

London Borough of Barnet  
**SAFEGUARDING  
ADULTS  
BOARD**

# **Barnet Safeguarding Adults Strategy**

and

# **Work Programme**

**2013 - 2015**

## Barnet Safeguarding Adults Board Strategy 2013-2016

### 1. Why a new strategy?

***“Strategy is about shaping the future”<sup>1</sup>***

- A new strategy is the way the Barnet Safeguarding Adults Board (BSAB) will refresh its vision, define what it wants to achieve, agree the actions it will take to get there and the resources the Board and its member organisations will contribute to make these actions happen. The strategy and work programme will be reviewed every 6 months.
- The BSAB last published a full strategy in 2009. Since then, we have made significant progress, whilst policy and context have changed and developed.
- This strategy addresses the policy context of personalisation, preparation for the statutory safeguarding duties in the Care and Support Act, developments in safeguarding, and the interaction between safeguarding and the broader agenda for dignity, quality and safety.
- In formulating this strategy and work programme, we have considered the continuing effects of austerity in public services and on wider society; the growth in older people and other demographic changes; changes in the NHS and criminal justice system; the need to link safeguarding with the NHS ‘harm-free care’ agenda; the need to link safeguarding with community safety and prevention of domestic violence and hate crime.

### BSAB - Our Vision

People are able to live a life free from harm, where communities:

- Have a culture that does not tolerate abuse
- Work together to prevent abuse
- Know what to do when abuse happens

### 2. Where are we now?

#### Trends and changes in safeguarding

- Like other London Boroughs Barnet has seen a growth in safeguarding referrals as partners, providers and members of the public understand more about recognising and reporting abuse.
- The accessible publicity materials we have developed to raise awareness and give people information about protecting themselves have won praise from a recent Peer Review.
- The safeguarding adult’s service user forum continues to challenge the Board to keep people who use services at the centre of all we do.
- We recognise that there is likely to be under reporting in some communities, and we are working with the voluntary sector through the faith and communities sub-group to understand more about the barriers and solutions to reporting abuse within all of Barnet’s communities.
- 2012-13 has seen a growth in the number of referrals relating to people with dementia, and again this provides some reassurance that our publicity and training strategies are effective, for this group clearly rely on others to report when things go wrong. Further work is needed however to support local services to continue to raise standards and improve services for people with dementia.

<sup>1</sup> Mckeown, M., *The Strategy Book*, 2011)

## The NHS

In the last couple of years we have seen increased engagement and ownership from health partners as safeguarding has become 'everyone's business'. National focus on the outcomes of the Dignity and Nutrition Inspections, and the tragic events at Winterbourne View and Mid Staffordshire NHS Trust has informed the development of the NHS quality and safety agenda. In London the identification of pressure ulcers as a sign of neglect has served to support this. As a result we have seen an increase in the reporting of neglect relating to this and other health related issues.

## Quality Assurance

We have mechanisms in place to quality assure our safeguarding practice. The Board operates an effective data collection and monitoring system which provides partners with information relating to numbers, patterns of abuse, investigation and safeguarding outcomes. An external case file audit programme is in place across Adult Social Care and the Mental Health Trust, and learning from this is addressed via an action plan. To support this a pool of internal peer auditors have been trained to carry out case file audits using a safeguarding audit tool. Qualitative information is gained from interviews conducted with adults at risk who have experienced safeguarding services. These indicate that most people feel involved in decision making and safer following our support. We have however more work to do to ensure that they feel in control of the safeguarding process.

A team of Local Government Association Peer Reviewers came in to act as a 'critical friend' to review how well we are safeguarding people in Barnet. The review team spent three days observing our safeguarding practice and meeting staff from the council, from partner organisations, and members of the Safeguarding Service User Forum. Overall, the Peer Review was very positive about safeguarding in Barnet. They found that the Board had strong leadership, multi-agency ownership and accountability, and that we were focused on what service users and carers wanted. They also identified good practice that they have asked us to share nationally with other local authorities. The areas that we can further improve on have been used to inform our strategy and work programme for 2013 and beyond.

### **3. Where do we want to get to?**

Over the next two years, we want to continuously improve so that

- People who use services, family carers and other adults at risk are in control of their safeguarding services. That they have access to information and advice about protecting themselves and what to do if they are being harmed or abused.
- We can prevent abuse by ensuring there are good quality local services which are person centred, where people feel valued and respected and where underpinning quality systems are in place.
- Our workforce is well trained and safeguarding competent.
- When abuse occurs we work in partnership to ensure adults at risk achieve the outcomes they seek, including access to the criminal justice system.
- The Barnet community is aware of adult abuse and knows how to get help for adults who may be at risk.

#### 4. Our aims

To achieve this, our strategy is set out in three themes which all relate to our vision. The themes are culture and partnerships; prevention; and response.

##### Culture and Partnerships

1. Ensure that the voices and wishes of adults at risk drive our approach to safeguarding.
2. Ensure continued commitment and continuous improvement of local arrangements among all members of the safeguarding partnership.
3. Ensuring that lessons from local and national safeguarding adults reviews and domestic homicide reviews are understood and implemented.
4. Refine our training strategy to support the workforce with skills and knowledge of legislation and understanding of our mandate for intervention across all age groups.
5. Update policy and procedures to reflect the principles and requirements for effective safeguarding practice in line with the Care & Support Act
6. Implement closer working arrangements with the Safeguarding Children's Board and the Domestic Violence Board.

##### Prevention

1. To continue to raise community awareness of safeguarding adults, including ensuring that service users, carers and the wider public know where to report suspected abuse and how to get help.
2. As a partnership, continue to improve quality systems and address quality and dignity issues which can result in safeguarding investigations (such as pressure sores management).
3. Improve understanding and use of mental capacity and human rights legislation across the partnership.

##### Response

1. Build a focus on the outcomes sought by the adult at risk and their wishes at every stage of the process, and ensure a proportionate response to the risks.
2. Increase support for family carers as alerters and potential perpetrators.
3. Implement a wider range of interventions to support victims of abuse, to help them to achieve resolution and develop skills to protect themselves.
4. To increase access to and feedback from the criminal justice system for adults who have been abused and achieve an increase in prosecutions.
5. To develop Adult Social Care participation in the Barnet MASH and to evaluate the use of Merlins in the Barnet Safeguarding Partnership.

## 5. How will we know that our strategy is effective?

We will evaluate the impact of our strategy through:

- Interviews with people who have received safeguarding services.
- Monitoring safeguarding activity and reporting to others on it.
- Auditing the Safeguarding Partnership.
- Reviewing and auditing individual examples of safeguarding work by social workers.
- Feedback from the Safeguarding User Forum, Faith & Culture Group and the five Partnership Boards, which include memberships from people with disabilities, older people, family carers and voluntary sector representatives.
- Introducing service-user defined outcomes early on in the safeguarding process and checking if these have been achieved later on in the process.

## Barnet Safeguarding Adults Board – Work Plan

Item	<i>Objective</i>	<i>Action</i>	<i>Lead</i>	<i>Time Scales</i>
<b>Culture and partnerships: Aim 1:</b> Ensure that the voices and wishes of adults at risk drive our approach to safeguarding				
1.1	Review and amend, procedures and recording templates to ensure a focus on the outcomes that the adult at risk wants and that the voice of the user is clearly heard, recorded and acted on.	<ul style="list-style-type: none"> <li>○ Document review and revision</li> <li>○ Publication, promoting awareness raising</li> </ul>	<ul style="list-style-type: none"> <li>○ Safeguarding Manager</li> </ul>	Nov 2013
<b>Culture and partnerships: Aim 2:</b> Ensure continued commitment and continuous improvement of local arrangements among all members of the safeguarding partnership				
2.1	Review BSAB membership and refresh if necessary, in light of Care and Support Reforms and joint chairing arrangements with Children’s services.	Action joint with Director for People and Family Services Director	<ul style="list-style-type: none"> <li>○ Adults and Communities Director</li> </ul>	Dec 2013
2.2	Review sub-groups including membership, work programmes and effectiveness; develop and implement revised arrangements.	Action joint with Assistant Director Adult Social Care	<ul style="list-style-type: none"> <li>○ Assistant Director Adult Social Care</li> </ul>	Oct 2013.
2.3	Agree contributions framework for the Board.	Develop with key statutory partners	<ul style="list-style-type: none"> <li>○ Adults and Communities Director</li> </ul>	Dec 2013
<b>Culture and partnerships: Aim 3:</b> Ensuring that lessons from local and national safeguarding adults reviews and domestic homicide reviews are understood and implemented				
3.1	Revise protocol on SCR criteria and possible dispositions.	Support SCR sub group of SAB to meet three times during 2013 to link with Children’s services and DHR where appropriate	<ul style="list-style-type: none"> <li>○ Borough Commander of London Fire Brigade</li> <li>○ Barnet CCG Safeguarding Lead</li> <li>○ CLCH Safeguarding Lead</li> </ul>	Apr 2014
3.2	Implement improved processes for lessons learned identified from local and national SCRs and SCIE reviews in adults and relevant children’s services to include DHRs.	<ul style="list-style-type: none"> <li>○ Links to 3.1</li> <li>○ Review guidance</li> <li>○ Implement through NHS clinical governance, Council practice governance and other partner’s quality assurance systems.</li> </ul>	<ul style="list-style-type: none"> <li>○ Head of Care Quality</li> </ul>	Apr 2014

Item	Objective	Action	Lead	Time Scales
<b>Culture and partnerships: Aim 4: Refine our training strategy at all levels to support the workforce with skills and knowledge of legislation and understanding of our mandate for intervention across all age groups</b>				
4.1	Staff across partners are competent to address safeguarding issues and use the MCA, HRA in working with adults at risk.	<ul style="list-style-type: none"> <li>○ Develop and implement refreshed training strategy addressing MCA, HRA and outcomes focused safeguarding.</li> <li>○ Renew and monitor delivery</li> </ul>	<ul style="list-style-type: none"> <li>○ Training Manager</li> </ul>	Apr 2014
<b>Culture and partnerships: Aim 5: Update our policies and procedures to ensure the voice and desired outcomes of the adult at risk drive safeguarding and that they reflect the principles and requirements for effective safeguarding practice in line with the Care and Support Act</b>				
5.1	Review and monitor each organisations' adults safeguarding policy to ensure it is in line with the new Care Act.	<ul style="list-style-type: none"> <li>○ Revision of safeguarding adult partner audit tool to ensure it takes account of the requirements of the Care Act.</li> <li>○ Conduct audit and self-assessment of each partner agencies Safeguarding policy and procedures, to be reviewed at BSAB</li> <li>○ Ensure that equality and diversity issues are addressed</li> </ul>	Safeguarding Adults Service Manager	Annual Audit
5.2	Any agency who contracts or sub-contracts work to be compliant with safeguarding standards.	<ul style="list-style-type: none"> <li>○ Ensure commissioning contracts across the partnership include requirements to have a safeguarding policy.</li> <li>○ Monitored through annual audit</li> </ul>	Contracting leads in each partner organisation	Annual Audit
<b>Culture and Partnerships: Aim 6: Implement new closer working arrangements with the Safeguarding Children's Board and the Domestic Violence Board</b>				
6.1	Review safeguarding board structures and create a new think family group which will manage joint areas of interest between children's and adults Boards and be managed by an oversight group	<ul style="list-style-type: none"> <li>○ Appoint a new chair of SAB following shared children and adults panel and service user group interview</li> <li>○ Develop and implement new structure and links between children's and adult's boards and new sub groups work programme</li> </ul>	<ul style="list-style-type: none"> <li>○ Assistant Director Adult Social Care</li> <li>○ Assistant Director Children's Social Care</li> </ul>	Dec 2013
6.2	Create a shared Safeguarding Board website across children and adults	<ul style="list-style-type: none"> <li>○ Develop children and adults safeguarding web sites</li> <li>○ Create links as interim measure</li> </ul>	<ul style="list-style-type: none"> <li>○ Communications managers, Children's Services and Adult's and Communities</li> </ul>	Dec 2013

Item	Objective	Action	Lead	Time Scales
<b>Prevention:</b> Aim 1: To continue to raise community awareness of safeguarding adults, including ensuring that service users, carers and the wider public know				
7.1	Further develop resources available for the public on safeguarding to enable greater self-protection, reporting and access to advice.	<ul style="list-style-type: none"> <li>○ Produce and deliver annual multi-agency communications plan to include:               <ul style="list-style-type: none"> <li>○ Publication of a series of fact sheets (pocket size/credit card style) focusing on different areas of risk (in web based, accessible, different formats)</li> <li>○ Consider and evaluate larger scale public advertising campaign</li> <li>○ Targeted information/ publicity to be available at key community points that people/people at risk make use of i.e.                   <ul style="list-style-type: none"> <li>○ Faith organisations/places of worship</li> <li>○ Post offices</li> <li>○ Job centre plus</li> <li>○ GP surgeries</li> <li>○ Corner Shops</li> <li>○ Community Groups</li> </ul> </li> </ul> </li> <li>○ Include Safe Spaces and third party reporting sites in communications plan.</li> <li>○ Consider domestic violence links.</li> </ul>	<ul style="list-style-type: none"> <li>○ ACDU Communications with involvement of Communications leads from all partner agencies.</li> </ul>	Detailed milestones in separate communications plans
7.2	<p>Increase reporting of abuse from community groups which are currently under represented in alerts and referrals.</p> <p>Work with representatives of these communities to understand barriers and solutions to reporting abuse; identify and agree actions.</p>	<ul style="list-style-type: none"> <li>○ Action plan to be developed by Faith and Community Group.</li> <li>○ Seek advice and understand the learning from similar work in Children’s Services and Community Barnet.</li> <li>○ Consider the development of safeguarding champions in key community groups.</li> <li>○ Engage Community Barnet/Healthwatch in order to meet this objective.</li> </ul>	<ul style="list-style-type: none"> <li>○ BSAB Faith and Community sub-group, supported by:               <ul style="list-style-type: none"> <li>○ Head of Care Quality</li> <li>○ S/G manager</li> <li>○ ACDU Communications</li> <li>○ Involving:                   <ul style="list-style-type: none"> <li>○ HealthWatch/Community</li> <li>○ Barnet</li> </ul> </li> </ul> </li> <li>○ Adults and Communities Director</li> <li>○</li> </ul>	Dec 2013



<b>Item</b>	<b>Objective</b>	<b>Action</b>	<b>Lead</b>	<b>Time Scales</b>
7.3	Improve communication about referral process across agencies and members of the public.	<ul style="list-style-type: none"> <li>○ Review and update information available on reporting abuse and ensure this is accessible to: <ul style="list-style-type: none"> <li>○ Partner agencies</li> <li>○ Members of the public</li> <li>○ Health and Social Care providers, including PA's</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ Communications</li> <li>○ Safeguarding Manager</li> </ul>	Feb 2014
7.4	Ensure people who make a safeguarding alert receive feedback that appropriate action was taken	<ul style="list-style-type: none"> <li>○ Agree standards and level of feedback to be given to alerters of abuse, appropriate to their concerns and role with the adult at risk.</li> </ul>	<ul style="list-style-type: none"> <li>○ Communications</li> <li>○ Safeguarding Manager</li> </ul>	Feb 2014
7.5	Renew links with Trading Standards and Environmental Health to develop work on broader aspects of safeguarding adults (such as rogue traders etc.).	<ul style="list-style-type: none"> <li>○ To be developed</li> </ul>	<ul style="list-style-type: none"> <li>○ Assistant Director Adult Social Care</li> </ul>	Apr 2014
7.6	Further work on hate crime and safeguarding. Details to be developed by end of Q3 2103/14		<ul style="list-style-type: none"> <li>○ Head of Community Safety.</li> </ul>	Dec 2013

**Prevention:** Aim 2: As a partnership, deal with the underpinning quality and dignity issues which can result in safeguarding investigations (e.g. management of pressures sores)

8.1	To improve safety and quality of life by improving pressure ulcer prevention and management across health and social care, including independent and voluntary sector providers	<ul style="list-style-type: none"> <li>○ To implement agreed protocols across all providers for the prevention, identification and management of pressure ulcers.</li> <li>○ To implement agreed clinical input into pressure ulcers raised as a safeguarding alert.</li> <li>○ To implement an agreed local protocol on safeguarding alerts and pressure ulcers, ensuring the most appropriate method of addressing issues.</li> </ul>	<ul style="list-style-type: none"> <li>○ Director of Quality and Governance, Barnet CCG</li> </ul>	Dec 2013 – Apr 2014
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Item	Objective	Action	Lead	Time Scales
8.2	Track and review initiatives by the Integrated Quality in Care Homes Team and Harm free care project to ensure that key care quality issues are addressed.	<ul style="list-style-type: none"> <li>○ Reports to be scheduled on forward plan.</li> </ul>	<ul style="list-style-type: none"> <li>○ Assistant Director Adult Social Care</li> <li>○ Director of Quality and Governance, Barnet CCG</li> </ul>	On-going
8.3	Develop appropriate working links with CCG Quality and Safety Committee and between BSAB/BSCB chair and Q&S committee chair.		<ul style="list-style-type: none"> <li>○ Director of Quality and Governance, Barnet CCG</li> </ul>	Dec 2013
8.4	Conduct partner self-assessment audit on quality issues and safeguarding		<ul style="list-style-type: none"> <li>○ Safeguarding Manager</li> </ul>	Apr 2014
<b>Prevention: Aim 3 Improve understanding and use of mental capacity and human rights legislation across the partnership</b>				
9.1	Refine training approach to include understanding and use of mental capacity and MCA and HRA legislation across the partnership.	<ul style="list-style-type: none"> <li>○ Training needs analysis</li> <li>○ Development of training programme and implementation</li> </ul>	<ul style="list-style-type: none"> <li>○ Training lead</li> </ul>	Apr 2014
9.2	Develop training/awareness in-reach strategy with CCG for GP practices on safeguarding, MCA, DV and hate crime, including signposting for further help.	<ul style="list-style-type: none"> <li>○ Monitoring and review</li> </ul>	<ul style="list-style-type: none"> <li>○ Training lead</li> <li>○ Director of Quality and Governance, Barnet CCG</li> </ul>	Apr 2014
9.3	All partner organisations have access to resources which support best practice in the implementation of the Mental Capacity Act	Review and publicise materials available to health and social care staff, and family carers to raise awareness and aid implementation of the MCA across all agencies	<ul style="list-style-type: none"> <li>○ Communications Lead</li> </ul>	Nov 2013
<b>Response: Aim 1: Build a focus on the outcomes sought by the adult at risk and their wishes at every stage of the process</b>				
10.1	Develop a “no wrong door” approach to ensure that safeguarding issues are identified and responded to early, increasing prevention of abuse.	<ul style="list-style-type: none"> <li>○ Establish Task and Finish Group to develop approaches</li> <li>○ Implement closer working with Family Focus team</li> <li>○ Develop joint working between safeguarding team and Community Safety Team</li> <li>○ Extend no wrong door approach to providers,</li> </ul>	<ul style="list-style-type: none"> <li>○ Assistant Director Adult Social Care</li> <li>○ Chief Executive, Barnet MenCap and Carers’ Network Lead</li> <li>○ Assistant Director, Safeguarding Adults BEH Mental Health Trust</li> <li>○ Borough Superintendent Met</li> </ul>	Apr 2014

Item	Objective	Action	Lead	Time Scales
		agencies beyond health and social care, through training and procedures.	Police. ○ Matron from Barnet Chase Farm.	
10.2	Develop BSAB partnership policy statement on the voice of the adult at risk and a focus on the outcomes sought by the adult at risk being the primary drivers of our approach to safeguarding.	Revise Safeguarding policy, consult and Publish.	○ Safeguarding Manager ○ BSAB Chair	Tbc
10.3	Review and refresh training programme to ensure a focus on the outcomes that the adult at risk wants and that the voice of the user is clearly heard, recorded and acted on.	○ TNA and development of programme.	○ Training lead	Tbc
10.4	Continue to capture the views of people who have experienced safeguarding services and report back the findings to the Board.	○ Conduct a further 20 interviews during 2013-14	○ Safeguarding Manager	On-going
10.5	Further develop the user experience interviews to enable the views from a wider group people to be heard.	○ Investigate good practice in capturing user feedback from people who have been through the safeguarding process	○ Safeguarding Manager	Apr 2014
		○ Explore how the safeguarding experience of people who lack capacity can be captured.	○ Safeguarding Manager	Apr 2014
<b>Response: Aim 2: Increase support for family carers as alerters and potential perpetrators</b>				
11.1	Improve refresh carers training to support carers in their role and to raise their awareness of patient safety / reduction of harm to improve quality of care	○ TNA and development of programme.	○ Training lead and CEO, Barnet Mencap	Apr 2014
11.2	Target GPs to support the identification of carers both known and unknown – link to NHS outcomes framework	○ Link to CCG and NHSE training and development programme.	○ CCG Safeguarding Lead	Apr 2014
11.3	Options for increased support and interventions to be developed by BSAB sub-group and reported back to the Board.	Renew, scoping and analysis	○ Chief Exec, Barnet Mencap and LBB Carers Lead.	Apr 2014

Item	Objective	Action	Lead	Time Scales
<b>Response: Aim 3:</b> Implement a wider range of interventions to support victims of abuse, to help them to achieve resolution and develop skills to protect themselves				
12.1	Post abuse support will be available to the Barnet population following safeguarding investigations and implementation of protection plans	Options for increased support and interventions to be developed by BSAB sub-group and reported back to the Board.	○ Safeguarding Manager	June 2014
<b>Response: Aim 4:</b> To increase access to and feedback from the criminal justice system for adults who have been abused and achieve an increase in prosecutions				
13.1	Improve access to justice for people who have been through the safeguarding process	○ Produce and analyse data on: <ul style="list-style-type: none"> <li>○ Police investigations</li> <li>○ Decisions about prosecutions</li> <li>○ Outcomes of court cases</li> <li>○ Use of intermediaries</li> <li>○ Prosecutions under sex offences act</li> <li>○ Prosecutions under Mental Capacity Act</li> <li>○ Review at BSAB and develop agreed actions with local criminal justice agencies including Council Community Safety Team</li> </ul>	○ Assistant Borough Commander	Dec 2013 - Apr 2014
13.2	Improve the use of the criminal offences in the Mental Capacity Act to enable more people to have access to the criminal justice system	○ Police officers in the Community Safety Unit to receive specific training in MCA	○ Detective Superintendent to check training lead for community safety programme	June 2014
<b>Response: Aim 5:</b> To develop Adult Social Care participation in the Barnet MASH and to evaluate the use of Merlins in the Barnet Safeguarding Partnership.				
14.1		○ Ensure appropriate information sharing and with management including prevention of abuse	○ Assistant Director Adult Social Care and Assistant Director, Children's Social Care	Sept 2013
14.2	Extend the MASH to vulnerable adults at risk	○ Scope potential for integrating adults MASH and set action plan pending outcome of London pilot	○ Assistant Director Adult Social Care and Assistant Director, Children's Social Care	June 2014
		○ Identify resource issues for development of MASH; evaluate use of Merlins	○ Assistant Director Adult Social Care and Assistant Director, Children's Social Care	June 2014