



Hillingdon
safeguarding
adults board

Hillingdon Safeguarding Adults Partnership



Hillingdon Safeguarding Partnership

Foreword

The Care and Support Statutory Guidance, section 14.7, provides the following definition - ***"Safeguarding means protecting an adult's right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the 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."***

The governance arrangements and the aims of the Hillingdon Safeguarding Adults Partnership are set out in this document. They are underpinned by The Care Act 2014 and the accompanying statutory guidance "The Care and Support Statutory Guidance". We will review these arrangements annually, utilising feedback from adults, their carers and family, local data, learning from reviews, best practice guidance, emerging research and changes in legal frameworks, in order to continually improve safeguarding adult activity across the local partnership.

The Care Act 2014 introduced a duty for each Local Authority to establish a Safeguarding Adults Board and the statutory guidance highlights that the following partners must be represented - the Local Authority (which set it up), The Chief Officer of Police (in the Local Authority's area) and the Clinical Commissioning Group (in the Local Authority's area). This paper sets out the proposed Safeguarding Adult Partnership arrangements for Hillingdon.

Safeguarding in Hillingdon is everybody's business and we must work collaboratively to optimise the safety, wellbeing and quality of life of adults with care and support needs and their carers. We must raise awareness, minimise the risk of abuse, neglect or self neglect occurring, and ensure our response is timely, proportionate, effective and underpinned by the key principles of safeguarding adults when it does occur.

Active involvement of a wide range of partners and agencies, both statutory and in the private and voluntary sector is imperative, and we welcome your commitment, creativity and engagement so together we can deliver the best outcomes for adults with care and support needs and their carers.

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1. OUR SHARED VISION AND VALUES

Hillingdon citizens, irrespective of age, race, gender, culture, religion, disability or sexual orientation are able to live with their rights protected, in safety, free from abuse and the fear of abuse

The Care Act 2014, Statutory Guidance "The Care and Support Statutory Guidance", section 14.3, states that the following six principles apply to all sectors and settings and should inform all safeguarding adult work. Our vision is underpinned by these principles:

- 1. Empowerment:**
People being supported and encouraged to make their own decisions and informed consent
- 2. Prevention:**
It is better to take action before harm occurs
- 3. Proportionality:**
The least intrusive response appropriate to the risk presented
- 4. Protection:**
Support and representation for those greatest in need
- 5. Partnership:**
Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse
- 6. Accountability:**
Accountability and transparency in delivering safeguarding

In order to achieve this vision all partners have agreed the following shared priorities:

- Working collaboratively (taking a 'whole system approach') to raise awareness and minimise the risk of abuse, neglect and self neglect; and to ensure our response is timely, proportionate, effective and in accordance with the six key principles of safeguarding adults when it does occur.
- Making Safeguarding Personal: The individual's views are central to any decision making (taking mental capacity, public interest and coercion and control into account) and any activity undertaken supports the outcome(s) the individual wants to achieve.
- To ensure the voice of the adult, their carers, their family, local data, learning from reviews, best practice guidance, emerging research and changes in legal frameworks underpin practice and service development.
- To evidence the effectiveness of single and multi-agency safeguarding arrangements and satisfy the Hillingdon Safeguarding Adult Partnership that the safety, wellbeing and quality of life of adults with care and support needs is optimised.

2. BACKGROUND

2.1 Safeguarding Adult Boards

2.1.1 The Care Act 2014 received Royal Assent on 14th May 2014 and came into effect on 01 April 2015. It introduced a number of statutory duties related to Safeguarding Adults and is supported by "The Care and Support Statutory Guidance".

2.1.2 Section 43(1) of The Care Act places a duty on local authorities to establish a Safeguarding Adults Board (SAB) for its area and section 14.133 of the Care and Support statutory guidance states "*The main objective of a SAB is to assure itself that local safeguarding arrangements and partners act to help and protect adults in its area who meet the criteria set out at paragraph 14.2*"

2.1.3 Section 14.2 states that safeguarding duties apply to an adult who:

- has needs for care and support (whether or not the local authority is meeting any of those needs)
- is experiencing, or at risk of, abuse or neglect
- as a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect

2.1.4 The guidance outlines the following core duties for each:

- Publish a strategic plan for each financial year
- Publish an annual report
- Conduct any safeguarding adults review in accordance with Section 44 of the Care Act 2014

2.1.5 The Local Authority is the lead agency responsible for safeguarding adult arrangements, however, safeguarding duties have a legal affect in relation to other organisations, for example Health and the Police. Moreover, Section 6 and 7 of The Care Act 2014 outlines the duty of co-operation between the Local Authority and its relevant partners. Section 14.140 of the statutory guidance outlines that strategies for the prevention of abuse and neglect are a core responsibility of a SAB and it should have an overview of this in its area and how this work aligns with other strategic forums.

2.1.6 The statutory guidance states that SABs can arrange how they operate but they must ensure they meet the duties under Schedule 2 of the Care Act 2014. The guidance also states that the following partners must be represented on the SAB - the Local Authority (which set it up), The Chief Officer of Police (in the Local Authority's area) and the Clinical Commissioning Group (in the Local Authority's area). Following consultation with the Clinical Commissioning Group and the Police, the Local Authority can include other organisations as it feels appropriate and can invite other organisations for specialist input as required.

2.2 Review of the Hillingdon Safeguarding Adult Board

2.2.1 There are no planned changes to the statutory framework for safeguarding adults, including SABs. The changes to our SAB arrangements outlined in this paper are, however, being proposed to compliment the agreed changes to our local safeguarding children arrangements.

2.2.2 A review of Safeguarding Children's Boards was commissioned by the Secretary of State for Education and the Minister of State for Children and Families in 2015. The Children and Social Work Act 2017, Section 30, makes the recommendation made statutory, and sections 16 to 23 of the same Act introduce an equal duty on Local Authorities, the Police and Clinical Commissioning Groups to make safeguarding arrangements for children within their geographical areas of responsibility. Further to ratification, the revised Hillingdon Local Safeguarding Children arrangements commenced in September 2019.

2.2.3 Aligning with the revised local safeguarding children's arrangements will provide greater efficiency and effectiveness of time required by all partners and it will ensure greater consistency and joining up of information across the age ranges, as well as improving service delivery and practice focus. The new arrangements will also provide for stronger lines of enquiry and as with the children's arrangement, the role of the same Executive Leadership Group, the most senior statutory representatives, will provide stronger scrutiny and challenge to local safeguarding arrangements and take action when operational personnel are unable to resolve issues, or the matter in question is system-wide.

3. NEW ARRANGEMENTS

3.1 The Chief Executive of the London Borough of Hillingdon, the Borough Commander of the West Basic Command Unit (Metropolitan Police Service) and the Managing Director of the Clinical Commissioning Group are reviewing the proposed structure for future safeguarding arrangements. The proposed revised structure will be reviewed annually to ensure the updated arrangements enable partners to meet our strategic objectives and statutory duties related to safeguarding adults.

4. GEOGRAPHICAL BOUNDARY

4.1 The safeguarding adult partnership arrangements cover one Local Authority area: the London Borough of Hillingdon.

5. HILLINGDON'S SAFEGUARDING ADULT ARRANGEMENTS

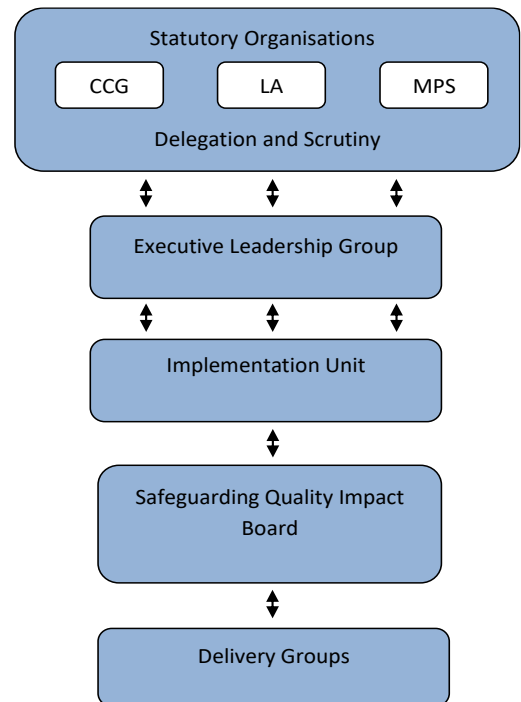
5.1 Introduction

5.1.1 Safeguarding adult statutory responsibilities under The Care Act 2014 will be discharged by an agreement between the London Borough of Hillingdon, Hillingdon Clinical Commissioning Group and the Metropolitan Police, to take joint and equal responsibility for safeguarding in Hillingdon and through the establishment of the Hillingdon Safeguarding Partnership Arrangements.

5.1.2 Each organisation retains their own statutory obligation and responsibility to safeguard adults, however, this responsibility is delegated through their designated officers, namely, the Local Authority Chief Executive, the Clinical Commissioning Group Managing Director and the Metropolitan Police Service Borough Commander. As each partner retains a statutory duty, each organisation also reserves the right, through its identified delegation (such as Board or Cabinet Member), to attend to any aspect of these arrangements to scrutinise and hold to account any officer or function within them.

5.2 Overview of the delivery model

5.2.1 The Local Authority Chief Executive, Managing Director Hillingdon NHS Clinical Commissioning Group and the Metropolitan Police Service Borough Commander, having their organisational delegated authority, together form the Executive Leadership Group (ELG). This group has joint and equal responsibility for safeguarding in Hillingdon; their role is one of oversight, challenge and governance.



5.2.2 The main engine of the arrangement is the Safeguarding Adults Quality Impact Board (SAB) where issues will usually be resolved. Where this is not possible, the issue will be escalated to the relevant organisation(s) via the Implementation Unit and if the individual organisation(s) still cannot resolve the matter, it is escalated to ELG to resolve. The SAB has oversight of safeguarding practice and performance, resolving issues as they arise. The Board will steer learning and development for the safeguarding environment and be informed by a number of subgroups, as well as task and finish groups, as required.

5.3 Function of the Executive Leadership Group (ELG)

5.3.1 The ELG oversees the SAB's strategic plan and delegates the activity required to meet the SAB's strategic objectives to the SAB. The ELG will provide robust scrutiny and challenge to local safeguarding arrangements and take action when operational personnel are unable to resolve issues, or the matter in question is system-wide. ELG will take recommendations to and from the SAB in order to respond to priority areas or advise on priorities from a strategic level. ELG will validate the annual published Safeguarding Partnership Report, agree key priorities, annual strategic objectives and the supporting work plans.

5.3.2 ELG core members -

- Chief Executive, London Borough of Hillingdon
- Managing Director, Hillingdon NHS Clinical Commissioning Group
- Borough Commander, Metropolitan Police Service

There may be occasions when the ELG will co-opt members to attend where very specialist advice or input is required, for example, the Director of Public Health or the Chief Executive of a Hospital Trust.

5.3.3 The chair of the ELG will rotate on an annual basis. The lead representatives will be supported by their Senior Leaders with strategic and operational decision making powers in each organisation.

5.3.4 Where any of the 3 core members cannot attend the ELG, to be quorate, a substitute must attend with all of the delegated authority and decision making of the core member and organisation they represent.

5.3.5 The ELG will initially meet quarterly and this arrangement will be reviewed. Additional meetings will take place in response to any particular incidents or circumstance as required.

5.3.6 The agenda will be informed by the strategic priorities and reporting by exception from the SAB, or from priorities emerging at a strategic level.

5.3.7 Partners will report progress through their own internal management arrangements and quality assurance processes to satisfy themselves of their own safeguarding responsibilities; evidence of which will be shared with the ELG.

5.4. Safeguarding Adults Quality Impact Board (SAB)

5.4.1 The SAB scrutinises the work of safeguarding partners and subgroups, holding them to account for safeguarding activity to mitigate any established or developing risks and to meet safeguarding adult strategic objectives.

5.4.2 The SAB will :

- Set evidence based strategic objectives informed by the voice of adults, their carers, their family, local data, learning from reviews, best practice guidance, emerging research and changes in legal frameworks.
- Ensure safeguarding activity is focused on the views expressed by the adult and/or their representative in accordance with Making Safeguarding Personal.
- Review and validate the work of the associated sub groups.
- Hold partners to account by analysing relevant performance data, highlighting emerging themes and developing remedial action plans as required.
- Hold partners to account through case audit activity. Review audit outcomes to identify learning, agree and monitor action plans to continuously improve practice, policies and procedures.
- Hold partners to account through a self assessment framework, monitoring actions plans to support partners to meet agreed outcomes.
- Arrange Safeguarding Learning Events to learn lessons and develop increasingly effective frontline practice.
- Cross reference areas of shared interest with relevant strategic boards in order to align work across the borough.
- Commission Safeguarding Adult Reviews or other learning reviews as required.

- Escalate any matters to the ELG as required.

5.4.3 The SAB should also concern itself with a range of issues which can contribute to the wellbeing of its community and the prevention of abuse and neglect, such as:

- The safety of people in inpatient and community health settings, including mental health;
- The quality of local care and support services;
- Development of local community supports to reduce social isolation and build community networks/ individual resilience;
- The effectiveness of prisons in safeguarding offenders.

5.4.4 The Care and Support statutory guidance states that the following partners must be represented on the SAB - the Local Authority (which set it up), The Chief Officer of Police (in the Local Authority's area) and Clinical Commissioning Group (in the Local Authority's area). Following consultation with the Clinical Commissioning Group and the Police, the Local Authority can include other organisations as it feels appropriate and can invite other organisations for specialist input as required. Representatives must be at a senior level with authority to represent their agency and make decisions.

The proposed SAB core members are as follows:

- Assistant Director Adult Social Care
- Borough Director for Central and North West London Trust Mental Health Services
- Chief Officer of Police for Hillingdon
- Clinical Commissioning Group Head of Adult Safeguarding
- Deputy Director Housing London Borough of Hillingdon
- Designated Safeguarding Doctor (Hillingdon Clinical Commissioning Group)
- Director of Adult Social Care Provider Services and Commissioned Care
- Director of Public Health London Borough of Hillingdon
- Head of Child Safeguarding London Borough of Hillingdon
- Head of Performance & Intelligence London Borough of Hillingdon
- Head of Safeguarding Adults Adult Social Care
- Head of Service Healthwatch
- Head of Service for Prevent London Borough of Hillingdon
- Head of Safeguarding Adults The Hillingdon Hospital
- Hillingdon for all representative
- Lead Member for Adult Social Care in London Borough of Hillingdon
- London Fire Brigade - Hillingdon Borough Commander
- National Probation Service Senior Probation Officer

- Representative from Home Office (Senior Border Force and Senior Immigration Officer)
- Senior Manager from Addiction Recovery Community Hillingdon
- Safer Hillingdon Partnership - Head of Community Safety

We are exploring resident representation and care provider representation.

5.4.5 The statutory guidance states that there is no requirement to appoint an independent chair for a SAB but highlights that the Local Authority should consider this. The guidance states that a SAB chair is accountable to the Chief Executive of the Local Authority as the lead body responsible for establishing the SAB and should be appointed by the Local Authority in the name of the SAB having consulted all its statutory partners.

The SAB chair will be supported by the Safeguarding Partnership Implementation Unit.

5.4.6 SAB meetings will take place at least quarterly.

5.4.7 The SAB will prepare an annual Safeguarding Partnership report to be validated by the ELG for publication. This will include evidence of the actions carried out by the SAB to meet its strategic objectives, provide information on any Safeguarding Adult Reviews, what the SAB has done to act on any findings from reviews, and where it has decided not to act on a finding, explain why not. The report will also make recommendations to the ELG.

5.5 SAB Sub Groups

5.5.1 SAB sub groups report directly to the Safeguarding Adults (Quality Impact) Board and provide quarterly progress reports. The membership varies in accordance to the priority needs identified. ELG and/or the SAB will provide sub groups with clear objectives and timescales. Once objectives are achieved, the group will end. Each sub group will have its own terms of reference, action plan and evaluation.

5.6 Safeguarding Learning Events

5.6.1 Safeguarding Learning Events will analyse lessons from practice and Safeguarding Adult Reviews locally and nationally to improve practice and find creative and innovative solutions to achieve better outcomes for adults, their carers and family.

5.6.2 Safeguarding Learning Events will:

- Brief frontline staff across the partnership on emerging themes affecting adults with care and

support needs, their carers and family and develop practitioner led interventions to reduce the impact.

- Consult on and contribute to changes to policy and procedure.
- Brief frontline practitioners on national policy, procedure and legal changes and develop local strategies to incorporate changes to practice.
- Analyse collaborative working through multi-agency audits and adult's, their carer's and family's feedback; learn lessons and agree creative and innovative ways of working to reduce the risk to individuals and the number of touch points for families.
- Identify and celebrate good practice.
- Identify barriers to good practice and develop innovative and creative solutions to break barriers down.
- Own the learning of Safeguarding Adult Reviews, Child Safeguarding Practice Reviews and Domestic Homicide Reviews to develop, policies, procedures and practice to minimise future risks.

5.6.3 Membership of Safeguarding Learning Events will vary depending on the priority. Relevant management representatives and frontline staff from statutory agencies (Local Authority, Police and Health), representation from provider organisations, the voluntary sector and service user group will be invited as required.

5.6.4 The Safeguarding Learning Events are accountable to the SAB. The Safeguarding Partnership Implementation Unit will complete an adult, carer and family impact analysis following each event, outlining key learning and actions to strengthen safeguarding practices to address priorities and need.

5.6.5 A minimum of four Safeguarding Conferences will take place every year. Local priorities, needs and key learning may necessitate further conferences. These will be led by the Safeguarding Partnership Implementation Unit.

5.7 Resident Participation Groups

5.7.1 The Safeguarding Partnership recognises the importance of local knowledge and experiences that adults, their carers and family bring to safeguarding arrangements. However, it is important to note that it also recognises that it can be very difficult for people who have experienced abuse or neglect to share their views in relation to safeguarding.

5.7.2 Different resident groups exist across the partnership and depending on key priorities and delivery streams, representatives will be encouraged to participate to ensure that priorities meet local needs. For example, an Older Adult's Forum, a Partnership Board for Adults with Learning

Disabilities, a Partnership Board for Adults with Autism, a Disability Forum and Carer Network currently exist. These forums will enable the SAB to consult with individuals with direct or indirect experience of safeguarding.

5.7.3 Membership will be agreed depending on the key priorities and delivery streams.

5.7.4 Instead of set meetings, delivery groups will consult with individuals in their existing groups wherever possible.

5.7.5 The accountability will remain with delivery groups, who will report to the SAB.

5.8 Serious Case Panel

5.8.1 The Serious Case Panel is a multi-agency group that considers referrals for Safeguarding Adult Reviews, Child Safeguarding Practice Reviews and other multi-agency learning reviews. The panel adopts a think-family approach to safeguarding practice and single and multi-agency reviews will consider the impact of safeguarding services on all relevant family members using a systemic approach to establish learning. The panel will meet quarterly with additional meetings arranged as required. Please see Appendix one for a copy of the Terms of Reference.

5.8.2 When an adult experiences a serious injury or death as a result of abuse or neglect, the Safeguarding Partners must consider the need for a Safeguarding Adults Review (SAR). The work of the Serious Case Panel is governed by Section 44 of the Care Act 2014, which sets out the criteria and the procedures partners should follow when considering if a SAR is required.

5.8.3 A SAR is a multi-agency process that considers whether or not serious harm experienced by an adult, or group of adults at risk of abuse or neglect, could have been prevented by better partnership working. The purpose of a SAR is to review the lessons learnt from a particular case and not to investigate the cause or apportion blame. The SAR uses this consideration to generate any learning for multi-agency systems in order to prevent abuse and neglect in the future.

5.8.4 The decision to undertake any type of review and the rationale must be transparent and communicated to partners and families. Once the panel has made a decision it will recommend a course of action to the SAB Chair who will make the final decision on the action to be taken. Where required, the Safeguarding Partnership Implementation Unit will commission a SAR on behalf of the SAB, or arrange a learning review or another required action.

5.8.5 As agreed by The SAB, the current chair is a Detective Chief Inspector from The Metropolitan Police. Attendees will include senior safeguarding staff from partner agencies and other attendees

will be invited as required. The Safeguarding Partnership Implementation Unit will provide support in relation to arranging meetings and inviting attendees.

5.8.6 The SAB Annual Report will provide information on any SARs, what the SAB has done to act on any findings from reviews, and where it has decided not to act on a finding, explain why not.

5.9 Practice Development Forum

5.9.1 The Practice Development Forum is a joint forum between the Children's Safeguarding Partnership and the SAB. The forum ensures that learning from statutory or non-statutory reviews, local or national, is disseminated across the adult and child safeguarding partnership as required. The forum has a core membership across both adult and children's services in recognition that learning from serious cases is applicable across both. The Practice Development Forum also considers learning from audits and other statutory reviews.

5.10 Safeguarding Partnership Implementation Unit

5.10.1 The Safeguarding Partnership Implementation Unit will support the business of the Safeguarding Partnership overall. It will ensure activity is focused, relevant and completed within agreed timeframes, coordinating links between groups and other strategic forums to minimize duplication and optimize outcomes.

The Implementation Unit Structure is set out at appendix five.

6 Multi agency risk assessment forums

6.1 The SAB will continue to champion and provide leadership for a multi-agency risk management approach to ensure that risks are assessed and action is taken in a timely and appropriate manner. However, it is important to highlight a number of existing multi-agency partnership arrangements that operate to support frontline professionals in proactive risk management of complex and multi-dimensional cases.

6.2 Joint Strategic Safeguarding and Trafficking Group (JSSAT)

Purpose

To ensure that children and adults with care and support needs are safeguarded from the point of entering Hillingdon at Heathrow Airport and that there is a rapid response to any potential threats to community safety.

Accountability and Reporting Arrangements

The group will report any relevant needs, emerging themes, heightened risk factors and the impact of operations to the SAB. The group prepares an annual report analysing lessons and impact.

6.3 Community Multi-agency Risk Assessment Conference (CR MARAC)

Purpose

To ensure that in carrying the full range of its policing obligations and responsibilities, the Metropolitan Police Service and The London Borough of Hillingdon recognises and takes account of all forms of vulnerability. This may relate to victims, witnesses or any person that officers/staff come into contact with.

The CR MARAC is a meeting where information is shared on complex/high risk cases between various stakeholders and partner agencies.

All relevant information is shared about victims, witnesses and perpetrators. The representatives then discuss options for increasing the safety and reducing the risk to the victims and / or witnesses and addressing the perpetrator's behaviour, turning these into a co-ordinated action plan. The primary focus of the panel is to safeguard the victims and witnesses, and prevent further victimisation.

Accountability and Reporting Arrangements

The CR MARAC is accountable and reports to the Hillingdon Community Safety Partnership.

6.4 DOMESTIC ABUSE MULTI-AGENCY RISK ASSESSMENT CONFERENCE (DA MARAC)

Purpose

Domestic abuse continues to be a priority for the Hillingdon Safeguarding Partnership. As a result of the volume and complexity of domestic abuse cases, the DA MARAC is a multi-agency meeting focused solely on addressing Domestic Abuse.

Accountability and Reporting Arrangements

The DA MARAC is accountable and reports to the Hillingdon Community Safety Partnership.

6.5 MULTI-AGENCY PUBLIC PROTECTION ARRANGEMENT (MAPPA)

Purpose

The Multi-agency Public Protection Arrangement (MAPPA) is designed to protect the public, including previous victims of crime, from serious harm by sexual and violent offenders. This brings together local criminal justice agencies, probation services and other bodies dealing with offenders to work in partnership to manage the risk.

Accountability and Reporting Arrangements

MAPPA is accountable and reports to the Hillingdon Community Safety Partnership.

6.6 CHANNEL PANEL

Purpose

The Channel Panel is a multi-agency approach to identify and provide support to individuals who are at risk of being drawn into terrorism.

Accountability and Reporting Arrangements

The Channel Panel is accountable and reports to the Hillingdon Community Safety Partnership.

6.7 ADULT DEATH LEARNING PANEL

Purpose

This panel is still in the development stages. A meeting has taken place between the Interim Chair of the SAB and the London Borough of Hillingdon Director of Public Health to discuss the panel. It was agreed that increased collaborative working between partners in relation to this was welcomed and important, and further exploration is required in relation to this potential panel. It is important to note that this panel would not replace or replicate other review processes for deaths in adults that may be performed by the London Borough of Hillingdon and/ or related partner organisations. The proposed purpose of the panel will be to review trends in unexpected and/or premature deaths in Hillingdon residents aged 18 and over. This includes

- Suicide
- Drug related deaths
- Alcohol related deaths

Accountability and Reporting Arrangements

To be determined.

6.8 LEARNING DISABILITIES LEARNING REVIEW PANEL (LeDeR)

Purpose

The LeDer review panel is responsible for carrying out reviews to improve the standard and quality of care for people with Learning Disabilities. It is lead by the Clinical Commissioning Group.

Accountability and Reporting Arrangements

LeDer is accountable and reports to NHS England. It also reports locally to the SAB.

7. INDEPENDENT SCRUTINY

7.1 Each partner is subject to internal scrutiny in accordance with their internal governance structures. The appendices show the safeguarding overview approach for each of the executive organisations. The SAB will agree outcomes and measurements for sub groups, Safeguarding Learning Events and commissioned work. The SAB will report on outcomes by exception to the ELG.

7.2 The ELG will commission an annual independent review of the Hillingdon Safeguarding Partnership arrangements to provide critical challenge and appraisal.

7.3 The independent reviewer and the ELG will agree the requirements and terms of reference prior to a commissioned review.

8. LEARNING AND DEVELOPMENT

8.1 The Safeguarding Partnership will commission training depending on local need. The SAB will agree outcomes and measures to evaluate the effectiveness of any training commissioned.

8.2 The SAB will develop and implement a multi-agency workforce training and development plan in collaboration with partner organisations, taking into consideration safeguarding competencies and the training requirements of not only directly employed staff within each organization, but also those of commissioned services who are required to prevent and respond to safeguarding adult concerns. Each partner organisation will be required to undertake regular safeguarding adult training needs analyses and report to the SAB on the key training priorities that have been delivered each quarter.

8.3 The Implementation Unit will commission training depending on local need and lessons indicated by recent local and national SARs and as directed by the SAB. The SAB will agree outcomes and

measures to evaluate the effectiveness of any training commissioned.

9. FUNDING

9.1 Safeguarding partners are equally responsible for funding. The ELG will enter into a formal funding agreement; reflecting local need and commissioned services. Safeguarding partners have agreed to the contributions set out in the financial schedule presented at appendix five. Any Safeguarding Children's Review, SAR, Domestic Homicide Review and any other practice review required will be funded in equal thirds, irrespective of any indication of primary responsibility.

10. ESCALATION POLICY

10.1 Each agency has internal its own escalation policy for disputes. Each sub group will escalate professional discord to the SAB, who will report to the ELG if necessary. Please refer to section 4.3.9 of the London Multi-agency Adult Safeguarding Policy and Procedures and follow the guidance provided <http://londonadass.org.uk/wp-content/uploads/2019/05/2019.04.23-Review-of-the-Multi-Agency-Adult-Safeguarding-policy-and-procedures-2019-final-1-1.pdf>

11. APPENDICES

- Appendix one - London Borough of Hillingdon Safeguarding Governance Arrangements
- Appendix two - NHS Hillingdon Clinical Commissioning Group (CCG) Safeguarding Governance Arrangements
- Appendix three - Metropolitan Police Service Borough Command Unit (BCU) Safeguarding Governance Arrangements
- Appendix four - Financial Schedule
- Appendix five - Implementation Unit Structure

APPENDICES

Appendix one - London Borough of Hillingdon Safeguarding Governance Arrangements

Safeguarding is a priority for the Council and as such there are a range of meetings and processes where there is oversight and scrutiny of safeguarding matters; both politically and managerially.

Chief Executive

The statutory Director of Adults, Children and Young People's Services meets at least monthly with the Chief Executive to report on the performance of safeguarding services and consider any strategic matters of a safeguarding nature.

Council Leader

The Leader of the Council meets regularly with the Cabinet Member for Adult Social Care (who has portfolio responsibility for these services). The Leader separately meets monthly with the Chief Executive and the statutory Director for Adults, Children and Young People's Services, where any significant practice or strategic matters of a safeguarding nature are discussed.

Cabinet Member for Adult Social Care Services

The Cabinet Member for Adult Social Care (portfolio holder) meets monthly with the statutory Director for Adults, Children and Young People's Services. Within this, strategic, operational and case related matters are discussed and where required, a political steer received.

Cabinet

As a minimum, the annual safeguarding report is taken to the Cabinet; as well as any focussed reviews undertaken through the relevant Policy and Overview Committees.

Social Care, Housing and Public Health Policy Overview Committee (POC)

The Policy Overview Committee receives general updates on safeguarding and also undertakes in-depth policy reviews on specific issues and provides the opportunity to hear from elected Members and expert witnesses. Reviews make recommendations to the Cabinet on how the Council could improve its work. They perform an important role in opening up the policy-making process to a wider audience and hold policy and processes to account.

Health and Well-being Board

The Hillingdon Health and Wellbeing Board governs the strategic partnership between Social Care and Health to improve health and wellbeing and reduce inequalities, invest in prevention and early intervention and safeguard the residents of Hillingdon. The Board hears updates on related themes from Adult Social Care and partners.

Safer Hillingdon Partnership

The Safer Hillingdon Partnership informs and is informed by practice updates from Adult Social Care. The Safer Hillingdon Partnership is the statutory Community Safety Partnership. This is a multiagency partnership which is concerned with matters relating to:

- Community safety, crime and disorder
- The knife crime strategy
- Anti-social behaviour
- Behaviour affecting the environment
- Reducing re-offending
- Substance misuse
- The Domestic Abuse strategy and commissioning Domestic Homicide Reviews, when required.

The Safer Hillingdon Partnership comprises of representatives at an executive level of the 'responsible authorities': the Local Authority Chief Executive, the Borough Commander (Metropolitan Police), the Borough Commander for Fire Services, representatives from the Youth Offending Service, the Probation Service and The Community Rehabilitation Company. In addition, the meeting is attended by, the Cabinet Member responsible for community safety in the London Borough of Hillingdon, the Chairman of the Domestic Abuse Steering Executive (elected Member), the Director of Public Health, and the independent Chairman of Hillingdon's Safer Neighbourhoods Board.

Domestic Abuse Steering Executive

The Domestic Abuse Steering Executive oversees the effective safeguarding of victims of Domestic Abuse. It has representation from Adult Social Care in order that policies, procedures and actions can be informed by the impact of Domestic Abuse within Adult Social Care.

Corporate Management Team (CMT)

The statutory Director for Adult, Children and Young People's Services is a member of the CMT and provides updates related to safeguarding law, policy, practice or cases as required.

Internal Audit

Internal Audit provides an independent opinion on the effectiveness of the Council's procedures for controlling its financial, operational, risk management and governance systems.

Appendix two - NHS Hillingdon Clinical Commissioning Group (CCG) Safeguarding Governance Arrangements

Safeguarding (Children and Adults) is a high priority for NHS Hillingdon CCG and there is a strong commitment to discharge its statutory responsibilities as regards safeguarding the health and welfare of children, young people and their families. This is done by ensuring that the appropriate robust structures and governance arrangements are in place.

The CCG also ensures that organisations commissioned to provide services have in place, safe systems that safeguard vulnerable adults and children in accordance with Section 11 of the Children Act 2004.

Accountability for Safeguarding, in accordance with the document, 'Safeguarding Vulnerable People in the NHS: Accountability Framework (2015) sits within the portfolio of the Accountable Officer for the North West London collaboration of CCGs. However this responsibility has been delegated to the Chief Nurse/Director of Quality within whose portfolio Safeguarding sits.

The Chief Nurse/Director of Quality has regular meetings with:

- The Accountable Officer and the Managing Directors (CCGs Leads) of the 8 CCGs that make up the collaboration of NWL CCGs.
- Designated Professionals, who in turn have regular meetings with the CCG MD; and the Provider Services Safeguarding Leads, individually and together as a Health Economy group.
- The Designated Safeguarding professionals also meet quarterly with GP safeguarding GP Practice leads and/or deputies.

The Chief Nurse/Director of Quality sits on/is represented on a number of CCG Committees and the CCG Governing Body.

Safeguarding Policies/Reports relating to the CCG and Organisations from which the CCG commissions services are presented to a minimum of two of the CCG's Committees (including the Quality, Safety and Clinical Risk Committee) prior to being signed off by the CCG Governing Body.

The CCG has the required Designated Professionals in post and is assured that there is Health representation as required at relevant safeguarding meetings.

Provider Services

There are monthly Contract Quality Meetings held with Service Providers during which the quality of service provision is monitored. The safeguarding element of the Contracts is scrutinised by the Designated Professionals through the Safeguarding Health Outcome Framework (SHOF) with the expectation that there is a robust plan to mitigate any gaps/risks. Where appropriate information within the SHOF can be shared with the Children and Adults Safeguarding Boards.

All of the Provider Organisations have the necessary Policies in place, including Safeguarding, Allegations against staff, Safer Recruitment, Safeguarding Clinical Supervision, Serious Incidents

and Escalation Policies. There are robust arrangements for Serious Incidences and any unresolved local escalated safeguarding issues are taken either to the Safeguarding or CCG Board as required.

Partnership Working

The CCG reports into the Local Authority Scrutiny Panel on Safeguarding issues as requested and is represented a number of Partnership groups such as the Safeguarding Children and Safeguarding Adults Boards; Corporate Parenting Panel; Health and Wellbeing Board; Safer Hillingdon Partnership Board; Domestic Abuse Steering Group; Child Death Overview Panel; and any other group where vulnerable children or adults are discussed.

Appendix three - Metropolitan Police Service Borough Command Unit (BCU) Safeguarding Governance Arrangements

Safeguarding cuts across all our business and business groups. Vulnerable children often become vulnerable adults, and some may be drawn into criminal activity, which adds to the reasons why this is a priority for us.

This provides our local and central governance; however, this may be subject to change following consultation with National Police Chief's Council (NPCC).

West Area Base Command Unit (BCU) Commander

The Commander (Chief Superintendent rank) meets regularly with the Safeguarding Lead (Detective Superintendent) who has overall responsibility for Safeguarding. In addition there are bi-weekly meetings with the whole Senior Leadership Team that cover the five strands of policing to ensure there is a strategic oversight of safeguarding and everyone takes responsibility for driving this forward in their area of business.

Performance Board

The Performance Board is a monthly meeting with the Senior Leadership Team from the West Area to review performance across all strands including Safeguarding, with a view to identifying areas of concern and emerging themes, then to task them into the Tactical Tasking and Co-ordination Group.

Safer Hillingdon Partnership

The Safer Hillingdon Partnership receives the safeguarding annual report and also informs and is informed by practice updates from youth offending and children's social care. The Safer Hillingdon Partnership is the statutory Community Safety Partnership This is a multiagency partnership which is concerned with matters relating to:

- community safety, crime and disorder
- the knife crime strategy
- anti-social behaviour
- behaviour affecting the environment
- reducing re-offending
- substance misuse
- domestic violence strategy and commissioning domestic homicide reviews, when required.

The Safer Hillingdon Partnership comprises representatives at an executive level of the 'responsible authorities': the Local Authority Chief Executive, the Borough Commander (Metropolitan Police), and the Borough Commander for Fire Services and representatives from the Youth Offending Service the Probation Service and Community Rehabilitation Company). In addition, the meeting is attended by, the Cabinet Member responsible for community safety at the Council, the Chairman of the Domestic Abuse Steering Executive (elected Member), the Director of Public Health, and the independent Chairman of Hillingdon's Safer Neighbourhood Board.

Head of Profession for Safeguarding

The Metropolitan Police Service has a Commander who holds the role of Head of Profession for Safeguarding. The Commander has oversight of all areas of Safeguarding with the MPS and links into the London wide boards and MOPAC.

Child Protection and Vulnerability Delivery Board

This is a monthly meeting chaired by the Commander/Head of Profession. All 12 BCU Safeguarding Superintendents attend the meeting to review performance, identify themes across London, share good practice and look ahead at emerging issues.

Lead Responsible Officers (LROS's)

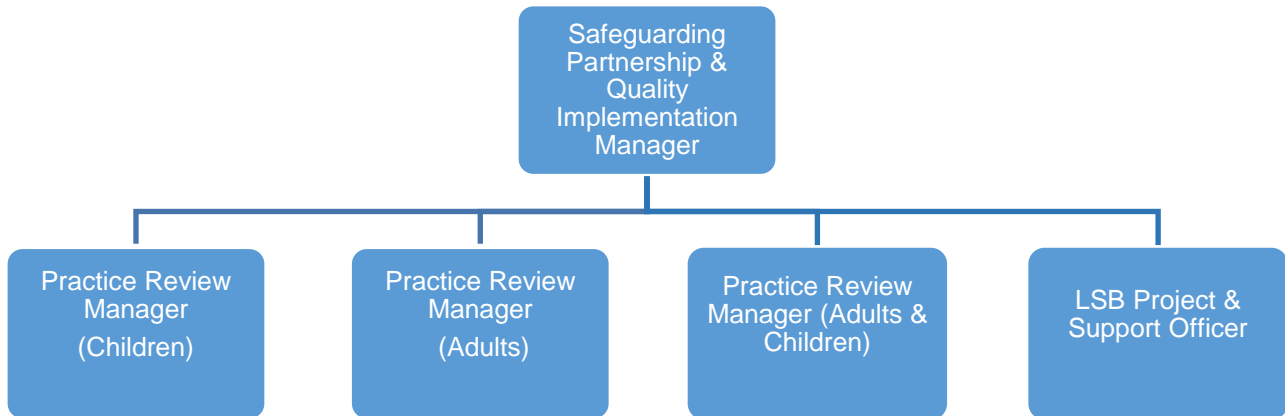
There are twelve strands of safeguarding and twelve Lead Responsible Officers (LROs) to lead each one. These are split into themes. The LRO's are responsible for developing policy and best practice across the whole of the MPS to ensure better outcomes for those at risk of harm, and focussing on supporting our frontline in this work. This is then fed back into the Child Protection and Vulnerability Board.

Appendix four - Financial Schedule

Contributions:

London Borough of Hillingdon:	£156,600
Clinical Commissioning Group:	£61,200
Probation Service	£1,000
Metropolitan Police Service:	£5,000
CAFCASS	£550
London Fire Brigade	£500

Appendix six - Implementation Unit Structure



The new Safeguarding Partnership Quality & Implementation Manager role will collaborate and work with practitioners and managers from all Board Partner Organisations, to develop and deliver on a strategy to co-ordinate and maximise learning from practice in respect of the help, protection, care and support of children and adults with needs for care and support. They will analyse and assess the strategic impact of emerging national, regional and local priorities, trends and legislation, making recommendations to the Board/Director/Partners as required. This post will report into the Head of Partnership and Quality Assurance in Children's Services and the Head of Safeguarding in Adult Services.

The Practice Review Manger role is tasked with the provision of professional leadership to Social Work colleagues through demonstrating exemplary practice, sharing knowledge and positively managing the interface between practice and education / training. They also provide professional consultation to all teams within the directorate and other agencies, and develop and maintain professional networks across the range of partner organisations and sectors.

The Local Safeguarding Board Project & Support Officer role provides support to the proposed arrangements as required.