



# **Barking and Dagenham Safeguarding Adults Board Annual Report 2018 – 19**



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# Independent Chair's Foreword and Overview 2

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This is the Annual Review report of Barking and Dagenham's Safeguarding Adults Board (SAB) for the year April 2018 to March 2019. However in practice, given that the report was agreed at the quarterly meeting of the SAB on 10 July 2019, it includes matters up to July 2019. This enables important inclusion of the Board's continuing and new ambitions and priorities for the whole of 2019/20 until March 2020 (see Chapter 8).

The report covers the first full year of my term as Independent Chair (begun in September 2017) during which time we have strengthened the Board by including in full membership of all seven key statutory organisations serving the borough - Barking and Dagenham Council with its wide range of functions and political leadership, NHS Clinical Commissioning Group, Metropolitan Police, Fire Service, Barking, Havering and Redbridge and North East London NHS Trusts, and Probation Service.

I have been personally very appreciative of the excellent willingness and commitment to the Board's work from senior and very busy colleagues of all organisations so as to enable the SAB to be an effective check on all multi-agency safeguarding practice, management, communication, information sharing, performance measurement, quality assurance and organisational governance. The SAB has operated in relation to individual cases and individual partners 'without fear or favour', challenging and seeking out assurance on varied matters of question, responsibility and action.

As I said last year in the Annual Report, the SAB has the responsibility\* to give confidence (i) to the Barking and Dagenham public, (ii) to those people who represent their interests, and (iii) to the leadership of organisations, that the borough's Safeguarding Adults Board is properly committed to and capable of discharging its responsibilities in the way in which everyone has a right to expect. I hope that the following pages satisfy those challenges without being too lengthy and detailed.

(\* the Safeguarding Adults Board has three core statutory responsibilities under the Care Act 2014 – to produce this Annual Report, to have a Strategic Plan – see Chapter 8, and to undertake Safeguarding Adults Reviews when they are warranted.)

The scale of the challenges for safeguarding adults continue to be considerable. People in the borough who are in some way more vulnerable than others (e.g. frailty, disability, illness, limited language, culture or being of a minority in some other respect); are therefore at a higher risk of harm, abuse or neglect by some other more powerful person or body. The data around safeguarding concerns can be seen in this report at chapter 5.

Protection arrangements need to be alert, available, appropriate, responsive and personal ('making safeguarding personal'). They also need to be responsive to newer and expanding areas of abuse, such as modern slavery, human trafficking, multiple forms of exploitation and domestic abuse, financial and cyber abuse. All of these impact most harshly on people who are less able to resist threats because of their mental capacity, mental health, homelessness and other less robust lifestyles. Notwithstanding, any one of us is potentially vulnerable to becoming a victim of harm by those who neglect or by the failure of a service that may cause us harm.

People in Barking and Dagenham may also become more vulnerable as services, staff and partnerships working in different agencies become more stretched with reduced funding and resources, delays in service and practitioner staff who have too much expected of them in the time they have available. Offering people individualised advice, advocacy, support or care takes time and skill. It is vital that the SAB holds a realistic overview of what is needed, what can be done and how well things are done, holding to account and reporting in a public document such as this.

During the year I am pleased to report that we have:

- Put in place two strong Board committees with delegated responsibilities for (i) Performance and Quality Assurance (chaired by a senior Council officer) and (ii) Safeguarding Adults Reviews (chaired by a senior NHS CCG officer). The former has improved markedly the quality and timeliness of data from all partners, indications of trends and robustness of assurance.
- Given time and thought to ways the Board can most effectively take forward its responsibilities for (iii) Learning and Development and (iv) Community engagement and listening to service user voices. These continue with active plans into 2019/20.
- Completed an all-organisations self-assessment, assurance and Board peer challenge exercise in May/June 2018, with a plan to repeat this in the early months of 2020, next time jointly with Havering SAB. Where possible the Independent Chairs and Board Managers across Barking and Dagenham, Havering and Redbridge are increasingly working together on those matters which lend themselves to tri-

borough common (or near common) approaches. Nevertheless, it is important to emphasise that the Barking and Dagenham SAB continues to have the sole statutory responsibility and public accountability for what happens in and to people in this borough.

- At a personal level, in my 'independent' role I have been able to visit services and talk with people, especially across the Council and NHS organisations serving Barking and Dagenham, and to witness good practice, innovative thinking, high levels of professionalism and huge personal commitment. Personal and inter-organisational relations are generally good in the borough. All partners recognise that there is more for them to do, alone and with others.

Chapter 8 of this report demonstrates how the SAB is thinking ahead not just to the improvements and developments needed in 2019/20 but also to its longer-term ambitions and priorities for the whole of the three year period to March 2020.

Readers will note repetition, rightly, of a few core headlines:

1. Robust processes for responding to concerns and enquiries and communicating with others about them, wherever they emerge.
2. Making Safeguarding Personal (literally).
3. Ensuring close links with child safeguarding, domestic violence, community safety, health and well-being partnership working, both at individual case and multi-agency organisational levels.
4. Meaningful engagement, listening to, learning from and adapting because of voices from beyond senior levels of the statutory organisations – service users/patients/victims/carers, practitioner staff, local community organisations representing minority perspectives and others.
5. Keeping the SAB 'real' and grounded in the reality of people's lives and their worries in Barking and Dagenham.

I hope that it will be apparent from the above paragraphs that the Barking and Dagenham Safeguarding Adults Board has a clear sense of its short term and longer-term priorities, that partners are committed to these, but that there is much to do. Resource and staffing pressures on all partners, practitioners and managers are immense. Nowhere is there any complacency.

I am particularly grateful for the support to the Board and myself from Joanne Kitching, the SAB Business Manager and to the 'lead people' from Council, three NHS organisations, Police, Fire and Probation personally - thank you.

To people and organisations more widely, I hope that this Annual Report offers reasonable assurance that the SAB is resolved and determined that people should be protected from harm and abuse in Barking and Dagenham and that the SAB will be as effective as we can be in our duties, responsibilities and priorities.

**Brian Parrott**

**Independent Chair**

**Barking and Dagenham Safeguarding Adults Board**

# What is Safeguarding?

## 3

The Care Act 2014 statutory guidance defines adult safeguarding as:

‘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 same time making sure that the adult’s wellbeing is promoted including, where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action. This must recognise that adults sometimes have complex interpersonal relationships and may be ambivalent, unclear or unrealistic about their personal circumstances.’

The Care Act 2014 came into force on 1<sup>st</sup> April 2015. The Act introduced new requirements for safeguarding adults and the arrangements that each locality must have in place to ensure that vulnerable people are protected from risk, abuse or neglect. The Local Authority, NHS Clinical Commissioning Groups and the Police are all statutory partners of the Safeguarding Adults Board (SAB) and other important partners are also involved in various different ways.

The Care Act identifies six key principles that should underpin all safeguarding work. These are accountability, empowerment, protection, prevention, proportionality and partnership.



# The SAB's Vision

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Every adult living in the London Borough of Barking and Dagenham has the right to live in safety, free from fear of abuse or neglect. The Safeguarding Adults Board exists to make sure that organisations, people and local communities work together to prevent and stop the risk of abuse or neglect.

In the London Borough Barking and Dagenham we want to embed a stronger and safer culture that supports adults who are at risk of harm. We know that to achieve this we have to work in partnership with the people who use local services and with the wider local community. All agencies working with adults at risk have an essential role in recognising when these people may be in need of protection. Agencies also have a responsibility to work in partnership with adults at risk, their families, their carer(s) and each other. The introduction of the Care Act 2014 has brought in many changes in Adult Social Care Services. The Safeguarding Adults Board has a statutory duty to ensure it uses its powers to develop responsibility within the community for adults who need care and protection.

The prime focus of the work of the Safeguarding Adults Board is to ensure that safeguarding is consistently understood by anyone engaging with adults who may be at risk of or experiencing abuse or neglect, and that there is a common commitment to improving outcomes for them. This means ensuring the community has an understanding of how to support, protect and empower people at risk of harm. We want to develop and facilitate practice which puts individuals in control and generates a more person-centred approach and outcomes.

The Safeguarding Adults Board has developed a Strategic Plan which sets out how we will work together to safeguard adults at risk.

The Safeguarding Adults Board has a responsibility to:

- **protect** adults at risk
- **prevent** abuse occurring, and
- **respond** to concerns.

It may be suspected that someone is at risk of harm because:

- there a general concern about someone's **well being**
- a person sees or hears something which could put **someone at risk**
- a person tells you or someone else that something has happened or is happening to them which could put **them or others at risk**.



# The Board and Committees 4

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The Barking and Dagenham Safeguarding Adults Board is made up of the following statutory partners:

- The Local Authority
- The Borough Police
- The NHS Clinical Commissioning Group.

During the latter part of 2017/18, following the appointment of the new SAB Independent Chair from September 2017, a number of changes began to be made to Board arrangements.

The SAB now has two committees, which are chaired by different partner organisations:

- The Performance and Assurance Committee (chaired by the London Borough of Barking and Dagenham)
- The Safeguarding Adult Review Committee (chaired by the Clinical Commissioning Group)

Other members of the Board include:

- the Council Cabinet Member for Social Care and Health Integration
- the two Chairs of the Committees
- a representative from North East London Foundation Trust (NELFT)
- a representative from Barking, Havering, Redbridge University Hospitals (BHRUT)
- a representative from the London Fire Service
- a representative from the London Probation Service
- officer advisers.

In addition, the SAB is able to invite other organisations or individuals to attend and speak at the meetings where they have contributions to make.

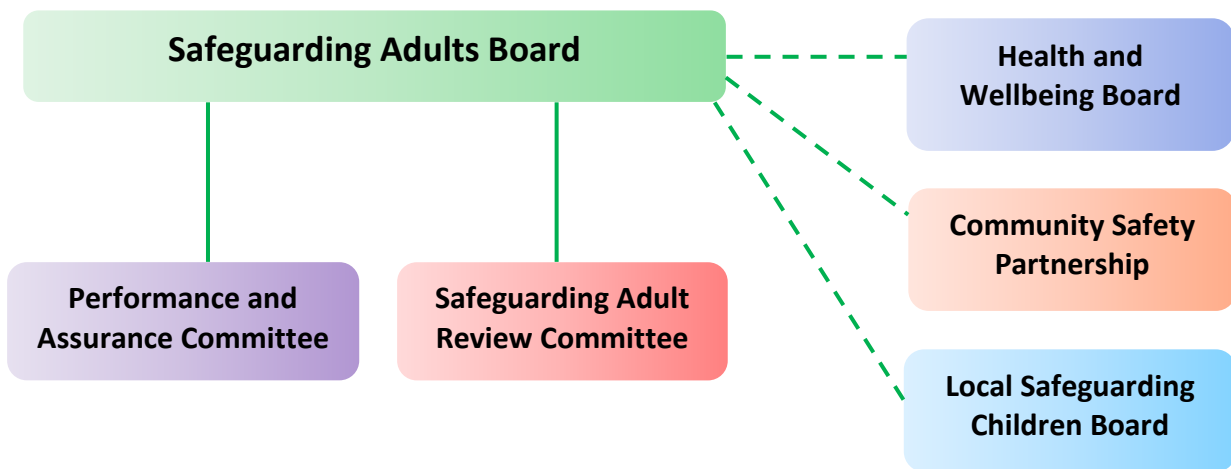
The Chair of each of the two committees is responsible for:

- Developing a work programme which will be incorporated into the SAB strategic plan and monitored by the SAB.
- Resourcing the meetings of the committee.
- Reporting on the progress of the committee's work to the SAB and ensuring that the membership of the committee draws in the required experience.

During the year the Independent Chair met regularly with the Barking and Dagenham Safeguarding Children Board Independent Chair. This allows for opportunities to consider safeguarding adults and children at risk, and the issues affecting both areas.

The Independent Chair attended the Health and Wellbeing Board to allow for further consideration and debate regarding the issues of safeguarding within the agenda. The Independent Chair also met quarterly for a Council corporate safeguarding meeting with the Leader of the Council, the Lead Member for Social Care and Health Integration, the Chief Executive of the London Borough of Barking and Dagenham and the Strategic Director for Service Development and Integration, to review performance data for adult social care, including workforce data and associated risks and mitigation. This allows for open debate, discussion, challenge and demonstrates a climate of openness and transparency.

The Board is supported by the Council Cabinet Member for Social Care and Health Integration as a participant observer. This enables Councillor colleagues to be kept up to date with safeguarding adult matters. In addition, the Committee Chairs and officer advisors also attend Board meetings.



### The SAB’s Statutory Responsibilities

The SAB must publish an Annual Report each year as well as having strategic plan. This Annual Report of the Barking and Dagenham SAB looks back on the work undertaken by the SAB and its committees, throughout 2018/19 and provides an account of the work of the partnership including achievements, challenges and priorities for the coming year.

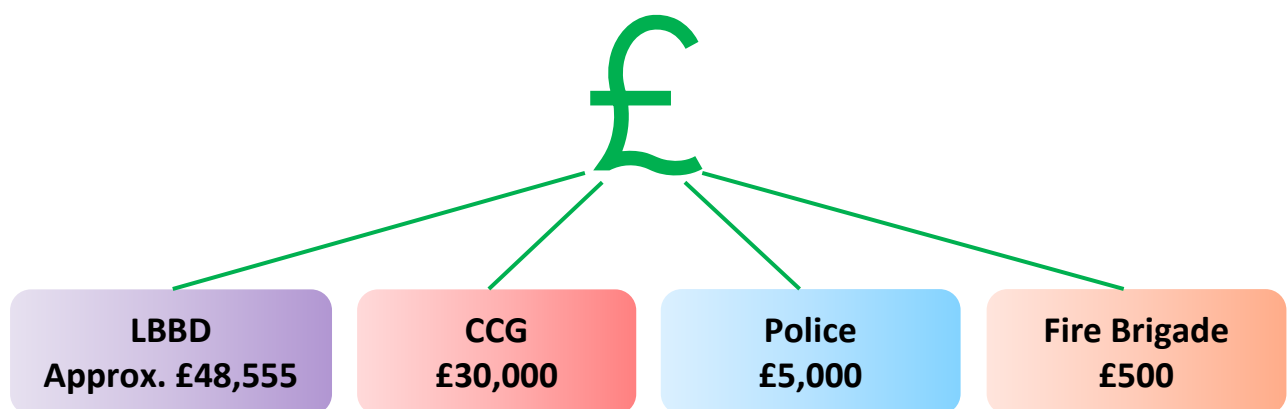
In addition, the SAB has a statutory duty to carry out Safeguarding Adult Reviews (SARs) where an adult in the local authority area:

- has died as a result of abuse or risk (either known or suspected) and there are concerns that partner organisations could have worked together more effectively to protect that adult.
- has not died but the SAB knows or suspects that adult has experienced serious abuse or neglect.

The implementation of recommendations and action plans from a SAR must be reported in the Annual Report, including any decision not to implement any recommendation. No SARs were commissioned in 2017/18.

### Financial Contributions and Expenditure

Statutory partners make financial contributions to the Safeguarding Adults Board. For 2018/19 the partner contributions to the SAB were as follows:



The following table shows a breakdown of the expenditure for 2018/19. This includes staffing costs for the SAB Independent Chair and the Board Business Manager and administration costs.

Expenditure	Cost
Safeguarding Adult Reviews (SARs) – no reviews were commissioned in 2018/19	0
Support services costs, including staffing (SAB Independent Chair and the Board Business Manager) and support budgets	Approx. £82,631
Board Administration Costs	Approx. £927
<b>Total</b>	<b>£83,555</b>

# Safeguarding in Numbers 5



1483 safeguarding concerns were raised to LBBD



340 safeguarding enquiries commenced and 388 concluded during the year



This is a reduction of 9% compared to last year



37% of safeguarding enquires were about neglect and acts of omission which is lower than last year.



65% of risks were investigated in the person's own home.

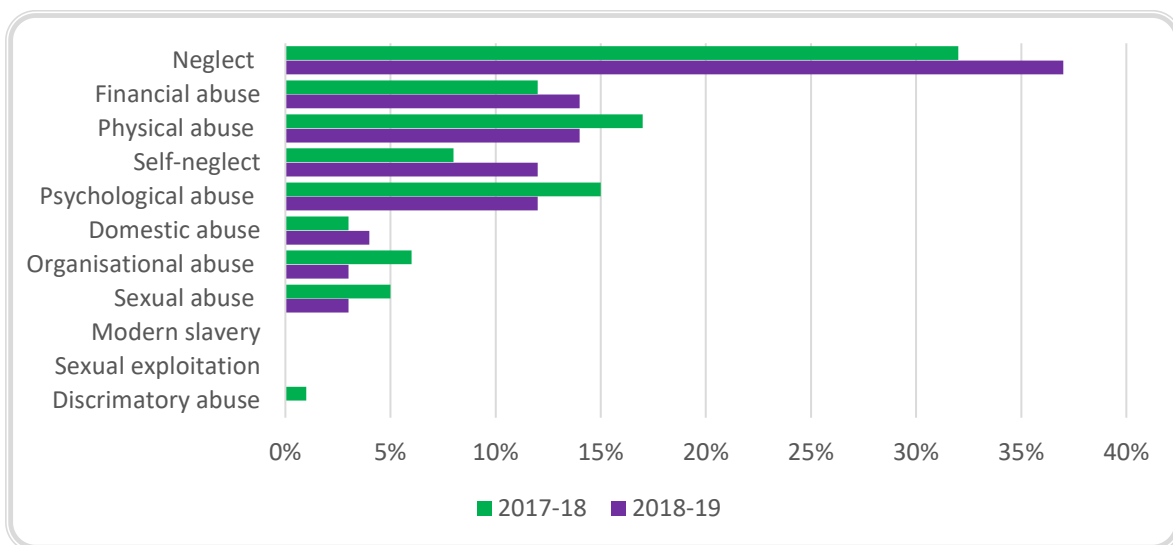


In 97% of cases action was taken and the risk was reduced. This is the same as last year.



No Safeguarding Adult Reviews were undertaken in 2018/19

## Safeguarding Enquiries (Section 42) by type of risk



## Safeguarding Performance 2018/19

During 2018/19 1,483 concerns were raised to the Council, which represented a 9% reduction on the previous year. There had been a year on year rise in referrals from 2012/2013 which indicated that professionals and the public found it easier to report abuse. Given the recent decline in referrals the SAB will continue to monitor referral rates to be reassured that cases of abuse are being identified and reported appropriately.

Of the concerns raised during the year, 396 led to further investigation through enquiries, compared with 462 in the year before. This is a proportionate reduction in the level of enquiries given the reduced number of referrals. Enquiries also reduced when measured on a per-head basis (266 per 100,000 people compared with 311 in 2017/18).

Neglect, physical abuse and financial abuse remained the most common referral reasons, however it is worth noting that the recorded levels of both neglect and self-neglect in the borough increased and appear to remain above the rates of similar boroughs.

As in previous years, the most commonly reported location of abuse was the adult at risk's own home. We continue to show differences to similar boroughs, with higher levels of concerns arising in people's own homes and lower levels in care homes. When comparing our own figures year on year we observed an increase in the level of concerns arising in other locations, including unknown locations, from 4% to 9%. Further investigation is being undertaken to determine whether this a recording issue or a genuine trend.

During 2018/19, 70% of Section 42 enquiries led to risk being identified and in 97% of cases that risk was either reduced or removed completely. This increased from 90% in 2017/18. It should be noted that it is unlikely that risk would be reduced or removed in 100% of cases as individuals can exercise the choice to manage and mitigate risk themselves.

The work undertaken by the SAB and partners in respect of mental capacity assessment continued to have an impact. During 2018/19 it was recorded in 22% cases that the adult at risk lacked capacity and remained steady compared with the year before (21%). All adults who lacked capacity had the support of an advocate or family in the enquiry process (2018/19), an increase from 88% in the year before.

The number of Deprivation of Liberty Safeguards applications processed increased by 21% to 770, continuing the year-on-year rise in numbers. The pressure on this system is recognised nationally and reflected locally in the fact that only 7% of standard applications were completed within timescale.

# The SAB's Partners

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## London Borough of Barking and Dagenham

### Developments and Improvements in Safeguarding Adults Practice

2018/19 was a year of consolidation and stabilisation within Adults' Care and Support following the 2017/18 year which saw the former Intake Service and the multi-agency safeguarding hub transferring to Community Solutions and mental health social work coming back into the Local Authority. Processes within each area have been reviewed to ensure that safeguarding remains robust.

A new Principal Social Worker (PSW) started in the Autumn and has been working with consultant social workers to improve and audit safeguarding practice across the workforce. With the implementation of Liquid Logic, the PSW has also been working with all social workers and relevant Community Solutions Officers to improve recording practices and this will continue into 2019/20.

### Contribution to Multi-agency Safeguarding Practice and Partnership Working Arrangements

Although there were no active Safeguarding Adult Reviews (SAR), 2018/19 saw the implementation of many of the actions resulting from the modern slavery SAR published in February 2018. The local authority led the multi-agency learning event in May 2018 which included mental capacity assessment and awareness raising around modern slavery and human trafficking, developed the modern slavery pathway with agreement from the SAB and conducted a pre-Assembly briefing to Members on modern slavery. Social workers have also received training around modern slavery and the new pathway and an internal campaign has been conducted to encourage whistleblowing.

2018/19 was also a year of strengthening relationships. The Quality Assurance team have embedded the Quality Assurance Policy and an 'improvement culture' with providers in Barking and Dagenham and monthly internal intelligence sharing meetings are working well and have encouraged collaborative working. Providers come to the team for advice and expertise and the team have had notable success in supporting and empowering providers to improve, with a number of providers moving from suspension to 'green' (performing well) within a short timeframe. This improvement work has extended beyond Borough boundaries, with joint work taking place between Commissioning, Operations, Quality Assurance, Care Quality Commission (CQC) and Newham and Redbridge Local Authorities. The Principal Social Worker is working with social work teams and the Quality

Assurance team to embed joint working practices around safeguarding enquiries and this will continue into 2019/20.

### **Objectives and Ambitions for 2019/20**

Our main ambition for 2019/20 is to review the way that we provide our social work. We will be moving away from a static model of social work driven by care management, to a relationship and strengths-based model. This will have a positive impact on safeguarding practice (within the remit of the London Multi-Agency Adult Safeguarding Policy and Procedures) and strengthening our approach to Making Safeguarding Personal in particular. As stated above, we will also be introducing a more robust audit regime, ensuring that our safeguarding practice and business processes are compliant and efficient with appropriate escalation.

2019/20 will also see us taking a proactive approach to our safeguarding practice through our work with external experts. We have initiated a diagnostic review of the use of restraint with children and vulnerable adults across Barking and Dagenham to develop solutions and frameworks needed to better manage the use of restraint across Care and Support. We have committed to a London ADASS peer review, focusing on safeguarding practice, in November 2019 to celebrate our successes, but also for our future learning and development. Additionally, we will be co-producing the next phase of our Disabilities Service with staff, partners, service users and stakeholders following a number of recommendations that have been made by SCIE, our staff and managers.

We will be moving the responsibility for our service users with dementia and memory related conditions from Integrated Care to our Mental Health Service. This move took place in April 2019 and will improve working, partnership and safeguarding practices. As a result of this move, the Mental Health Service will take the lead on embedding the Liberty Protection Safeguards when they replace the current Deprivation of Liberty Safeguards system later in 2019/20.

Finally, with regards to our quality assurance ambitions for 2019/20 for safeguarding and in line with the SAR, we are looking to introduce spot checks with regards to exploitation and modern slavery.

## The Metropolitan Police

### Developments and Improvements in Safeguarding Adults Practice

In the last year the Metropolitan Police has established a tri-borough model of local policing. East Area Borough Command Unit (BCU) was one of two introduced to test and develop the concept. It has now been adopted as the force model and the remainder of the MPS will now adopt the same model across eleven other BCUs.

In relation to Safeguarding, East Area has developed significant practices in regard to offender management, court orders and Clare's Law disclosures. It brings together previously separate facets of policing including specialist domestic abuse, serious sexual and child offence investigators under one local command and sees safeguarding become an integral part of local policing.

### Objectives and Ambitions for 2019/20

Two years on from inception the merged BCU, Safeguarding has evolved into a nationally recognised area of good practice and even though the whole organisation is at the beginning of a journey, we are proud but not complacent of our achievements. The next calendar year will see a focus on our first response police officers, to provide them with the skills and knowledge to investigate thoroughly all but the high risk of domestic crime – by far the biggest volume of vulnerability crime in the local police area.

### Contribution to Multi-agency Safeguarding Practice and Partnership Working Arrangements

The Met in implementing the BCU design is fully committed to multi-agency safeguarding. The three MASH teams can support each other at times of high demand. In addition, new emerging threats of Child Sexual Exploitation (CSE) and County Lines is addressed by specialist referral desks.

The use of control orders to protect the vulnerable, e.g. domestic violence protection orders, has seen a big increase as the creation of a specialist safeguarding team for the BCU better identifies risk and maximises opportunities to keep people safe. The East Area BCU has issued more control orders in the past twelve months than the rest of the whole of the MPS combined. Often these orders are followed by multi-agency strategy discussions to create an effective safety plan for the future.



## **Barking and Dagenham NHS Clinical Commissioning Group (CCG)**

### **Developments and Improvements in Safeguarding Adults Practice**

The CCG has continued to maintain a high focus on Adult Safeguarding work within Barking and Dagenham. The Adult Designated Nurse for Safeguarding role has been further embedded within the local health economy into its third year as a key member of the local safeguarding workforce. This has led to stronger safeguarding links with provider organisations and their related workforces and in turn a positive impact on the adult safeguarding agenda of providers. During 2018/19 there has been a higher level of scrutiny around the NHS's role within local safeguarding practices, including the monitoring of health related actions resulting from a Safeguarding Adult Reviews (SARs) and Domestic Homicide Reviews (DHR). The CCG has strengthened the impact of adult safeguarding across Barking and Dagenham by developing and reviewing adult safeguarding policies and procedures as well as the Adult Safeguarding Standards used as part of the NHS Standard Contract for provider organisations.

### **Contribution to Multi-agency Safeguarding Practice and Partnership Working Arrangements**

Throughout 2018/19 the CCG has continued to make significant contributions to multi-agency safeguarding practice and partnership working arrangements. This has included attendance at all SAB Meetings, chairing of the Safeguarding Adult Review Committee and comparison and analysis and provision or narrative of provider data for inclusion within the performance dashboard. As well as this input, the Adult Designated Nurse for Safeguarding participated in the work of the SAB Committees, in addition to chairing the local Quality Surveillance Group (QSG) Meeting. The purpose of the Local Quality Surveillance Group is to retain oversight of the Local Nursing Home Strategy and to monitor and review the progress and impact the work is having on quality of care for care home residents. The group meets quarterly and is chaired by the Adult Designated Nurse for Safeguarding. The group is attended by representatives from the London Borough of Barking & Dagenham, Barking and Dagenham Healthwatch, the CCG, the Care Quality Commission (CQC), the London Borough of Havering, Havering Healthwatch, the London Borough of Redbridge, Redbridge Healthwatch, the London Ambulance Service, North East London Commissioning Support Unity (NEL CSU) and Outer North East London (ONEL). It has provided opportunities to discuss case studies which have involved adults receiving care and share learning.

The CCG has worked closely with local authority colleagues in the conducting of quality assurance and safeguarding visits to care homes with nursing providers. The CCG has also successfully delivered the Local Area Contact (LAC) provision for the Learning Disability Mortality Review (LeDeR) Programme.

### **Objectives and Ambitions for 2019/20**

- Ensuring that internal CCG Adult Safeguarding level 1 training compliance levels reflect those as required of commissioned services at 90% at Prevent training at 85%.
- Ensure GP training is rolled out across the three boroughs in the areas of the safeguarding adults, mental capacity and deprivation of liberty safeguards, Prevent, modern slavery and domestic violence.
- Scoping the potential Court of Protection community deprivation of liberty cases that the CCG commissions care for and to follow up any work as necessary.
- Develop a robust monitoring system for care homes with nursing and ensure that the Local Quality Surveillance Group oversees the quality of these in 2019/20.
- Work collaboratively with key stakeholders and commissioned services to reduce the number of community acquired pressure ulcers.
- Working with contemporary safeguarding challenges e.g. domestic abuse, online threats, homelessness, suicide and social isolation.
- Improving transitions from children's services to adulthood.

## **Barking Havering and Redbridge University Hospital Trust (BHRUT)**

### **Developments and Improvements in Safeguarding Adults Practice**

BHRUT have continued to develop safeguarding adults' practice by responding to learning from safeguarding adult concerns and Safeguarding Adult Reviews.

Areas of improvement during 2018/19 have included updating the Trust's Safeguarding Adult Concern form to prompt referral to the London Fire Brigade if self-neglect and/or hoarding has been recognised. The Mental Capacity Assessment form has been simplified to aid completion and monthly workshops which use innovative training videos (role play) to assist staff in the practical application of mental capacity assessment have been created. A mental capacity act newsletter is produced quarterly to provide accessible information to all Trust staff. A patient information leaflet has been developed to support service users to understand the adult safeguarding process and to encourage Making Safeguarding Personal.

### **Contribution to Multi-agency Safeguarding Practice and Partnership Working Arrangements**

The Director of Nursing, Safeguarding and Harm Free Care represents the Trust at the Barking and Dagenham Safeguarding Adults Board (SAB) whilst members of the safeguarding adults team attend the SAB committees and contribute to Safeguarding Adult Reviews as appropriate. The BHRUT Safeguarding Adults team work collaboratively with the multi-agency partnership to safeguard adults at risk through appropriate information sharing and timely responses to abuse or neglect.

### **Objectives and Ambitions for 2019/20**

BHRUT will continue to fulfil the commitments set out in the Trust's Safeguarding Strategy. Key objectives identified for the year ahead are to develop a 'pocket-sized' Safeguarding Staff Handbook, introduce Safeguarding Drop-in sessions as a forum for staff to discuss and reflect on safeguarding incidents and cases and strengthen the safeguarding adults trigger checklist, completed by Emergency Department staff, in response to contextual safeguarding.

## North East London Foundation Trust (NELFT)

### Developments and Improvements in Safeguarding Adults Practice

The NELFT Safeguarding Strategy 2018 - 2021 was approved and adopted in December 2018 and replaces the previously separate adult and children safeguarding strategies.

The Safeguarding Standard Operating Procedures (SOP) have been reviewed to reflect the 'Think Family' ethos. The updated safeguarding intranet page was relaunched in 2018. This provides clear, user friendly pages enabling staff to source local information more efficiently.

To further strengthen governance and communication, the Safeguarding Team has representation at the Local Leadership Teams and the Community of Practice (COP) steering groups. COPs are communities of clinicians and managers who inform, shape and lead on the development of best practice. They provide strategic direction and quality improvement in clinical delivery across NELFT.

The NELFT Safeguarding Team completed range of audits in 2018/19. Good practice identified included timeliness and quality of advice given by the safeguarding team; 100% compliance in gaining consent within the MSP objectives and an increase in the appropriate use of raising safeguarding concerns to the local authority.

Improvements include embedding tools such as child sexual exploitation (CSE), female genital mutilation (FGM) and Safe Lives DASH Risk Assessment (domestic abuse). This has been strengthened within safeguarding training and reiterated through safeguarding supervisor's networks and link practitioner forums.

The bi-annual adult safeguarding practitioners' forums were well received and focused on domestic abuse, managing homelessness and modern slavery.

The Safeguarding Team has worked with the human resources team and reviewed the Managing Safeguarding Allegations Against Staff Policy to ensure it is compliant with best practice.

### Contribution to Multi-agency Safeguarding Practice and Partnership Working Arrangements

NELFT continues to prioritise partnership working at both strategic and operational levels. This includes contributing towards safeguarding learning and development within the multi-agency partnership.

The SAB is regularly attended by the NELFT Integrated Care Director for Barking and Dagenham. Key pieces of work are further supported by the NELFT Safeguarding team. Key learning from serious incidents are shared via the SAR panel arrangements and discussed and shared to explore learning opportunities.

All staff are cognisant with the Trust's obligation to provide information to the local authority to support safeguarding enquiries in line with the Multi Agency Safeguarding Policy and Procedures and the Care Act 2014. NELFT practitioners attend safeguarding meetings as required by the section 42 safeguarding process.

The NELFT safeguarding team meet regularly with the CCG designated safeguarding professionals to review the safeguarding strategy, safeguarding risks and any learning and action plans from Safeguarding Adult Review, Domestic Homicide Reviews and Serious Case Reviews.

#### **Objectives and Ambitions for 2019/20**

- To review and update the NELFT domestic abuse guidance and procedures.
- To support implementation of the Liberty Protection Safeguards.
- The Safeguarding Team will be working with CCG safeguarding leads to review the NELFT Safeguarding Training Strategy.

## The Fire Service

### Developments and Improvements in Safeguarding Adults Practice

During 2018/19 the Fire Brigade reviewed the internal Safeguarding Adults Policy and updated this in line with the London Multi Agency Adult Safeguarding Policy and Procedures, to incorporate the particulars of the Care Act 2014. This has been published and is available to all staff via the internal intranet. The related Hoarding Policy has been revised to signpost the issue (hoarding) as requiring a 'self-neglect' referral to Adult Social Care.

In addition, as part of the implementation of the recommendations from the Mayor's Office for Policing and Crime (MOPAC) and London Fire Brigade review into adult safeguarding (2018) we have started revising our safeguarding referral process. We plan to upskill a larger cadre of individuals with the necessary knowledge and understanding to review and action referrals, a change intended to lead to greater efficiency.

Work is underway to better coordinate our involvement in Safeguarding Adult Reviews (SARs) from a centralised perspective. Using a SAR from Haringey (published February 2019) we are trialling a new approach whereby, alongside the local Borough Commander, a member of the central safeguarding team is engaged in the process from the start of the SAR through to the execution of the recommendations. This change is intended to provide greater support to the local Borough Commanders, improve resilience in this risk-critical area of work and allow for improved information sharing across the Brigade – something that the previous local-level approach did not provide.

### Contribution to Multi-agency Safeguarding Practice and Partnership Working Arrangements

The London Fire Brigade contributes to the SAB's development of information sharing and referrals pathways to ensure a multi-agency approach to Londoners' safety and wellbeing. The vast majority of Borough Commanders are non-statutory members of their local Safeguarding Adults Boards. In addition, Borough Commanders and Station Managers across London chair and/or participate in a range of subgroups concerning single-issue safeguarding concerns (i.e. hoarding panels) or specific at-risk individuals (such as high risk panels). Furthermore, the London Fire Brigade has voluntarily contributed £1000 to help each Board meet its priorities.

The organisation is also represented at several London-wide forums, such as the London Safeguarding Adults Board, the London Safeguarding Adults Professionals Steering Group and the London Safeguarding Adults Network. One of the key achievements of these groups was the updating of the Pan-London Multi Agency Adult Safeguarding Policy and

Procedures. As well as contributing to the public consultation relating to this update, the London Fire Brigade supported the lengthy process through active board participation and close collaboration.

On a national level London Fire Brigade is represented on both the NFCC Safeguarding Working Group and the Hoarding Subgroup. These groups were bedded in during 2018/19 and, as a regular contributor, have helped to shape their respective work plans for the year ahead.

### **Objectives and Ambitions for 2019/20**

- Training - we will review the completion rates of our online training programme to ensure all members of staff have received this input. We are also scoping options to build upon our basic training provision, with a view to providing additional input for those staff members with greater responsibility for adult safeguarding.
- Internal Communications – we are looking to improve internal awareness of safeguarding issues and have committed to creating a dedicated area on our intranet site to help achieve this. We are also working closely with our Communications Team to create a series of short engaging ‘talking heads’ clips on key/ topical themes which to be posted on this area.
- Safeguarding Adult Reviews - an experienced member of the central safeguarding team is currently undertaking training to fulfil the role of SAR Champion. We will use this individual’s enhanced understanding of the SAR system to develop a more coordinated and consistent approach internally to learning from SARs. We will also use a new, dedicated safeguarding area on our intranet to help disseminate the learning from SARs and highlight best practice.
- Collaboration – following the successful integration of our Hoarding Information Sharing Agreement with the London Ambulance Service we are planning to extend this partnership arrangement to include the Metropolitan Police Service. This has been agreed in principle and we are aiming to embed this practice during 2019/20.

## The Probation Service

### Developments and Improvements in Safeguarding Adults Practice

The National Probation Service (NPS) London Division has reviewed and relaunched the monthly case audit procedures and use of the LiPAD tool. The LiPAD tool provides a more robust audit tool that will include specific focus upon safeguarding adults practice. The tool will be completed online, presenting opportunities to extract results and data to better identify trends, examples of outstanding practice and areas in need of development.

All operational staff have an appraisal objective directly linked to continuous professional development and a minimum requirement to attend safeguarding training and one external training event.

Focus has been placed upon ensuring a clear line of accountability from the Probation Officer managing the case, to the Line Manager (SPO) supervising the Probation Officer. The SPO receives regular supervision from their Line Manager (ACO), who also receives supervision. Regular staff appraisals and the reflective practice supervision model which will be introduced early 2019, will ensure that there is a more robust framework for staff supervision and accountability. This new framework includes staff observations in practice and development of practice within supervision.

### Contribution to Multi-agency Safeguarding Practice and Partnership Working Arrangements

MAPPA arrangements within the borough are in place and a strong engagement/representation from all agencies has been sustained over the past 12 months. Level 2 meetings are currently co-chaired by a Senior Probation Officer and Level 3 meetings are chaired the NPS Head of Service for Barking and Dagenham.

Barking and Dagenham Offender Management Unit have an identified Safeguarding Adults SPOC (Probation Officer), as well as designated MARAC representative. A Victim Liaison Officer is also attached to the borough and located within the Offender Management Unit.

There are opportunities for greater collaboration between the National Probation Service and partner agencies to consider pre-release activity and the resettlement of an offender, following release from prison in circumstances where the offender may present vulnerabilities or be returning to reside with an adult who presents vulnerability and need.

The NPS London division are currently engaged with MOPAC and Victim Support to review the opportunities to better identify and engage with those adults who are assessed to pose a high risk of harm to others, but are also present as a victim or at risk from others.



NPS London will continue to focus upon youth to adult transition, with focus upon developing meaningful interventions and support to reduce risk and ensure effective rehabilitation within the community.

### **Objectives and Ambitions for 2019/20**

- Improve the services provided to ex-military personnel among the caseload supervised by NPS London.
- NPS London to develop relationships locally with care leaving teams to ensure that appropriate resources are made available too young adults to support transition, rehabilitation and risk management.
- Develop a consistent and proactive response to engage with victims in London and increase the internal and external profile of the Victim Contact Scheme.
- Support review of the victim's Strategy and VCOP.
- Increasing the understanding of working with transgender offenders and ensuring all staff have attended formal training.
- Implementation of the LiPAD tool, with specific focus upon ensuring that all risks relating to safeguarding have been identified and appropriately recorded and actioned.

# Quality of Care

# 7

## The Adult Social Care Provider Market

The Council's Quality Assurance (QA) team is continuing to work closely with the new area team at the Care Quality Commission (CQC). The focus on building good working relations has resulted in better information sharing to improve quality and standards in the provider care market. The CQC and the Quality Assurance Team have shared consistent views about the performance of local social care providers over the course of the last year. The risk-based approach to assessing provider performance, and planning appropriate interventions, has continued to ensure that providers are more robustly monitored and by using improvement plans are moving more swiftly away from needing escalated oversight. During 2018/19 ten local social care providers were rated by the CQC as 'requires improvement' and out of a total of 109 operating in the borough. No providers were rated as 'inadequate'. Eight out of our ten residential and nursing homes are now rated 'Good' and the Quality Assurance team have been mentioned positively within the published reports. The Quality Assurance team have supported providers on improvement plans to make positive changes. Our BRAG system has been used proactively and we have closed two providers who were unable to make significant improvements in their services despite support from the QA team.

Quantitative and qualitative data is used to assess providers. Information on the number of safeguarding alerts, complaints and calls to the London Ambulance Service are used and performance monitoring data is shared between the Quality Assurance Team with and the Commissioning Team. The Quality Assurance team attend the Local Quality Surveillance Group meeting along with BHRUT, CCG, CQC along with other health professionals including the London Ambulance Service. This gives professionals the opportunity to share information across neighbouring boroughs and discuss how working together to undertake joint visits and support local providers across the local sub regional footprint.

Service user feedback is gathered regularly via telephone surveys undertaken by a volunteer and quality assurance staff and through visits with service users and also family members. This is used to assess satisfaction with services and to highlight any issues with the relevant professionals, service or provider. Feedback is provided to commissioners to help shape and plan services. Complaints and Members' enquiries are shared with the Quality Assurance team to allow the opportunity for investigation and feedback.

The three main commissioning areas for vulnerable adults include older people, mental health and learning disabilities. Commissioners have been working with community groups, service users and their families to develop a range of principles to ensure the voice of the

community is heard within commissioning practice. The central thread of this is for services be delivered as close to home as possible so that service users are supported by family, friends and local networks.

Commissioners continue to work in partnership with local providers of services to older people, including but not limited to residential and nursing homes and providers of domiciliary care, in an effort to maximise the quality of services available. There are quarterly provider forums for both service types and providers are actively encouraged to help shape the agenda for the meetings so that they are useful and provide a valuable source of information. Recently the forum for residential and nursing care providers has been merged with the multi-disciplinary educational forum and case review meeting which is chaired by one of the borough's GPs. Merging these meetings means that the provider forums now include the participation from a number of clinical partners including GPs, Dietitians and Medicines Management Teams which gives vital support to providers which they may not always readily have access to. Over the coming summer Adults' Commissioning will be undertaking a tender exercise to establish a refreshed framework for all home care services. The current contracts for these services are due to come to an end in January 2020 and it is planned that the tender exercise to replace these contracts will begin in July 2019. The Commissioning team are also working to produce information and advice packs for service users to help them navigate the adult social care system. The packs will contain information on a wide range of subjects including the assessment process, services, safeguarding, end of life care and the financial assessment process.

For mental health and learning disability, commissioners have developed a supported living framework, which includes residential services and floating support providers. While this meets the majority of adult social care need, further work is required to develop a forensic offer for those with mental health diagnosis who have been in contact with the criminal justice system. Commissioners have also identified a need for specialist floating support for service users with a learning disability who present with behaviours that challenge and for those with a dual diagnosis (mental health / learning disabilities) who require specialist floating support to maintain their tenancies. To this end we will continue to engage with the provider market to ensure that the market can meet our needs and will have service user involvement throughout the process.

## **Barking Havering and Redbridge University Hospitals NHS Trust (BHRUT) CQC Inspection**

Between the 13 January and 21 February 2018, the Care Quality Commission (CQC) carried out unannounced inspections of the Trust's emergency and urgent care, medical care (including older peoples care) and surgery at both Queen's Hospital and King George Hospital and maternity services at Queen's Hospital. The CQC inspected these services previously between 2015 and 2016 and they had been rated as 'requires improvement'. The CQC returned to inspect these services to both evaluate the Trust improvement action plan as well as follow up concerns that had been raised to them through their intelligence monitoring.

For the purpose of this report only the CQC findings pertaining directly/indirectly to safeguarding processes are identified.

### **Is the Service Safe?**

- Safeguarding of both adults and children was well managed in the Urgent and Emergency Services.
- Nursing staff compliance for completion of mandatory training and safeguarding training was good in Medical Care (including Older People's Care) at Queen's Hospital.
- Staff demonstrated appropriate knowledge and understanding of safeguarding procedures and how to escalate concerns. A dedicated safeguarding lead provided support with assessments and referrals on demand.
- A multi-disciplinary harm-free care and safeguarding team had been formed to sustain the Trust's momentum in improving the patient safety culture.
- There were clearly defined and embedded systems, processes and standard operating procedures to keep people safe and safeguarded from abuse in the Surgical Division across both sites.
- Staff were aware of their responsibilities in relation to protecting adults and children from abuse and harm. The maternity service had a named safeguarding midwife and designated specialist midwives for teenage pregnancy, perinatal mental health and substance misuse.

### **Areas for Improvement**

The key actions to be delivered included:

- Emergency Department staff should have sufficient training in mental health including triage of mental health patients, observations and record keeping in line with NICE guidance and that all relevant Trust policies reflect the needs of mental health patients in the Emergency Department.

- Develop a policy and consistent monitoring system for instances of restraint, tranquilisation and patients brought into the Emergency Department under section 136 of the Mental Health Act.
- All staff must meet the level of safeguarding training required for their role, as set out in the intercollegiate documents.
- All staff must receive training or training updates in a timely way in the Mental Capacity Act (2005) and the Deprivation of Liberty Safeguards.
- All staff must be made aware of the actions they are required to take to ensure they act within the principles of the Mental Capacity Act (2005) and Deprivation of Liberty Safeguards.
- Staff are not meeting the 90% compliance rate for training in Mental Capacity Act and Deprivation of Liberty Safeguards. Midwives spoken to had limited confidence in applying the knowledge and training in everyday practice.

An overarching action plan was developed to address the areas of improvement. Progress on the delivery of the actions within agreed timeframes has been monitored by the Trust's Safeguarding Operational Group with exceptions reported to the Safeguarding Strategic and Assurance Group. As of end of March 2019, all areas for improvement have been actioned.

### **Barking and Dagenham Primary Care Providers**

Out of thirty-five GP practices in the borough thirty have been rated as good. This is a vast improvement on Care Quality Commission practice (CQC) ratings from 2017 and means the quality of GP services across Barking and Dagenham have improved greatly with support from NHS England, Barking and Dagenham CCG and the CQC.

Four practices have been rated as requires improvement and one has been rated as inadequate and been placed in special measures. Practices rated as inadequate are re-inspected by the CQC after six months and can access support packages to help them improve their service offer. Equally those rated as requires improvement are supported to improve by the CCG primary care support staff. Common areas of development included safeguarding, education and training, practice policy updates and communication.

### **North East London Foundation Trust (NELFT) CQC Inspection**

NELFT was inspected in October and November 2017 and was rated as 'good' for being effective, caring, responsive and well led. It was rated as 'requires improvement' for being safe.

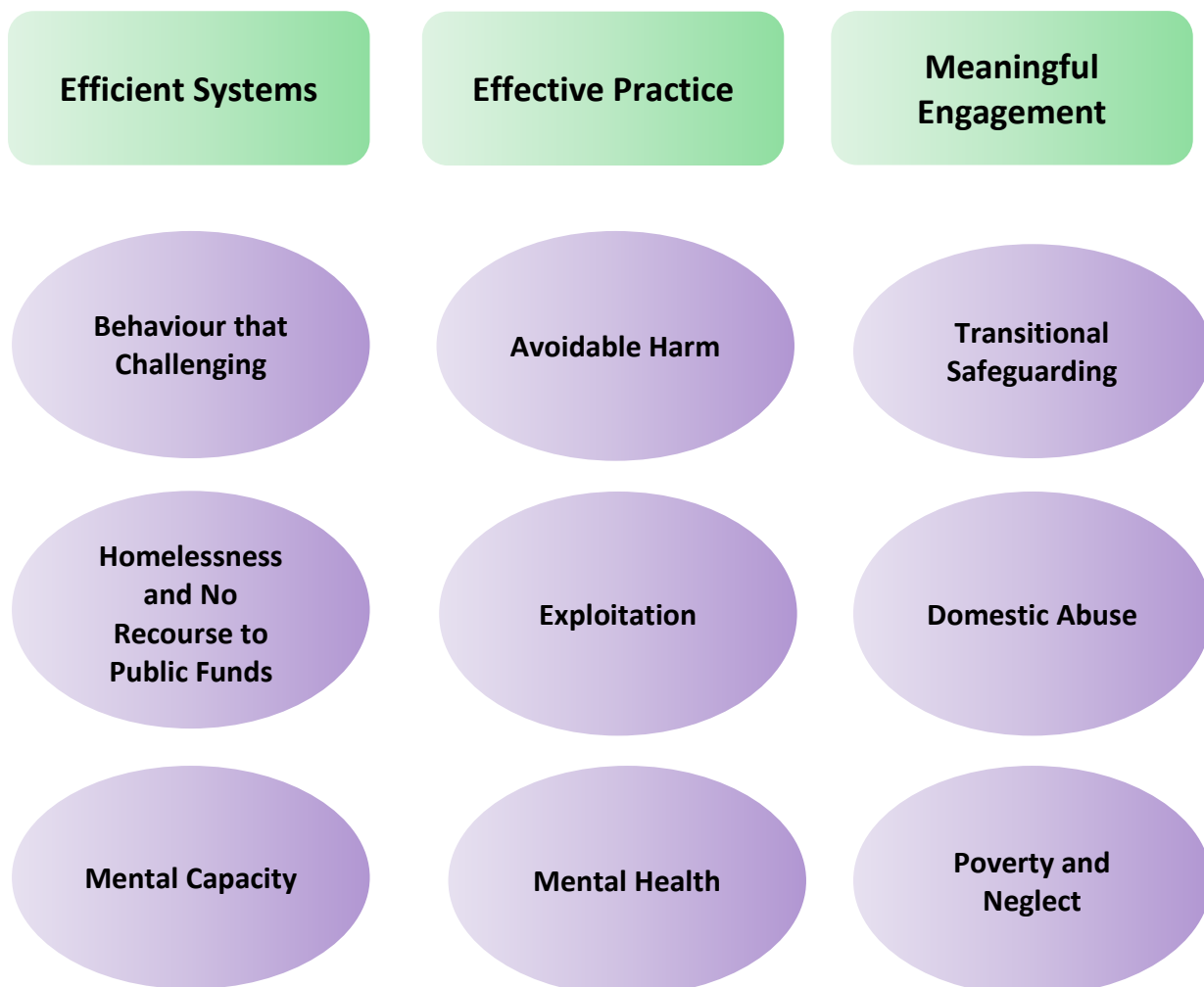
A robust action plan was implemented to address the areas identified. This action plan has been monitored at the monthly quality senior leadership team and progress reported to Trust Board. The CQC will be re-inspecting NELFT during 2019 and the outcome of this inspection and any recommendations will be reported to partners when available.

# Partnership Priorities 2019/20

# 8

The Board regularly considers the work of the SAB in light of the changing context of health and social care nationally and locally and of other partner organisations, emerging risks and financial pressures. The Board recognises the need to have oversight of safeguarding practice to ensure that quality of care is not compromised. The SAB has a role to play in supporting the workforce across the partnership, ensuring that they have the skills and competencies to fulfill their roles.

The Safeguarding Adult Board has agreed that there are three distinct headings under which the partnership needs to focus on in its forward strategy. In addition to these are the priorities for 2019/20 which are set out below. These are incorporated into the SAB’s strategic plan and committee work plans.



# Healthwatch

# 9

Healthwatch is the independent champion for people using local health and social care services. We listen to what people like about services and what they think could be improved.



We share their views with those with the power to make change happen, including Healthwatch England, the national body, to help improve the quality of services across the country. We also provide people with information about health and social care services available locally.

When engaging with the public, Healthwatch ask specific questions regarding the area of service we are inquiring about. During the past year, in response to public request, Healthwatch looked at access to local GP services and mental health in young people. People don't generally talk to Healthwatch about safeguarding matters and no safeguarding issues were raised to, or observed by, the team during the year. However, some areas of services where standards are observed to be compromised, may lead to preventable safeguarding concerns if they are not addressed by those services. In addition to recommendations to numerous other services, Healthwatch made recommendations for improvements to patient experience to nine GP practices in the borough as a result of Enter and Views between April 2018 and March 2019.

Healthwatch is part of the quality surveillance group. As a result, we are appraised of the work that health and care monitoring teams, working with CQC inspectors and the local authority, perform to scrutinise services and act on safeguarding concerns. This provides us with insight and opportunity to raise issues about services with officers who have the legal powers to investigate safeguarding issues that are raised through their processes and impose remedial actions to prevent safeguarding events occurring. Healthwatch are happy to share relevant insights with the Safeguarding Adult Board.



# Safeguarding Information 10

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For further information about safeguarding and information about the Safeguarding Adults Board please use the following link

<https://www.lbbd.gov.uk/residents/health-and-social-care/adults-care-and-support/safeguarding-adults/safeguarding-adults-overview/>

**To report a safeguarding concern:**

**Adult Triage, Community Solutions**

020 8227 2915

[intaketeam@lbbd.gov.uk](mailto:intaketeam@lbbd.gov.uk)

[safeguardingAdults@lbbd.gov.uk](mailto:safeguardingAdults@lbbd.gov.uk)



**In an emergency:  
Call 999 and ask for the Police**

Call 101 if you are worried but it is not an emergency.

**Out of Hours Emergency Social Work  
Duty Team**

020 8594 8356

[adult.edt@nhs.net](mailto:adult.edt@nhs.net)

