow Safeguarding Strategic Partnership (HSSP) which provides an overarching strategic link for bringing safeguarding together across the partnership. It also scrutinises progress on any actions agreed by the HSSP to empower the HSAB, HSCB and other agencies not represented in the partnership to raise issues, but to avoid any duplication of work being carried out by other groups.

1. 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 – people in Harrow will be supported and encouraged to make their own decisions through informed consent
- Prevention – in Harrow the HSAB believes it is better to take action before harm occurs
- Proportionality – to safeguard the people of Harrow, the HSAB will take the least intrusive response appropriate to the risk
- Protection – the HSAB will support and ensure representation for those in greatest need
- Partnership – solutions will come from agencies and local people working together across Harrow, all having a part to play in preventing, detecting and reporting neglect and abuse
- Accountability – the work of the Board will be transparent and accountable to the people of Harrow

2. Care Act 2014 (The Act)

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

It **must**:

- i. publish a strategic plan for each financial year
 - the HSAB has had 3 year strategic plans for 2014 – 2017 and 2017 – 2020 (extended to March 31st 2021) both of which were updated annually after the publication of the Board’s annual report. This document is the next version to cover the 3 year period 2021 – 2024 and will continue to be updated annually
- ii. publish an annual report
 - the HSAB’s 14th Annual Report (for 2020 - 2021) was presented to the Harrow Health and Wellbeing Board on 23rd November 2021
 - 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 “easy to read” format 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 and SAR “A” was concluded in 2021 with practitioner learning events taking place through the summer and autumn.
 - SAR “B” commenced in 2021
- 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 meets this criteria

3. National legislative & guidance framework

The national and legal requirements for safeguarding adults at risk are contained in the Care Act 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 places 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 in need of this safeguarding as people:

- (a) who have needs for care and support (even if the Authority is not meeting them);
- (b) are experiencing, or are 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

4. 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 through the following link:

<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); escalating concerns; and working with situations of self-neglect. These can also be found via the above web link.

5. Equality, Diversity and Human Rights Impact Assessment

The HSAB considers local statistics at each quarterly meeting and at its annual review/business planning event. The Board is particularly keen to ensure 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 took place following Board recommendations concerning the diversity of the recorded client base. In 2020/2021 more detailed data was available to the HSAB which highlighted 2 key areas: (i) less concerns from the Asian community when the numbers are adjusted for population size; and (ii) proportionately fewer concerns for Black people progressing to enquiries. The Quality Assurance subgroup is looking at these issues in more detail and there will also be independent audit of cases to try and understand the data better. The findings and any required actions will be reported to the HSAB.

6. 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.

7. Links with other forums

A number of HSAB members attend other relevant joint groups e.g. Healthwatch, 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 committed on older people.

8. Strategic Plan 2021 - 2024 (updated October 2021)

This strategic plan builds on the work already carried out in previous years under earlier strategic plans. It describes how the members of the HSAB will work together and with other local multi-agency partnerships to address the local safeguarding priorities. 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 have also been utilised.

As with the previous plans 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:


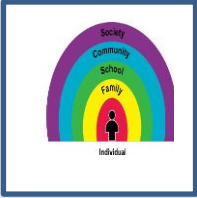
- to specify the actions required by the HSAB and each of its member agencies to implement the strategy, including timescales; and
- to inform the local community and all interested parties, including practitioners, about the work programme of the HSAB

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



9. Action plan priorities

‘THINK WHOLE FAMILY’ (joint priorities with the Harrow Safeguarding Children’s Board)

 <p>Preventing harmful behaviour</p>	<p>1. MENTAL HEALTH</p> <ul style="list-style-type: none"> • Promote an early intervention and prevention approach to mental ill health with a focus on harmful behaviour, including self-harm and suicide • Promote collaboration between services and agencies at all stages of assessment and intervention • Consider how multiple vulnerabilities impact mental ill health such as substance misuse and domestic abuse
 <p>Through a welfare lens</p>	<p>2. CONTEXTUAL SAFEGUARDING</p> <ul style="list-style-type: none"> • Target the contexts in which that abuse occurs, from assessment through to intervention • Develop partnerships with agencies who have a reach into extra-familial contexts e.g. transport providers, retailers, residents’ associations, parks and recreation services • Monitor outcomes of success in relation to contextual, as well as individual, change



**Early identification
of risk**

3. DOMESTIC ABUSE

- Ensure all relevant sectors have access to training and awareness training
- Promote vigilance to the fact that age, gender, ethnicity and ability do not discriminate in term of who can become a victim or perpetrator of domestic abuse
- Ensure early intervention and appropriate support for victims
- Promote access to specialist intervention programmes for perpetrators

Safeguarding Guidance:

Adults: <http://www.harrow.gov.uk/safeguardingadults>

Children: www.harrowlscb.co.uk

The following priorities were agreed by the HSAB at its business development events in 2020 and 2021

Multi agency partnership work and particularly our relationship with HSCB: what we need to focus on:

- create and support a training programme for the Police to facilitate more successful investigations where crimes appear to have been committed against vulnerable people
- for Harrow Council to sign up to an Appropriate Adult Scheme (which ensures that vulnerable adults in police custody receive appropriate help and support)
- redesign the future multi-agency training programme particularly in the light of COVID19
- involve care homes in the wider safeguarding agenda (including prevention) in different ways - wherever possible using existing provider forums
- analyse data for adults at risk living at home and develop a strategy to improve preventative work targeting that group
- revisit and refresh the membership of the HSAB ensuring good adults' representation at the main meeting and all subgroups
- participate in the London SAB "user voices" work including recruitment of users for the HSAB

Relationships with and between health commissioners and providers: what we need to focus on:

- monitor the numbers of actual annual health checks carried out by GPs for people with a learning disability
- ensure that adult safeguarding is built into the functions and processes of the ICP, as it develops over the next 12 – 18 months

Data set: what we need to focus on:

- develop an HSAB data set with analytical capability that can cover all the HSAB partners focusing on people living in their own homes
- explore why there are proportionately less enquiries progressed for Black people adjusting for relative population sizes

Quality Assurance: what we need to focus on:

- recruit at least one lay member for the HSAB
- ask the QA sub-group to identify one key area from the data set for a multi-agency audit
- ensure that the QA subgroup is provided with audit reports compiled by the Statutory Agencies (NHS Trusts; Police and Adult Social Care)

Access to Justice: what we need to focus on:

- create and support a training programme for the Police to facilitate more successful investigations where crimes appear to have been committed against vulnerable people (repeated from above)
- for Harrow Council to sign up to an Appropriate Adult Scheme (which ensures that vulnerable adults in police custody receive appropriate help and support)
- ask business intelligence to run a report on cases where criminal prosecution is an outcome, compared to the number of requests for legal redress asked for at the outset of the enquiry
- seek reassurance from the CPS about their performance in conjunction with the police and other service providers

User voice: what we need to focus on:

- monitor and support the local implementation of Liberty Protection Safeguards (LPS) for April 2022
- develop a way of accessing the user voice through remote working
- explore training packages for those chairing or leading remote sessions
- develop a strand of work around homelessness
- explore why there are proportionately less concerns raised for Asian people adjusting for relative population sizes

Development on or changes to existing priorities: what we should focus on:

- ask Age UK to consider a campaign for older people living at home related to fraud, scams and financial abuse possibly in cooperation with the Trading Standards Team
- oversee implementation of the recommendations from the current SAR including more focused work on self-neglect
- collaborate with the HSCB in running the 2022 joint conference

10. 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 (aged 18 – 65) with mental health difficulties, this can be done through 0800 023 4650 (CNWL single point of access: SPA).

(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:

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