



# Brent

## Partnership and Place Overview and Scrutiny Committee

**Tuesday 21 January 2014 at 7.00 pm**

Boardroom - Brent Civic Centre, Engineers Way,  
Wembley, HA9 0FJ

### Membership:

#### Members

Councillors:

Van Kalwala (Chair)  
Green (Vice-Chair)  
Arnold  
Harrison  
HB Patel  
RS Patel  
Krupa Sheth  
Cheese

#### first alternates

Councillors:

Daly  
Lorber  
Al-Ebadi  
Oladapo  
Colwill  
Chohan  
Aden

#### second alternates

Councillors:

Ogunro  
Leaman  
Jones  
Ketan Sheth  
Kansagra  
S Choudhary  
Long

**For further information contact:** Gayle Fentiman, Democratic Services Officer  
020 8937 4617 [gayle.fentiman@brent.gov.uk](mailto:gayle.fentiman@brent.gov.uk)

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**The press and public are welcome to attend this meeting**

# Agenda

Introductions, if appropriate.

Apologies for absence and clarification of alternate members

Item	Page
<b>1 Declarations of personal and prejudicial interests</b>	
Members are invited to declare at this stage of the meeting, any relevant financial or other interest in the items on the agenda.	
<b>2 Deputations</b>	
<b>3 Minutes of the previous meeting held on</b>	1 - 6
The minutes are attached.	
<b>4 Matters arising</b>	
<b>5 Children's Social Care</b>	7 - 14
This item is a presentation and provides an overview of Brent Children's Social Care. The presentation highlights Children's Social Care in the national context, regulations and current developments.	
<b>Ward Affected:</b> All Wards	<b>Contact Officer:</b> Neil MacDonald, Grace Fagan, Principal Officer for Brent Family Front Door (BFFD) Tel: 02089376344 neil.macdonald@brent.gov.uk, grace.fagan@brent.gov.uk
<b>6 Multi-Agency Safeguarding Hub (MASH)</b>	15 - 26
This item is a presentation and provides an overview of Brent MASH "Front Door". The presentation highlights the aims of the service, core elements and partnership working. The presentation also highlights the performance of the service and benefits to service users.	
<b>Ward Affected:</b> All Wards	<b>Contact Officer:</b> Neil MacDonald, Grace Fagan, Principal Officer for Brent Family Front Door (BFFD)

Tel: 02089376344  
neil.macdonald@brent.gov.uk,  
grace.fagan@brent.gov.uk

**7 Housing and Safeguarding** 27 - 28

This item is a presentation and provides an overview of the partnership working of Housing Services alongside the Multi-Agency Safeguarding Hub (MASH).

**Ward Affected:** All Wards      **Contact Officer:** Laurence Coaker,  
Housing Needs Service  
Tel: 020 8937 2788  
laurence.coaker@brent.gov.uk

**8 Adult Safeguarding** 29 - 56

This item is a presentation supported by the Adult Safeguarding annual report. The presentation provides an overview of the service, performance analysis and the department's priorities for 2014/15.

**Ward Affected:** All Wards      **Contact Officer:** Phil Porter, Strategic  
Director, Adult Social Services  
Tel: 020 8937 5937  
phil.porter@brent.gov.uk

**9 Police - Adult Safeguarding** 57 - 60

A presentation on the Police Forces work safeguarding adults and working in partnership with Brent Council.

**10 Fire Services - Adult Safeguarding**

A verbal update on the on the Fire Services work safeguarding adults and working in partnership with Brent Council.

**11 Work Programme 2013/14** 61 - 64

The work programme is attached.

**12 Date of next meeting**

The next meeting of the Partnership and Place Overview and Scrutiny Committee meeting is scheduled to take place on 20 March 2014.

### 13 Any other urgent business

Notice of items raised under this heading must be given in writing to the Democratic Services Manager or his representative before the meeting in accordance with Standing Order 64.



- Please remember to **SWITCH OFF** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.



## MINUTES OF THE PARTNERSHIP AND PLACE OVERVIEW AND SCRUTINY COMMITTEE

Wednesday 20 November 2013 at 7.00 pm

PRESENT: Councillor Van Kalwala (Chair), and Councillors Arnold, Harrison, RS Patel and Krupa Sheth

1. **Declarations of personal and prejudicial interests**

None declared.

2. **Deputations**

None.

3. **Minutes of the previous meeting held on 3 October 2013**

RESOLVED:

That the minutes of the meeting held on 3 October 2013 be approved as an accurate record of proceedings.

4. **Matters arising**

*Item 3, Matters Arising*

Kisi Smith-Charlemagne informed the Committee that she had not received confirmation regarding parking on zigzag lines outside stations and would circulate the information once received.

*Item 6, Deputations*

The Chair informed the Committee that a letter had been drafted regarding the policy on assets of community value and the final copy would be sent to the Committee once sent to the Lead Member for Environment and Neighbourhoods.

5. **Employment & Enterprise Service Update - November 2013**

Shomsia Ali, Head of Employment and Enterprise, informed the Committee that the team was now fully staffed. The section was a new service area within the housing & employment division, reflecting the strong links between unemployment and housing needs. The Head of Employment and Enterprise informed the Committee that a borough employment strategy was in the process of being drafted. To inform this, consultation on the evidence base had taken place, including with key stakeholders such as the Department for Working Pensions (DWP) and the College of North West London (CNWL). The Employment Strategy will be aligned to the Housing Strategy for the next five years.

The Head of Employment and Enterprise gave a presentation demonstrating the employment trends in the borough and the challenges facing the team and the borough as a whole. She drew members' attention to key trends in the borough, including a population increase over the last ten years, particularly an increase in the working age population. Shomsia Ali explained that the London average for the proportion of working age adults in employment was 69.5%, only 1.4% higher than Brent. 10.6% of persons of working age were unemployed and looking for work (a total of 14,100 unemployed people in Brent). This pattern of Brent recording an unemployment rate 2 -3% above London and the UK rate had been consistent over the past 15 years. Shomsia Ali drew attention to differences within ethnic groups, with a low percentage of Black/African/Caribbean/British residents being economically active.

The Head of Employment and Enterprise highlighted the difference between unemployment and 'worklessness', sighting that unemployment (Jobseekers Allowance claimant count) had been decreasing and coming in line with the London average despite the population increase. Shomsia Ali informed the Committee that the residents of Brent had fared well in comparison to previous recessions, suggesting the population was resilient and self sufficient. She continued to explain that approximately 50% of unemployed persons on job seekers allowance (JSA) were able to get a job within six months, with only 25% remaining in long term unemployment. Shomsia Ali drew attention to differences within claimant groups, including that 18 – 24 year olds are no more likely to be claiming JSA for more than a year than any other age group. The rate of long term unemployment for 18 – 24 year olds was marginally below the average rate for the UK (Brent 1%, UK 1.2%). Those JSA claimants aged over 50 years were marginally more likely to still be unemployed after 12 months. Members queried the exact number of 18-24 year olds in long term unemployment and it was agreed that this information would be circulated to the Committee by the Head of Employment and Enterprise.

Shomsia Ali informed members that despite an overall positive borough picture, a ward based analysis showed that there was growing polarisation in the borough. The wards that have since 1992 experienced the highest levels of unemployment still continue to have entrenched poverty and unemployment. Shomsia Ali highlighted the strong relationship in areas of deprivation with low employment rates, ethnicity and housing tenure. The highest level of unemployment and economic inactivity was amongst the Black and African Caribbean communities in social housing or private rented homes. It was noted that long term unemployment rates in these wards was improving although there was still a significant variance with other wards.

The Head of Employment and Enterprise informed members of the change in labour demand in the borough including; 14% increase with NVQ4 since 2007, 10% increase with NVQ3 since 2007 and 3% increase with no qualifications. Members queried whether this information could be broken down by ward and it was agreed that this would be looked into. It was noted that the population and qualification increase may be due to skilled workers moving into the borough. It was noted that the job density within the borough was low, at 0.55 and was more comparable with rural areas. It was highlighted this was partly due to an increase in the working age population rather than a decline or exit of a particular industry within the borough. Shomsia Ali highlighted that there were six JSA claimants pursuing each vacancy

compared to the national average of four persons per vacancy. Shomsia Ali informed members of the drop in manufacturing jobs, with the public sector remaining a critical employer with a low number of business and finance jobs in the borough. It was clarified that the borough had a good child care and hospitality industry although it was recognised that these often had a lower skill entry. The Head of Employment and Enterprise informed members of the increased median earnings per week although this still remained below the London average. A significant increase in median wages suggested that this was a result of higher skilled people, with higher income jobs moving into the borough. It was noted that the employment strategy would have to make choices regarding its focus such as reducing unemployment (claimant count), improving wages or working more broadly with those impacted by worklessness (regardless of benefit type) including with those most affected by the benefit cap. It was recognised that work would need to be undertaken with partners as well as linking with regeneration strategies and the housing strategy.

In response to queries regarding persons failing to seek suitable work opportunities, it was explained that many persons did not choose unemployment and was due to numerous factors including incapability and care responsibilities. It was confirmed that those failing to engage in employment activities were the responsibility of DWP where tighter sanctioning regimes were in place. Following queries regarding the employment responsibilities of persons housed out of the borough (as a result of the implementation of the overall benefit cap), it was explained that this had happened historically due to lack of affordable housing in the borough and following the benefit cap, housing had been sought in the midlands as well as London boroughs such as Slough. It was explained that a local support worker had been employed in the Midlands to support the families and was assisting in finding suitable schools as well as employment and training opportunities. It was clarified that Brent were responsible for the families for the first two years however if permanent housing was found then the responsibility was only for the first 12 months. It was noted that it was not suitable to place residents out of the borough and where children were in an exam year, every effort was made to ensure they remained in the borough for schooling purposes.

During discussions it was noted that the Employment and Enterprise team may need to be restructured as the Navigator pilot was due to finish at the end of December 2013 with the team being shaped by the outcomes of the Employment Strategy once developed. It was explained that the team had evolved with the welfare changes, with increased partnership working and partners such as DWP and Citizens Advice Bureau now based at the Civic Centre, ensuring effective solutions could be sought quickly. It was clarified that the Navigator service was initially intended as a signposting service however this evolved over time to provide more intensive one-to-one support, particularly around job brokerage due to an absence of job brokerage service in the borough. An internal review of the service had taken place with an external review scheduled to conclude for end of February 2014. This will inform the future of the service, along with the employment strategy.

Jon Lloyd Owen, Operations Director, Housing & Employment drew member's attention to the work undertaken to secure employment opportunities for the London Designer Outlet. The Employment and Enterprise team had led a borough-wide partnership to secure job opportunities for local residents. The recruitment for the London Designer Outlet is ongoing. At present, the team has had access to

crics, 500 vacancies, with nearly 50% of these being secured by people supported by Wembley Works. Following the restructure of the Wembley Works team it was confirmed that there were now three persons in post acting as a single point of contact for a large proportion of the Outlets vacancies and compiling a database of 2500 residents seeking job opportunities.

In response to queries it was confirmed that a group of senior colleagues from partner organisations, including DWP and Work Programme providers had been established with a partnership agreement being signed and the Council taking a strategic lead.

Following queries regarding how the borough would be shaped following completion of the strategy, it was explained that this would depend on the focus the strategy took. It was noted that it was key to recognise partner's limitations and the effect the current climate had on any initiatives as well as the limited resources available to the Council. The Operations Director, Housing & Employment informed members of the need to grow business in the borough, particularly as small businesses looked to expand and the lack of suitable premises available. Members reflected upon the changes in Wembley and the opportunities available such as the stadium and park royal and noted that individual areas needed to be improved to ensure correlation with the economic growth of the borough and to secure jobs for local residents. Jon Lloyd Owen informed members that the Navigator pilot had highlighted gaps that needed to be explored but also that the work undertaken with individuals although not always resulting in employment, had broken down many barriers preventing them entering the workforce. Following discussions it was recognised that further work was required regarding employment education at school as well as engaging private sector companies.

RESOLVED:

Members noted the report.

## 6. **Brent Council's New Apprenticeship Programme**

Shomsia Ali informed the Committee that there were various roles available within the in-house council apprenticeship scheme. Shomsia Ali confirmed that vacancies were being advertised nationally via the National Apprenticeship Service website, but also locally through her team. Work was being undertaken with partners to identify young persons suitable for the roles and make them aware of the opportunities. It was explained that the first trench of apprenticeships would commence in January 2014 and it was felt that an update should be provided in March 2014.

RESOLVED:

- (i) Members noted the report,
- (ii) That an update be provided in March 2014.

## 7. **Work Programme 2013/14**

RESOLVED:



Members noted the work programme.

8. **Date of next meeting**

The next meeting of the Partnership and Place Overview and Scrutiny Committee has been scheduled to take place on 21 January 2014.

9. **Any other urgent business**

None.

The meeting closed at 8.50 pm

Z VAN KALWALA  
Chair

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# CHILDREN'S SOCIAL CARE

Graham Genoni  
Operational Director  
Children and Families Department



[www.brent.gov.uk](http://www.brent.gov.uk)

# National Context

- Working together '13, London Child Protection Procedures, Children Act 1989/2004
- Baby Peter Connelly
- Sexual exploitation/missing children
- Residential care
- Munro review
- Early help

# Children to whom we have a statutory responsibility

- Children in Need
- Children with Disabilities
- Children subject to child protection plans
- Children Looked After
- Care Leavers
- Adoption/Fostering



# Children's Social Care

## What we do

- Manage all referrals/ cases where there are concerns for the welfare of children
- 1900 cases open at any one time
- 340 children are “looked after” by the LA
- 200 have “child protection plans”
- 1300 are “children in need”, including those with disabilities

# Structure

- 5 locality based social work teams (Kilburn, Willesden, Harlesden, Wembley, Kingsbury)
- 4 Looked after children teams, including “care leavers”
- Fostering and adoption service
- Contracts and commissioning
- Youth Offending Service
- Budget of approximately £32m with £18m spent on placements and remainder on staff



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# Regulation

- Ofsted inspection
- Inspection grading: 20% inadequate, 60% require improvement, 20% good/outstanding
- Performance and performance indicators



## Organisational context-boards, committees and panels

- Corporate Parenting Group
- Children's Overview and Scrutiny Committee
- Local Safeguarding Children's Board (LSCB)
- CEO is responsible for ensuring an effective LSCB
- Lead Member for Children and Families is a participant observer
- Health and Well-Being Board



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# Current developments

- Multi Agency Safeguarding Hub
- Family Justice Review response
- Family Intervention and Assessment Resource
- Family Assessment and Support Team.
- NRPF/homelessness responses
- West London Alliance

# BRENT CHILDREN'S FAMILY FRONT DOOR MULTI-AGENCY SAFEGUARDING HUB

13/01/2014

BFFD/GF



INCORPORATING  
**MASH**

1

# AIMS OF BRENT FAMILY FRONT DOOR

- ❖ **Develop - a multi-agency front door team, incorporating a multi-agency safeguarding hub (MASH)**
- ❖ **Family Support - meeting different levels of need, from early help, working with families meeting the Troubled Families criteria, through to work with families with children or adolescents on the edge of care.**
- ❖ **Development - of an 'aligned services' strategy - Identification of wider service provision in order to improve and strengthen a wider range of 'aligned family support services' across services and partners.**



# AIMS OF BRENT FAMILY FRONT DOOR

- **To fundamentally improve the way that Brent Council and its partners identify and deliver services to the borough's most vulnerable families.**
- **Build upon existing provision to ensure a more robust and coordinated range of early help services across the borough that are easier to navigate for both practitioners and families.**



# THE FIVE CORE ELEMENTS

- **All notifications relating to safeguarding and promoting the welfare of children to go through the hub.**
- **A process to identify victims and emerging harm through research and analysis**
- **An agreed process for analysing and assessing risk, based on the fullest information picture and dissemination of a suitable information product to the most appropriate agency for necessary action.**



# THE FIVE CORE ELEMENTS

➤ **A co-located team of professionals from core agencies delivering an integrated service with the aim to research, interpret and determine what is proportionate and relevant to share**

➤ **The hub is fire walled, keeping MASH activity confidential and separate from operational activity and providing a confidential record system of activity to support this**



# PARTNERS IN BRENT FAMILY FRONT DOOR

## ➤ Co-located:

- Children's Social Work Team
- Metropolitan Police Public Protection Officers
- Health professionals
- Family Solutions
- Family Information Service
- Probation ( 1day a week)

## ➤ Working closely alongside:

- Adult Safeguarding Team (Safeguarding Adults Manager and Safeguarding Liaison Officer on duty )

## ➤ Liaising/providing information:

- Housing
- Education Welfare Services
- Youth Offending and Integrated Youth Services





## SUMMARY OF ELIGIBLE REFERRALS BY BOROUGHES INCLUDED IN THE AUDIT ANALYSES

	Pre MASH referrals	Post MASH referrals
Brent	103	97
Tower Hamlets	104	N/A
Tri-borough	69	45

- **There was a significant increase in Brent and Westminster in children referred for possible neglect or abuse from pre to post MASH implementation.**

# PERFORMANCE & COMPARATIVE DATA ANALYSIS

Turnaround time of referrals to the Tower Hamlets IPST and Brent and Westminster pre and post MASH implementation in working days (Mean (Standard deviation)) 3

Safeguarding approach

	Tower Hamlets IPST (n=104)	Brent and Westminster pre MASH (n=172)	Brent and Westminster post MASH (n=142)
Turn-around time in working days	1.12 (2.38)	1.92 (2.58)	1.66 (3.54)
13/01/2014			

- The turnaround time for cases referred to the IPST in Tower Hamlets was significant lower than the turnaround time in Brent and Westminster before the implementation of MASH, but there was no significant difference to the post MASH implementation time in Brent and Westminster.

# WHAT ARE THE BENEFITS OF BRENT FAMILY FRONT DOOR

- **Efficiency.**
- **A MAFD will filter out 'noise in the system'. Risk assessment of police notifications of an incident involving a child, carried out by the police undertaking the MASH themselves**



# WHAT ARE THE BENEFITS OF BRENT FAMILY FRONT DOOR

## ➤ Smoother Pathways.

➤ A MAFD (BFFD) offers simplification to current pathways to accessing services, and offers the potential of a coordinated multi-agency response to achieve better impact. Previously services were offered in isolation, or risked duplication of effort.

## ➤ Early identification

Some of the families who did not meet the social care threshold would benefit from some preventative support, and could be directed or signposted to early help services via the Multi-Agency Front Door.

# WHAT ARE THE BENEFITS OF BRENT FAMILY FRONT DOOR

## ➤ Better identification -

- Of categories of children and young people at risk. The information-gathering process will greatly assist the work in tracking missing children, including children missing from education. It will also benefit work on identifying children or young people at risk of sexual exploitation, involved in gang activity

## ➤ Integrated Working.

- It will also help overcome some of the concerns which are continually highlighted in serious case reviews and other investigations - through improved communication and information-sharing between agencies and services



# CHALLENGES & INITIATIVES

❖ **BENEFITS WELFARE REFORM**

❖ **INFORMATION GOVERNANCE SHARING AGREEMENT SIGN OFF**

❖ **SECURE LOCATION – BFFD**

❖ **CONSISTENT STAFFING LEVELS**

➤ **SHORT TERM PLANS**

❖ **Adult Safeguarding**

❖ **Family Solutions**

❖ **Family Information Services**

❖ **Service Review June 2014**

➤ **LONG TERM PLANS**

❖ **Sourcing On-going Funding**

# Housing & Safeguarding

## MASH

- Dedicated duty manager who provides a single point of contact for referrals from MASH
- Identify if family known to housing services – past involvement
- Assess appropriate housing contribution, e.g.
  - Provision of emergency accommodation
  - Housing options and access – e.g. Private Rented sector placement
  - Rehousing prospects
  - Assessment of statutory homelessness duty

# Housing & Safeguarding

## Safeguarding Boards

- Head of Housing Needs Board representative
- Information exchange
- Welfare Reform mitigation – e.g. LSCB - tracking education provision for relocated families

## Safeguarding Approach

- Core to housing work
- Safeguarding awareness training for front-line staff
- Inclusion in Housing Assessment templates
- Standard senior management team agenda item
- Future JDs to include as basic responsibility
- Housing Providers safeguarding lead



 <b>Brent</b>	<p><b>Partnership &amp; Place Overview &amp; Scrutiny Committee</b> 21 January 2014</p> <p><b>Report from the Director of Adult Social Care</b></p>
<p>For Information <span style="float: right;">Wards Affected: ALL</span></p>	
<p><b>Safeguarding Annual Report 2012/2013</b></p>	

## 1.0 Summary

1.1 Brent's Adult Safeguarding board's (BSAB) primary objective is to protect adults at risk (vulnerable adults) and ensure they are safe from significant harm. The board is currently chaired by the director of Adult Social Care, and includes a wide range of organisations that are crucial to delivering this primary objective. Each year the Board produces an Annual Report, and this is the draft Executive Summary of the report for 2012/13. The Board identified 6 priorities for 2012/13 and an overview of progress against each of these priorities is set out below.

## 2.0 Recommendations

2.1 None – this report is for information only.

## 3.0 Detail

### **3.1 Effective implementation of the pan London Safeguarding Adults procedures**

The work focused on ensuring that all the key statutory organisations in Brent had fully implemented the Pan London procedures. There was a particular focus on Brent Council's Safeguarding Adults (SGA) Team, which takes the lead on investigating all Safeguarding Adults alerts and referrals in Brent. It is the key operational link between all the agencies represented on the BSAB.

The procedures have been implemented across all the key statutory organisations and training and operational policies are in place to back this up. However, further work now needs to be done to raise awareness with a wider range of organisations, particularly in the voluntary sector. The focus in 2012/13 was the quality of the response to any allegation - ensuring the person was safe and the allegation was thoroughly investigated. 10% of all SGA referrals have been audited through the Board's multi-agency case audit process to check the quality of process. The audits have provided evidence of the quality of the SGA response (and performance data shows that there was a reduction in the number of inconclusive investigations, they fell from 33% in 2011/12 to 20% in 2012/13. However, the audits also identified the need for a clearer focus on the speed of the response: the timescale for screening the SGA alert and the timescale from alert to conclusion of the SGA process. It has also identified the need to ensure that the 'adult at risk's' voice is clearly heard and their outcomes clearly recorded. The Brent Council SGA team has been restructured to ensure these are priorities in 2013/14.

### **3.2 Excellent case recording and communication**

The work focused on improving case recording and communication across all agencies because this is the foundation for multi-agency working. There have been some identifiable improvements in this area. The advice provided by the SGA team was reported by most organisations to be very good. There are specific examples of improvements being made in information sharing including the reduction in duplication between the SGA procedure and health's Serious Incident process. Brent Council SGA Team has continued to improve their case recording systems and ensure that clear defensible decisions are being on best evidence and that the voice of the 'adult at risk' is clearly recorded in those decisions. However, further improvements are still required. The SGA team will need to focus on feeding back to 'alerters' after **all** SGA alerts to ensure that people know what has happened after they have a raised the alert. Providers (private and voluntary sector agencies) have indicated that they think they would benefit from further training in regards to the criteria for safeguarding and carrying and appropriately recording robust investigative actions.

### **3.3 Improved multi-agency working**

This work focused on dealing with day to day work between agencies on individual cases because we know that the only way we can successfully protect 'adults at risk' is by working effectively together. There is evidence of good engagement from all agencies in the pan London SGA process. This has been facilitated by the SGA team taking the process to partners, for example, holding strategy meetings in hospitals and doctors surgeries to make it easier for other people to attend. This is a positive step, but the commitment of all partners needs to be maintained going forward. For example, specific work was undertaken between the Police and the SGA team at the start of 2012/13 to improve communication, particularly at the alert stage, which improved joint working. However, during the annual review process, it was identified that police attendance at key meetings could be further improved.

The multi-agency safeguarding audits, which happen every two months, and always involve a range of people from different organisations, have underpinned this commitment to improving multi-agency working. They will continue to be a key focus for the Board. They have worked well, and have identified the strengths and areas for improvement, but one of the challenges in 2013/14 is that they have been led by the SGA team, and have tended to focus on the role of the SGA team and their records, and there is a need to make them genuinely multi-agency in 2013/14.

### **3.4 Core practice standards that prevent abuse**

This work was focused on improving core assessments in health and social care as the evidence shows if agencies do their work right first time, we can avoid or reduce the risk of abuse. This priority has not been addressed systematically through the Board as individual organisations have their own quality assurance processes in place. However, there has been a focus on particular issues. For example, there was an increased focus in 2012/13 on reducing pressure ulcers, which led to improved equipment and processes in the local A&E and has identified additional work that needs to be undertaken in 2013/14 in nursing homes, community nursing and domiciliary care agencies. Reducing the risk of financial abuse has also been identified as an area which would benefit from a targeted focus on core practice across agencies to reduce the risk of abuse.

### **3.5 Commissioning for quality**

This work focused on the importance of contracting and contract monitoring in setting and monitoring the standards that should reduce the risk of abuse. Like Priority 4 individual commissioners have their own quality assurance processes in place, so the Board has focused on improving the communication between commissioners (social care and health) and the regulator (Care Quality Commission). There are now quarterly meetings to monitor the quality of registered services commissioned in Brent, which influence the contract monitoring and quality assurance work that each organisation does. The Board wants to continue and build on this in 2013/14 to look at how it can improve the quality of all services, but also in how we can address particular issues such as the increase in pressure ulcers identified above. The Board will also require more regular and robust reporting of the impact this improved communication is having.

### **3.6 Cultural change**

This work focused on increasing awareness of the abuse of adults. During 2012/13 there was a large publicity campaign which ran adverts in prominent public places. There is evidence that this has resulted in increased SGA alerts (alerts in the first quarter of 2013/14 were 25% higher than in 2012/13). This is positive because we have to make sure that people know how to report concerns and are comfortable raising those concerns. However, through the annual review process there is some concern that the publicity campaign may not have reached all parts of the community and may have missed some key organisations, such as housing and prisons. Therefore, there is a need to continue this awareness raising work and in addition to the general awareness raising we need to develop a more targeted approach, which not only focuses on awareness raising with different groups but also develops additional

messages – the first campaign focused on stopping and reporting abuse, there is also a need to focus on helping people to stay safe and avoid abuse in the first place.

#### **4.0 Financial Implications**

4.1 None

#### **5.0 Legal Implications**

5.1 None

#### **6.0 Diversity Implications**

6.1 None

#### **7.0 Staffing/Accommodation Implications (if appropriate)**

7.1 None

#### **Background Papers**

None

#### **Contact Officers**

Phil Porter – Director of Adult Safeguarding  
[Phil.porter@brent.gov.uk](mailto:Phil.porter@brent.gov.uk)

# Partnerships and Place Overview and Scrutiny Committee

Phil Porter  
Acting Director Adult Social Care

21 January 2014

**ABUSE - SEE IT. STOP IT.**

Safeguarding is everyone's responsibility. Neglect or physical, sexual, emotional or financial abuse is not always obvious. In case of emergency call 999 or call 020 8937 4300 [www.brent.gov.uk](http://www.brent.gov.uk)

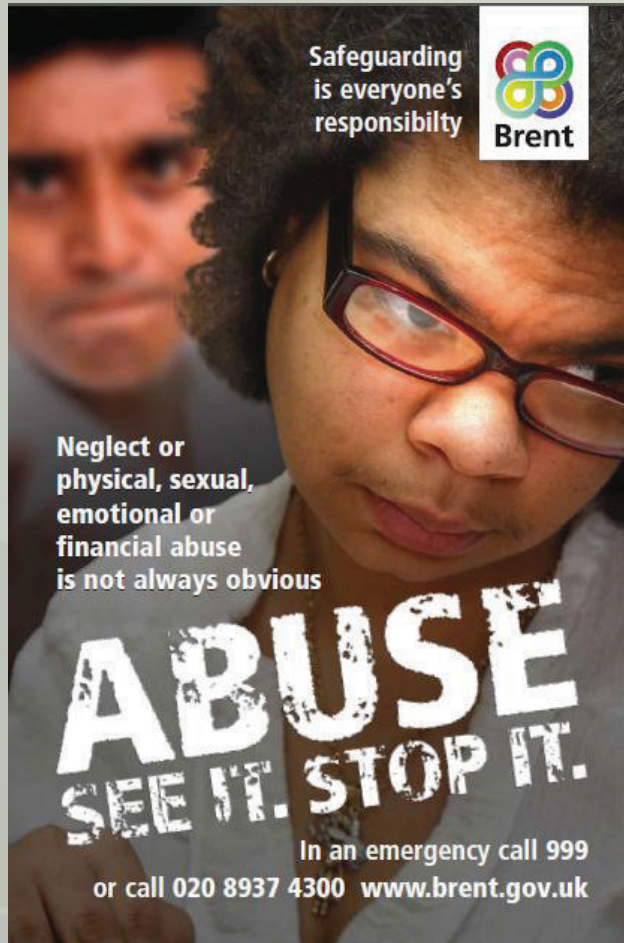


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# Abuse. See it. Stop it. 2013

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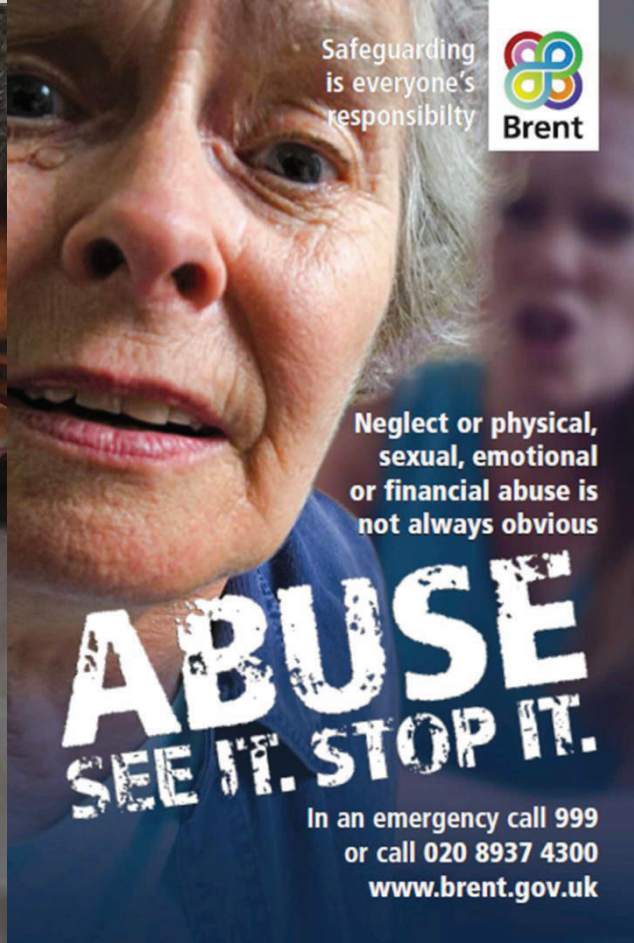
Safeguarding is everyone's responsibility




Neglect or physical, sexual, emotional or financial abuse is not always obvious

**ABUSE**  
**SEE IT. STOP IT.**

In an emergency call 999  
or call 020 8937 4300 [www.brent.gov.uk](http://www.brent.gov.uk)



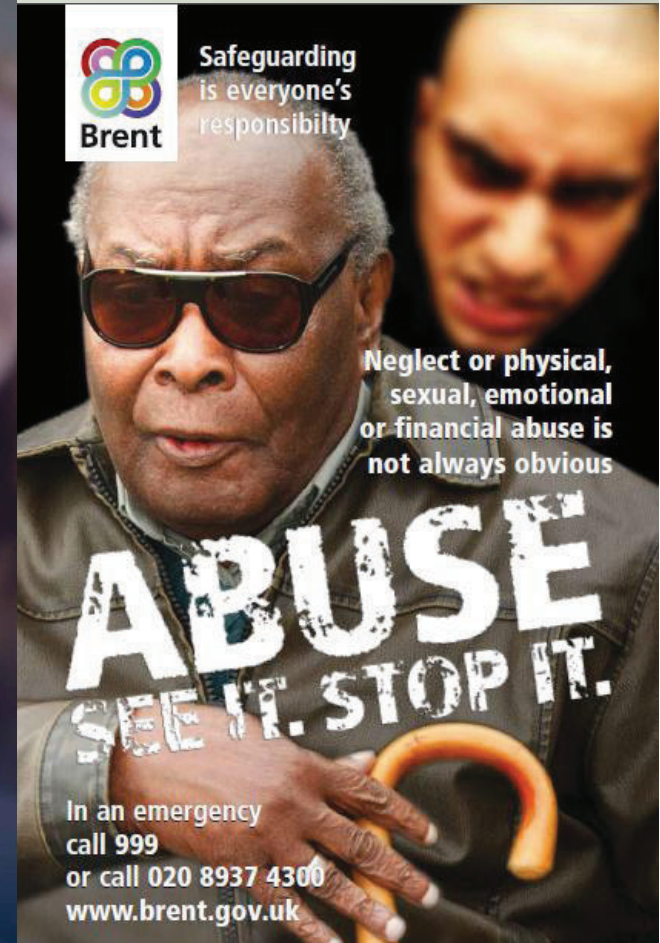
Safeguarding is everyone's responsibility




Neglect or physical, sexual, emotional or financial abuse is not always obvious

**ABUSE**  
**SEE IT. STOP IT.**

In an emergency call 999  
or call 020 8937 4300  
[www.brent.gov.uk](http://www.brent.gov.uk)



Safeguarding is everyone's responsibility



Neglect or physical, sexual, emotional or financial abuse is not always obvious

**ABUSE**  
**SEE IT. STOP IT.**

In an emergency call 999  
or call 020 8937 4300  
[www.brent.gov.uk](http://www.brent.gov.uk)

# Agenda

- An overview of Safeguarding Adults in Brent
  - Brent Safeguarding Adults Board
  - SGA Operations
- SGA performance
- Brent Safeguarding Adults Annual Report
  - Overview of 2012/13
  - Priorities for 2014

# Brent Safeguarding Adults Board (1)

## *Purpose and objectives*

The Brent Safeguarding Adults Board (BSAB) is the partnership which leads and monitors safeguarding practice in Brent.

BSAB's primary objective is to ensure the protection of 'adults at risk' of significant harm:

- to work together to promote safer communities to prevent harm and abuse, and
- to identify, investigate and respond effectively to allegations of abuse.

In order to achieve this it must ensure that safeguarding adults is everyone's responsibility.





# Brent Safeguarding Adults Board (2)

## *Board members*

### **Current Chair – Acting Director of Adult Social Care, Brent Council**

Brent Council – housing

Brent Clinical Commissioning Group

Brent Mencap

North West London Hospital Trust

Ealing and Harrow Hospital Trust

Central and North West London  
Foundation Trust

Brent Council – Community Safety

Metropolitan Police

Probation

London Fire brigade

Brent Council – legal team

Healthwatch

# Brent Safeguarding Adults Board (3)

## *Meeting cycle*

The Board:

- Meets 6 times a year
- Has two sub groups:
  - Prevention and Communication
  - Performance and Audit sub group
- Annual review process which this year included:
  - Business planning event in September
  - Brent SGA conference in November
- Underpinned by multi-agency audits (see next slide)

# Brent Safeguarding Adults Board (4)

*Multi-agency audits – focus on outcomes*



Important to keep the focus on individual outcomes and the difference the Board can make to operational practice .

### Keep it simple:

- Background of the person
- Nature of the allegation
- SGA actions and timescales
- **Outcomes (investigation/quality of life).**

### Benefits of this approach:

- Puts outcomes for individuals at the heart of what the Board does
- Puts learning and improvement at the heart of the Board's work
- Creates a culture of constructive challenge
- Engages a wide range of stakeholders.

# SGA Operations (1)

## *Eligibility*

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Safeguarding Adults is about ensuring people who cannot access justice themselves get justice.

Therefore, the alleged victim must be considered to be “*an adult at risk*” of “*significant harm*”.

### **What does this mean?**

1. The adult must be 18 years old or over,
2. Who is or may be in need of community care services by reason of mental or other disability, age or illness; **and**
3. Who is or may be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation.



[www.brent.gov.uk](http://www.brent.gov.uk)

Pan London SGA:  
<http://www.scie.org.uk/publications/reports/report39.pdf>

# Brent SGA – Operations (2)

## *Pan London Safeguarding Procedures*

### 1. Raising an alert

- The responsibility of everyone
- Act to protect the adult at risk, report to line manager

### 2. Making a referral

- Report to Brent Safeguarding Adults referral point: 0208 937 4300
- Safeguarding Adults Manager (SAM) assigned to lead on the process

### 3. Strategy discussion/meeting

- SAM leads setting up the meeting/discussion
- Evaluate the risk, interim protection plan and decide whether investigation

### 4. Investigation

- Co-ordinated by the SAM involving relevant organisations
- Re-evaluate risks, collate evidence, substantiate or not allegations

### 5. Case conference

- Chaired by SAM, involves agencies, adult at risk and circle of support
- Agrees the outcome, the protection plan if necessary and review period

### 6. Review the protection plan

- Co-ordinated by SAM, involves agencies, adult at risk and circle of support
- Evaluate the success of the plan and any ongoing risks within 3 months

### 7. Closing the process

- Signed off by the SAM
- Decide if Serious Case Review is required, disseminate learning



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[www.brent.gov.uk](http://www.brent.gov.uk)

Pan London SGA:  
<http://www.scie.org.uk/publications/reports/report39.pdf>

# Brent SGA – Operations (3)

## *Types of Safeguarding Adults investigations*

1. **Health – Serious Incidents** – SI graded incidents are investigated by health staff through established health methodology
2. **Police matters** – Police investigation and they investigate
3. **Office of the Public Guardian matters** - where the vulnerable adult already has something in place to manage their finances, but allegedly this has been abused
4. **Individual allegations against a member of provider staff** – the majority of investigative actions are undertaken by the provider.
5. **Allegations against a provider** - where the evidence suggests there is systemic problem – establishment concern. These investigations are led by the Contract Management team in Brent ASC
6. **Individual allegations against someone who is not employed to provide services to the victim and it is not a crime.** The SGA team investigate.

For all cases the SGA team provide quality assurance and challenge for investigations



[www.brent.gov.uk](http://www.brent.gov.uk)

# Brent SGA – Operations (4)

*Brent Adult Social Care – SGA team*



## Brent Council Safeguarding Adults team:

- Screen all SGA alerts
- Decision making and challenge
- Co-ordinate the response to all SGA referrals
- Communication
- Investigating specific cases
- Quality assuring all investigations.

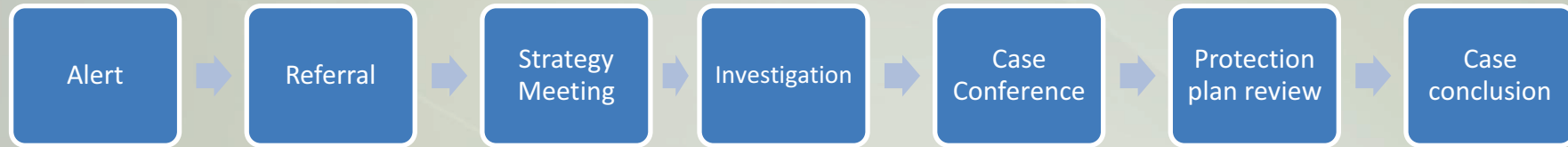
## Why?

- Clearer accountability
- Specialisation
- Consistency
- Focal point for SGA in Brent.



# Brent SGA – Operations (5)

*Safeguarding is everyone's responsibility*



## Different types of investigations

1. Health – Serious Incidents
2. Police matters
3. Office of Public Guardian matters
4. Individual allegations against a member of provider staff
5. Allegations against a provider
6. Individual allegations against someone who is not employed to provide services to the victim and it is not a crime.



## Different people involved

### Some things are common, everybody should:

- Think about preventative action to avoid abuse
- Alert their manager or the SGA team if there is an allegation of abuse
- Take responsibility for ensuring the person is safe.

### Some things change according to the role:

- Social care - assessment and care management staff
- Care providers manager / community nurse manager
- Home/residential carer /community nurse
- GPs
- Care Quality Commission
- Housing officers
- Police



# SGA Performance (1)

## Overview

In the past performance data has focused on national 'Abuse of Vulnerable Adults' dataset:

- Numbers of alerts and referrals
- Source of referrals
- Type and location of abuse
- Outcome of completed referral
- All analysed by age, client group and ethnicity

In other words, core activity data. Therefore, in most respects it is not possible to benchmark, only compare activity trends and use this information to inform practice.

A couple of examples from the full comparison report (available at: <https://nascis.hscic.gov.uk>) are included on this slide.



Chart 07- Percentage of referrals where the adult was previously known to the council

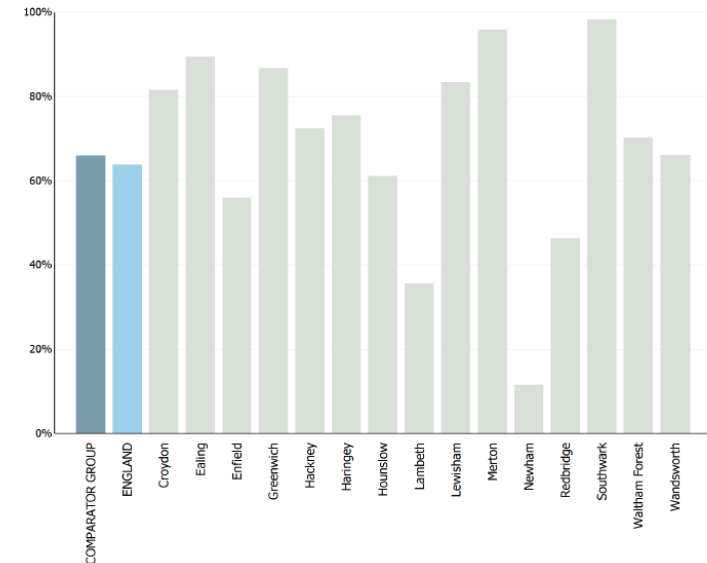
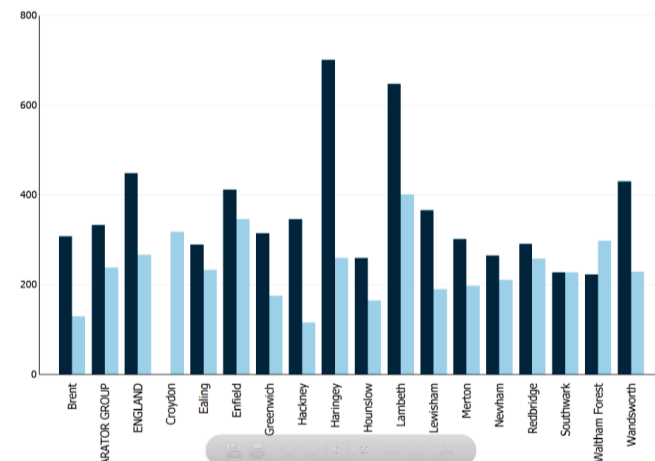


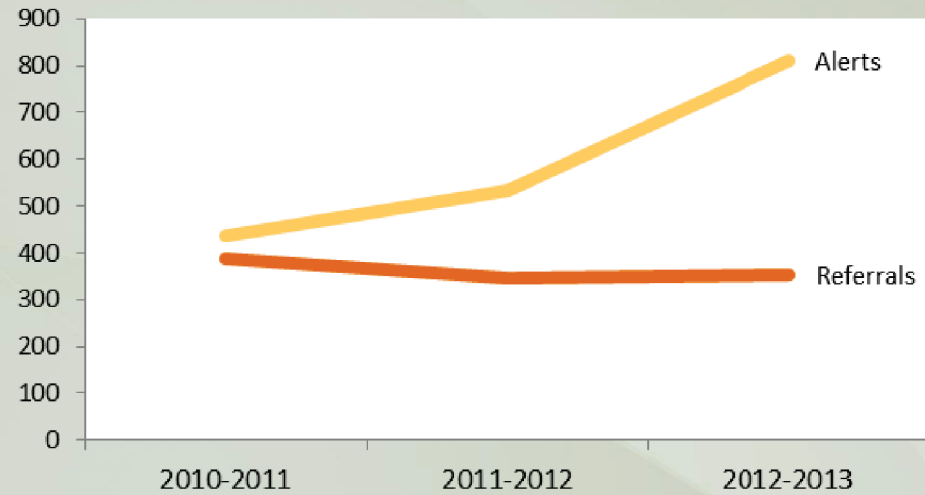
Chart 01 - Number of alerts and referrals per 100,000 population



# SGA Performance (2)

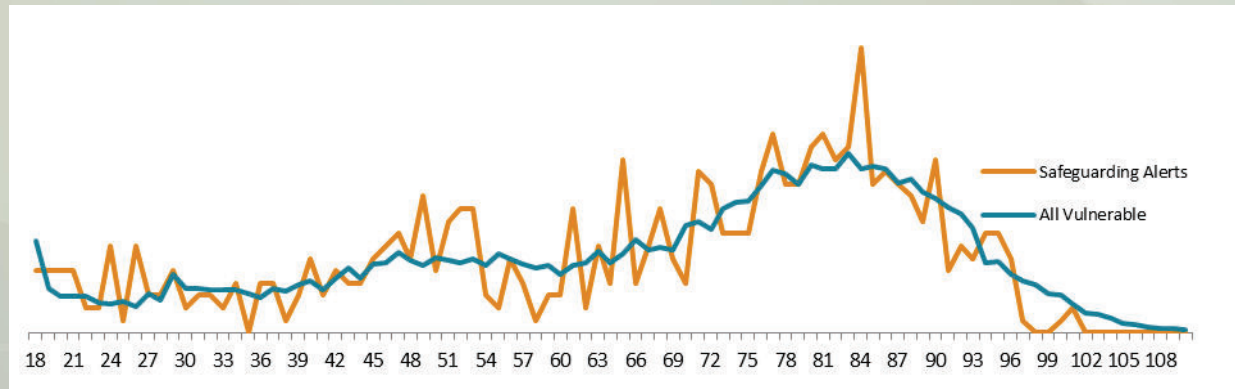
## Alerts and referrals

Alerts and Referrals



Page 46

Age against number of alerts



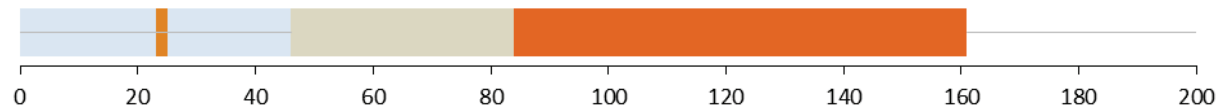
**Brent**

[www.brent.gov.uk](http://www.brent.gov.uk)

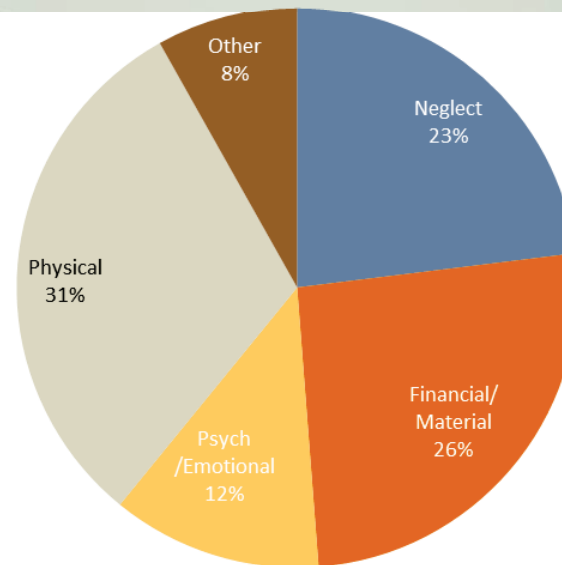
# SGA Performance (3)

## *Timescales and types of abuse*

Timescale for completion of referrals



Types of abuse



# SGA Performance (4)

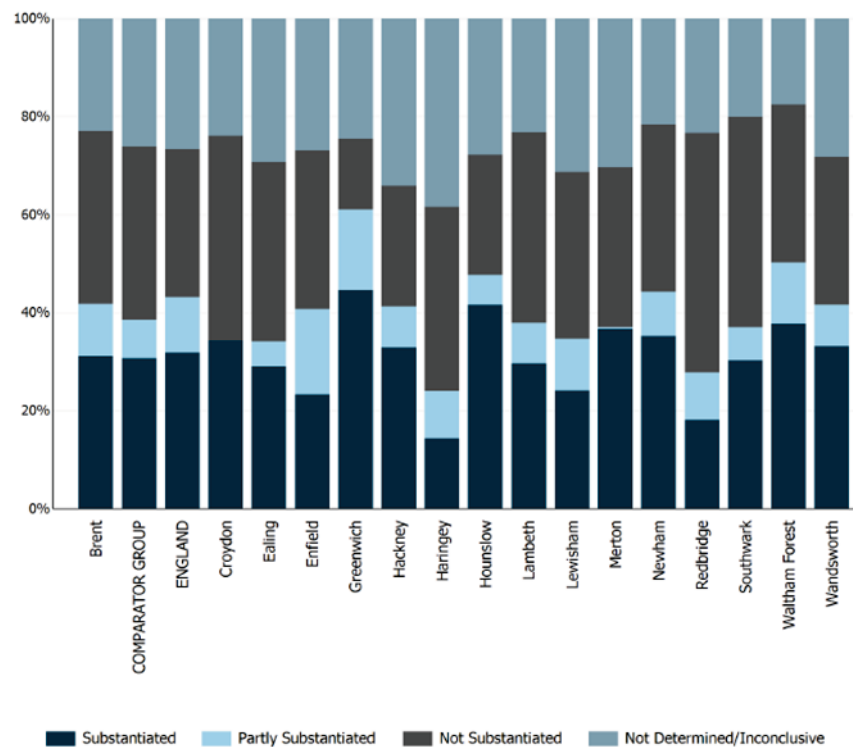
## Outcomes

One area where it is possible to benchmark is outcomes.

The graph to the right shows that Brent is achieving 20% of all cases being 'Not determined/Inconclusive'.

This is a significant improvement on 2011/12 (33%), it is comparatively good performance across the boroughs, but we still have a priority to improve performance.

Chart 14 - Distribution of case conclusions



# SGA Performance (5)

## *Perceptions of safety*

Which of the following statements best describes how safe you feel?		2012-2013		2011-2012	
		Number	Percentage	Number	Percentage
1	I feel as safe as I want	125	57.1	119.00	52.4
2	Generally I feel adequately safe, but not as safe as I would like	70	32.0	83.00	36.6
3	I feel less than adequately safe	18	8.2	18.00	7.9
4	I don't feel at all safe	6	2.7	7.00	3.1
Total respondents		219	100.0	227.00	100.0

Thinking about your personal safety, which of the statements best describes your present situation?		2010-2011		2012-2013	
		Number	Percentage	Number	Percentage
I have no worries about my personal safety		98	61%	159	73%
I have some worries about my personal safety		56	35%	47	22%
I am extremely worried about my personal safety		6	4%	11	5%
Total respondents		160	100%	217	100%

# Brent SGA Annual Report

## *Overview of 2012/13 (1)*

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### 1. Effective Implementation of Pan London procedures

- All Board members have implemented - training and operational processes aligned
- Screening improved (2011/12: 34% to 2012/13: 50%)
- Investigations improved (Inconclusive - 11/12: 33% to 12/13: 20%)
- Multi-agency audits highlighted good compliance
- Team restructured to deliver further improvements

### 2. Excellent case recording and communication

- When people speak to the SGA team, they give positive feedback
- BUT SGA team needs to provide feedback to all 'alerters' and more quickly
- Alignment of Safeguarding Adults and Health Serious Incident procedures to improve case recording

# Brent SGA Annual Report

*Overview of 2012/13 (2)*

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## 3. Improved multi-agency working

- Multi-agency audits continue to drive the Board and Quality Assurance
- SGA team established as the hub for multi-agency working
- Flexibility of approach (e.g. taking meetings out GP surgeries, hospitals)
- Good working relationships focused on 'issue, evidence, solution', e.g. Police alerts

## 4. Core practice standards that prevent abuse

- Pressure ulcers – changes in A&E / CCG project on nursing homes
- Further work required on pressure ulcers and financial abuse
- Organisations to provide assurance to the Board on core practice

# Brent SGA Annual Report

*Overview of 2012/13 (3)*

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## 5. Commissioning for quality

- Shared agenda for quality based on quarterly meetings between health and social care commissioners and CQC
- ASC commissioning restructure to focus resources more clearly on contract monitoring and quality
- ‘Winterbourne View Collaborative’ – clear accountability for a high risk area

## 6. Cultural change

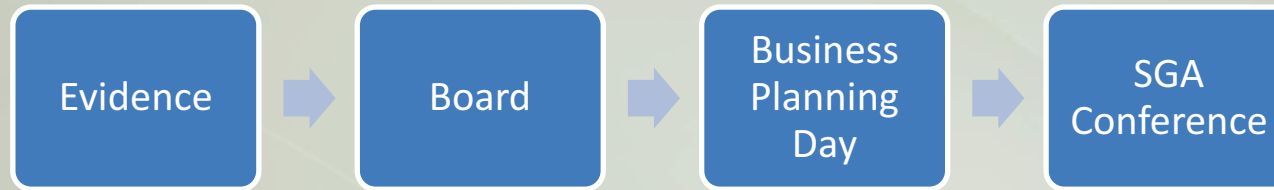
- Awareness raising campaign – buses and bill boards – led to an increase in alerts
- Out reach training to – for example, all GP localities, provider investigation training
- Need to build on this keep raising awareness: target the message (financial abuse) and groups of people (e.g. housing)



# Brent SGA Annual Report

## *Priorities for 2014 (1) – Overview*

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### **Brent SAB's primary objective is to:**

- Work together to promote safer communities to prevent harm and abuse, and
- Identify, investigate and respond effectively to allegations of abuse.

### **2014 priorities:**

1. Reducing financial abuse and ensuring a more effective multi-agency response
2. Reducing avoidable pressure ulcer incidents
3. Improving processes and procedures to embed high quality standards
4. Improving multi-agency working, including Board effectiveness
5. Changing culture - commissioning for quality

# Brent SGA Annual Report

## *Priorities for 2014 (2) – Focus on prevalence*

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1. Reducing financial abuse and ensuring a more effective multi-agency response
  - Raise awareness – increase in the number of alerts
  - Improve prevention
    - Audits show that Mental Capacity has been considered and appropriate actions have been taken
    - Increased referrals for appointeeship and deputyship
  - Improve response
    - Achieving best evidence – working more closely with Police. This is the focus for January 2014 audit / February 2014 Board and standards will be set as a result, and can be audited
    - Further reduction in inconclusive outcomes.
  
2. Reducing avoidable pressure ulcer incidents
  - Preventative strategy
    - Start to collate numbers of grade 2 pressure sores to enable work to be targeted there
    - Increase referrals to Nursing and tissue viability
  - Improving processes and procedures to embed high quality standards
    - Good quality of root cause analysis from all sources, particularly nursing homes
  - Reduction in the number of grade 3 and above pressure sores (by source)



# Brent SGA Annual Report

## *Priorities for 2014 (3) – Cross cutting objectives*

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1. Improving processes and procedures to embed high quality standards
  - New ASC team structure delivered (crucial to delivering wider improvements)
  - Focus on timescales as well as quality (changes required to Frameworki):
    - All alerts screened within 24 hours
    - All cases to be concluded within 25 days – SAM to explain if not
  - Agree outcomes with the 'adult at risk' at the start of the process and record whether we achieve them
  - Mandatory feedback to all key stakeholders within defined time periods after key stages of the process. Standards to be agreed by board in February
  
2. Improving multi-agency working, including Board effectiveness
  - Continue focus on multi-agency audits and evidence from action plan
  - Develop and implement a multi-agency dataset reported to BSAB to drive service improvements – e.g. pressure ulcers
  - Design and implement a single multi-agency training programme
  - Expand multi-agency working to tackle prevention as well as responses to allegations of abuse.
  
3. Changing culture - commissioning for quality
  - Using feedback to shape safeguarding practice – SLOs to call people once the case is closed
  - Build on commissioner/regulator communication – quarterly reports to the Board
  - Increase establishments plans put in place where there are establishment concerns
  - New awareness raising campaign – financial abuse - how to avoid financial.



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# Adult Safeguarding Brent Police

DI Mike West  
Community Safety Unit



**METROPOLITAN  
POLICE**

**TOTAL POLICING**



## Adult Safeguarding Priorities

Investigate allegations of crime expeditiously, and focus on joint strategies with social care investigators on every case.

Record all instances of police contact with vulnerable adults, whatever the level of incident is.

Monitor case results at court and increase early liaison with CPS to ensure effective outcomes.

Improve and maintain an effective communication strategy with the Adult Safeguarding team.

Continue to heighten awareness of all officers on signs of adult vulnerability.



## Issues we face

Changes in how we work to cover the reduction in resources across the organisation.

Timely completion of strategy meetings and discussions.

Volume of Domestic Violence and Hate Crimes in addition to safeguarding investigations.



**METROPOLITAN  
POLICE**

**TOTAL POLICING**



## Importance we give to Adult Safeguarding

Introduced Adult Coming To Notice reports in to our MERLIN system, duplicates what we do for children ECM reports

Complete overhaul of the Community Safety Unit and it's resources within the last three months. Aim to be staffed to capacity by January 2014, allowing for improved response across all areas of investigation.

Supported Adult Safeguarding move in to the MASH/MAFD. Police team in MASH available for early advice.

Specialist Detectives deal with all Safeguarding Investigations

Commitment to improve tracking of live police investigations and outcomes.



**METROPOLITAN  
POLICE**

**TOTAL POLICING**





**Partnership & Place Overview & Scrutiny Committee Work Programme 2013/14  
Chair Cllr Van Kalwala**

<b>Date of Meeting</b>	<b>Agenda item</b>	<b>Requested Information / Evidence</b>	<b>Invited witnesses</b>	<b>Notes</b>
<b>Thursday 30<sup>th</sup> May 2013</b>	<b>Brent Fire Borough Commander</b>	Update on budget, options and changes to Brent Fire Services in 2013	<b>Terry Harrington Brent Borough Commander</b>	
	<b>Employment Enterprise Update</b>	Update on the how the employment enterprise programme is performing	<b>Andy Donald Director of Regeneration &amp; Major Projects &amp; Shomsia Ali Head of Employment &amp; Enterprise</b>	
	<b>2013/14 Work Programme</b>	Lead by the Chair, this is a discussion by committee members to recommend items that will be added to the 2013/14 Work programme	<b>Partnership &amp; Place OS Committee Chair Cllr Zaffar Van Kalwala</b>	
<b>Monday 22<sup>nd</sup> July 2013</b>	<b>Brent Police Services</b>	Policing issues within Brent & Crime performance information a	<b>Superintendent Nick Davies</b>	
	<b>Safer Brent Partnership</b>	Update - Safer Brent Partnership	<b>Sue Harper, Director Environment and Neighbourhoods &amp; David Murray Policy &amp; Partnership</b>	

	<p><b>Brent Safer Neighbourhoods Team</b></p> <p><b>Brent Close Circuit Television (CCTV)</b></p> <p><b>Gangs Task Group</b></p>	<p>Presentation on how the service operates and how member can be more involved</p> <p>Presentation on how the service operates and how member can be more involved</p> <p>Update on gang work under taken to date</p>	<p><b>Advisor</b></p> <p><b>Inspector of Safer Neighborhoods Team Sean Lynch</b></p> <p><b>Alvin Wakeman – CCTV Control Room Manager</b></p> <p><b>Kiran Vagarwal – ASB Team Manager &amp; David Murray Policy &amp; Partnership Advisor</b></p>	
<p><b>Thursday 3<sup>rd</sup> October 2013</b></p>	<p><b>Ward Working Annual Report</b></p> <p><b>Localism Act – Assets of Community Value and Community Right to Challenge</b></p> <p><b>Partners for Brent</b></p>	<p>A report that details the work of the Ward Working Team in 2012/13</p> <p>Update on working taking place around the Community Right to Bid and Challenge</p> <p>A report that sets out progress on delivering the work programme of Partners for Brent</p>	<p><b>Christine Collins &amp; Cllr Denselow Lead Member</b></p> <p><b>Cathy Tyson Assistant Director Strategy Partnership Improvements</b></p> <p><b>Cathy Tyson Assistant Director Strategy Partnership Improvements</b></p>	

			<b>On behalf of Jo McCormick Partnership Co-ordinator</b>	
<b>Wednesday 20<sup>th</sup> November 2013</b>	<b>Work Programme Providers  Employment Enterprise Update</b>	Update on work providers progress  Update on the employment enterprise programme performance	<b>Various providers  Andy Donald Director of Regeneration &amp; Major Projects &amp; Shomsia Ali Head of Employment &amp; Enterprise</b>	
<b>Tuesday 21<sup>st</sup> January 2014</b>	<b>Multi Agency Safeguarding Hubs (M.A.S.H)</b> <ul style="list-style-type: none"> <li>• <b>Police</b></li> <li>• <b>Fire Services</b></li> <li>• <b>Children's social Care &amp; safeguarding</b></li> <li>• <b>Housing</b></li> <li>• <b>Youth Offending</b></li> <li>• <b>Adults Safeguarding</b></li> </ul>	Various providers will provide the committee with an update to the launch and progression of the Multi Agency Safeguarding Hub. The Committee will also hear from the Adult safeguarding team.	<b>Various Providers</b>	
<b>Thursday 20<sup>th</sup> March 2014</b>	<b>Brent Council's Apprenticeship Programme  Registered Social Landlord</b>	An overview of Brent Council's exciting and ambitious new Apprenticeship Programme  Update of the registered social	<b>Cara Davani Director of Human Resources</b>	

	<p><b>performance</b></p> <p><b>Brent Housing Partnerships Performance</b></p>	<p>landlords performance and services level agreements</p> <p>Overview of BHP Performances</p>	<p><b>Tony Hirsch</b>  <b>Head of Housing Policy &amp; Performance</b></p> <p><b>David Bishop</b>  <b>Performance Manager</b></p>	
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Other issues the committee would like to cover date to be confirmed:

- **Employment in Brent**
- **Policing in Brent – The Borough Commander will be invited to discuss policing issues in Brent**
- **Registered Social Landlord performance**
- **Council for Voluntary Services – Update**
- **Crime Performance Information – Regular updates**
- **Partners for Brent – updates on the delivery of their work programme**
- **Update multi agency data hub (census)**
- **Fire Commander – Service performance and reductions in services/Consultation Update**
- **Employment Enterprise update**
- **Community Right to Bid - Summary and work to date**
- **Community Right to Challenge**
- **Work Programme Providers**
- **Gangs Task Group**
- **Multi Agency Safeguarding Hub**