



# Harrow Safeguarding Adults Board

Safeguarding is everyone's business

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## Annual Report

## 2023 - 2024

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## Foreword

Welcome to Harrow Safeguarding Adults Board's Annual Report for 2023/2024. I am delighted to present the report to you and share the work of the Board and Partners.

During the year the Board has undergone a significant change. We took the opportunity to stand back and reflect on how effectively we have been working and decided that a reset was needed. This has meant we have separated out our joint arrangements with children's safeguarding and strengthened our focus and grip on adult. We maintain clear links with partner agencies working with children.

Together we have started our improvement journey, and I want to thank all partners commitment to delivering the actions we have needed to do this. We have strengthened our governance arrangements and this has included developing a new Strategic Plan, reviewing our progress on learning from Safeguarding Adult Reviews and putting in robust mechanisms to ensure we have good quality information and identification of risks.

We held a very fruitful Development Day and agreed our Board vision for the people of Harrow – this is what we are aspiring to achieve:

**Harrow is a place where all people are safe and free from harm and abuse**

**Safeguarding is everyone's business**

All partners are committed to working hard together; finding and taking those opportunities to improve our arrangements.

The Council agreed to be part of the Home Office Offensive Weapon Homicide Review Pilot during 2023/24; this remains on going and as a SAB we are working with Safer Harrow to ensure that our Board statutory responsibilities are met at the same time as this being carried out. We have also started some focused work with Safer Harrow on hate crime – seeking assurance that we are supporting those at risk of hate crime as we have identified that we have low reporting figures for people with a disability.

There have been some changes to key Officers who sat on the Board during the year and we have had to say farewell and thank you to our DASS and Board Strategic Business Manager. I would like to thank these colleagues on behalf of the SAB for their dedication. I would also like to thank our outgoing Chair for his work in stewarding the Board.

We have much work to do in 2024 / 25 and the following years but the critical thing this year has been assuring ourselves that we are meeting our Care Act requirements which we are confident now we are doing. During the year we will start promoting the work of the Board and would welcome involvement from the people of Harrow as well as partner agencies. We want to hear your voice to help influence and improve our arrangements.

Thank you to all Board and sub-group members for all of your time and commitment and to the Business Unit who without their support our work would not progress at the pace it does.



Lesley Hutchinson

London Borough of Harrow Safeguarding Adult Board

Independent Chair (interim)



Note we have included our new logo on the front of the report however this was approved in 2024/25 but we want to use it in everything we do.

## 1.0 Core Duties & Multi-Agency Safeguarding Arrangements – Safeguarding Adults Boards (SABs)

### 1.1 Core Duties

1.1.1 Each local authority must set up a **Safeguarding Adults Board**. 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 in the Care Act (2014).

1.1.2 The SAB has a strategic role that is greater than the sum of the operational duties of its core partners. It oversees and leads adult safeguarding across its locality and is interested in a range of matters that contribute to the prevention of abuse and neglect. A SAB has three core duties:

- i. **Strategic Plan** – A SAB must publish a Strategic Plan for each financial year that sets out how it will meet its main objective/s and what the members will do to achieve this. This year we have completed our three year Strategic Plan for 2021-24 and developed our new Plan for 2024-27.
- ii. **Annual Report** – A SAB must publish an Annual Report which details
  - a. what the SAB has done during the year to achieve its main objective/s and implement its Strategic Plan,
  - b. what each member agency has done to implement the Strategic Plan,
  - c. the findings of any Safeguarding Adults Reviews (SARs) and subsequent action

Each of these elements are included within this report.

- iii. **Safeguarding Adults Reviews (SARs)** – Commission and monitor learning from any SARs in accordance with s.44 of the Care Act 2014. We have been reviewed our Case Review Sub-group during the year and placed additional focus on ensuring SAR recommendations are implemented.

## 2. Key Multi-Agency Safeguarding Events and Governance Review

### 2.1 Harrow Strategic Safeguarding Partnership – Multi-Agency Adult & Child Safeguarding Arrangements – 2019 - 2023

The Care Act 2014 clearly outlines core membership of a Safeguarding Adults Boards (SAB) as The Local Authority, The Chief Officer of Police and The Integrated Care Board (ICB)<sup>1</sup> in the local authority area, with the ability to invite other key agencies to join the SAB to fulfil its core duties. Changes to the Children Act 2004 in 2017 established these same three statutory safeguarding partners (and supporting agencies) with similar responsibility for ensuring that child safeguarding arrangements in the local area are effective.

2.1.1 Harrow partners met this requirement by constituting a strategic safeguarding partnership executive (HSSP) of the three statutory partners. This Executive group oversaw both the Harrow Safeguarding Adult Board and the Harrow Safeguarding Children Board, both of which retained the same format which existed prior to the Children Act 2017 changes. The organogram opposite illustrates the local structure at in April 2023.

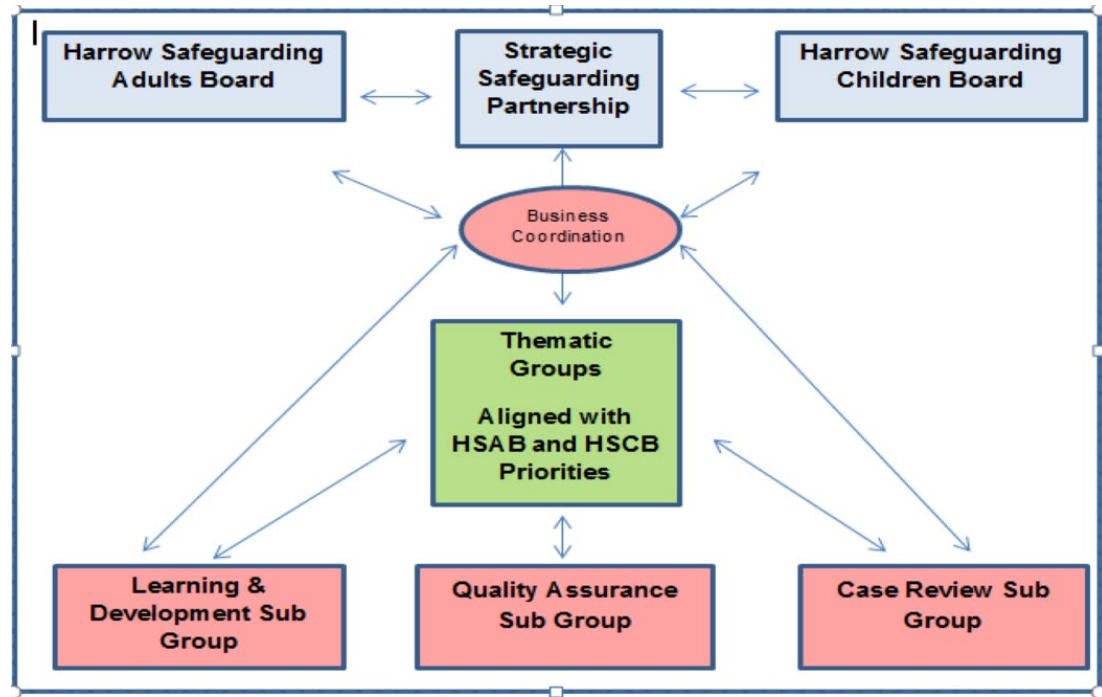


Figure 1: HSSP Structure 2019-Dec 2023

<sup>1</sup> Initially the local Clinical Commissioning Group

## **2.2 Joint Targeted Area Inspection – May 2023**

2.2.1 In May 2023, findings from a Joint Targeted Area Inspection<sup>2</sup> conducted in March 2023 regarding child safeguarding outlined a range of areas of improvement regarding children’s MASH and Early Help support.

## **2.3 Local Government Reviews & Strategic Re-Alignment**

2.3.1 Following the JTAI findings, the Local Government Association was commissioned to review the effectiveness of the HSSP’s overarching approach to oversight of adult and child safeguarding in one strategic body and reported its findings in September 2023; specific focus was given to childrens arrangement – this was presented to HSSP in September 2023. Concurrent to this a five day review was commissioned through funding from Partners in Care and Health a joint initiative between LGA and ADASS Association of Directors of Adult Social Services) to specifically focus on the effectiveness of arrangements from an adult safeguarding perspective – this was presented to HSSP an the HSAB in October 2023.

The findings from the September review stated that HSSP’s remit to cover both children and adults was too wide and that separating the functions would ensure focus. HSSP approved this recommendation in September 2023.

The findings from the October review which specifically focussed on the effectiveness of adult safeguarding partnership arrangements identified a number of areas which needed immediate attention and concurred with findings of the review focussing on children. In addition decisions were made to separate the joint sub-group structure.

2.3.3 On the 18<sup>th</sup> January 2024 the Harrow Safeguarding Adults Board met for the first time as a standalone entity.

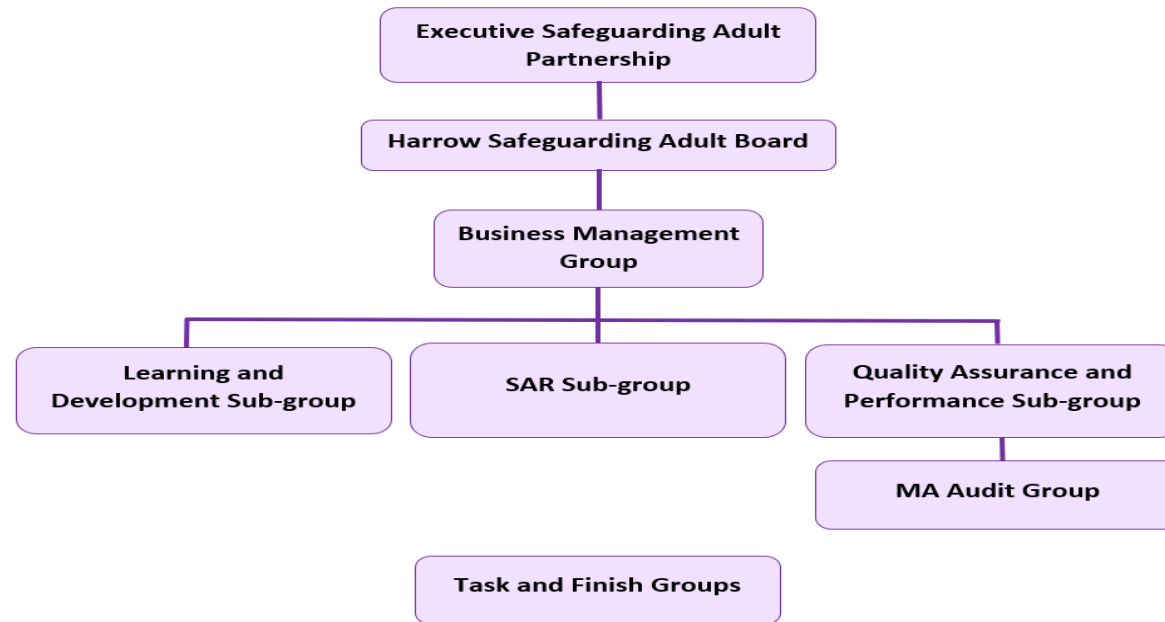
## **2.4 Revised Multi-Agency Safeguarding Arrangements – Harrow Safeguarding Adults Board**

2.4.1 Following the decision by the HSSP in September 2023 to separate out our arrangements with children’s safeguarding and put in place adult only arrangements significant work continues to take place to strengthen our arrangements. In December 2023, we held a productive Development Day working on the recommendation from the aforementioned review and at the 18th January 2024 meeting signed off the new Terms of Reference for each group, the HSAB and the Executive as part of the new structure outlined below:

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<sup>2</sup> [Harrow Joint Targeted Area Inspection](#) – 24 May 2023.





**Figure 2 – Harrow Safeguarding Adults Board Structure – Jan - March 2023**

**Some of the quotes from partners in relation to the transition:**

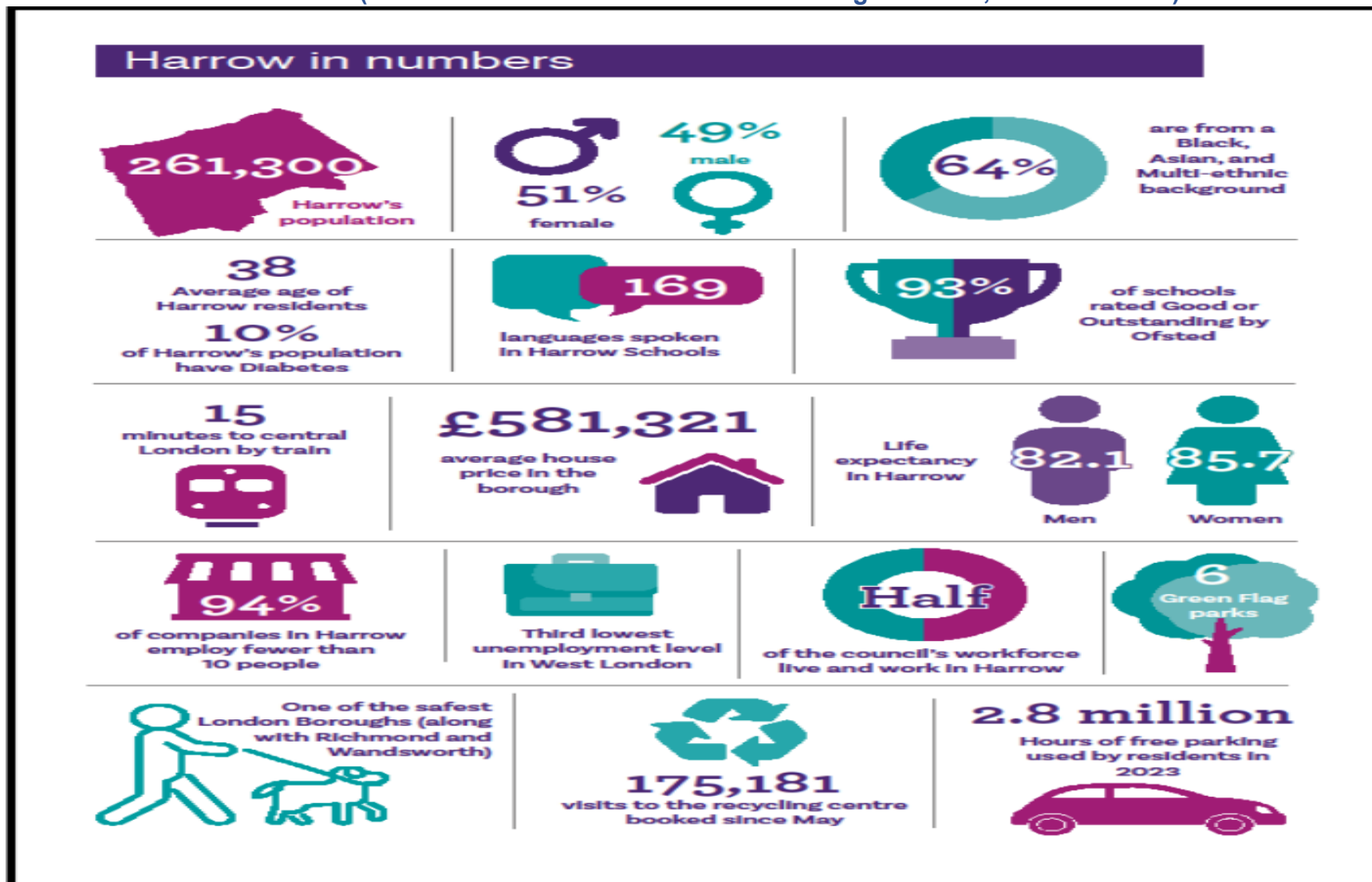
“Onward and Upward in improvements in services for adults at risk of abuse and neglect”

“Clearer direction and inclusion by HSAB to achieve better outcomes for Harrow residents across the health and social care system”

“Making a difference” “True partnership working at its best”

“We welcome the new safeguarding board arrangements to provide effective leadership to mitigate against significant staff turnover, the range of safeguarding issues in Harrow and support true partnership working”

### 3. Harrow Adults at a Glance (Source: Harrow Council Business Intelligence Unit, 31 March 2024)



#### 4.0 Safeguarding Activity During 2023-24

Safeguarding Adults in Harrow																										
Total Harrow Residents (ONS Mid 2023 Estimate)	263,448	Harrow's population has risen by 0.9% (2263) compared with the ONS Mid 2022 estimates.																								
Total Adult Residents (18yrs+) in Harrow	203,745 (77% Total Population)	Although the adult population has increased by 0.7% (1462) compared with the ONS Mid 2022 estimates, the proportion of adults remains unchanged.																								
Safeguarding Concerns received by Adult Social Care in 2023-24	1835	<p><b>Concerns received over the last 5 years</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>England</th> <th>Harrow</th> <th>London</th> </tr> </thead> <tbody> <tr> <td>2019-20</td> <td>1074</td> <td>520</td> <td>-</td> </tr> <tr> <td>2020-21</td> <td>1121</td> <td>1362</td> <td>-</td> </tr> <tr> <td>2021-22</td> <td>1218</td> <td>1124</td> <td>-</td> </tr> <tr> <td>2022-23</td> <td>1313</td> <td>994</td> <td>911</td> </tr> <tr> <td>2023-24</td> <td>1361</td> <td>907</td> <td>862</td> </tr> </tbody> </table>	Year	England	Harrow	London	2019-20	1074	520	-	2020-21	1121	1362	-	2021-22	1218	1124	-	2022-23	1313	994	911	2023-24	1361	907	862
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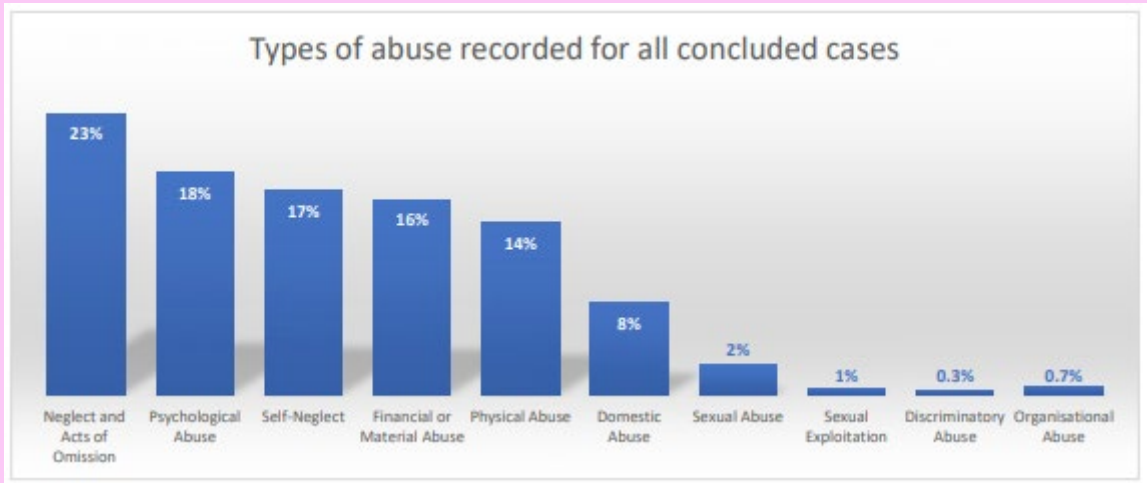
<b>s.42 Safeguarding Enquiries Completed by Safeguarding Adults Team</b>	<b>422</b>	<div data-bbox="831 193 2007 895" data-label="Figure"> <h3 style="text-align: center;">Enquiries started over the last 5 years</h3> <table border="1"> <caption>Enquiries started over the last 5 years</caption> <thead> <tr> <th>Year</th> <th>England (Total Enquiries)</th> <th>Harrow (Converted to Concerns)</th> <th>London (Converted to Referrals)</th> </tr> </thead> <tbody> <tr> <td>2019-20</td> <td>401</td> <td>223</td> <td>-</td> </tr> <tr> <td>2020-21</td> <td>380</td> <td>312</td> <td>-</td> </tr> <tr> <td>2021-22</td> <td>415</td> <td>303</td> <td>-</td> </tr> <tr> <td>2022-23</td> <td>427</td> <td>220</td> <td>237</td> </tr> <tr> <td>2023-24</td> <td>425</td> <td>213</td> <td>227</td> </tr> </tbody> </table> </div> <p data-bbox="831 903 2018 1038">           We are monitoring concerns and enquiry activity and whilst we are not following national trends we are not outliers when we look at other similar London authorities. We will continue to review this. The Council have strengthened their oversight for safeguarding and have appointed a post – a Service Manager to help provide assurance.         </p>	Year	England (Total Enquiries)	Harrow (Converted to Concerns)	London (Converted to Referrals)	2019-20	401	223	-	2020-21	380	312	-	2021-22	415	303	-	2022-23	427	220	237	2023-24	425	213	227
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<b>% Conversion Rate - Total Safeguarding Concerns to s.42 Safeguarding Enquiries</b>	<b>23%</b>																									
<b>% Safeguarding Concerns referred by Police, Health &amp; Social Care Services (Combined) and Type of Abuse</b>	<b>69% of concerns raised by Police, Health and Social Care Services</b>	<p>We monitor which agencies report concerns in order to provide some assurance that partners are recognising and reporting safeguarding. Further granular work will take place to review the agencies reporting in.</p>																								

**Domestic abuse concerns have increased**

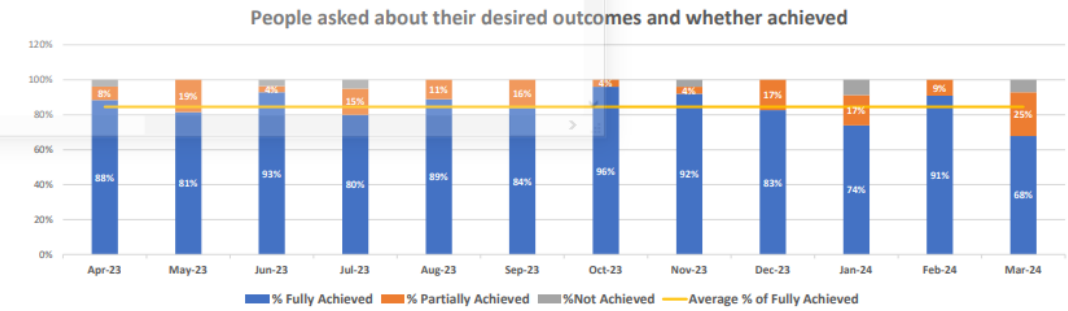
**The highest number of safeguarding concluded cases relate to neglect and acts of omission**

Concerns of the following types:	2022-23	2023-24	Change (%)
Psychological Abuse	530	483	-9%
Self-Neglect	489	464	-5%
Domestic Abuse	267	284	6%
Physical Abuse	327	265	-19%
Financial or Material Abuse	278	242	-13%
Sexual Abuse	73	69	-5%
Sexual Exploitation	28	24	-14%
Organisational Abuse	5	7	40%
Modern Slavery	7	4	-43%
Discriminatory Abuse	11	11	0%
Grand Total	2513	2276	-9%

**Concluded Case by Abuse Type**



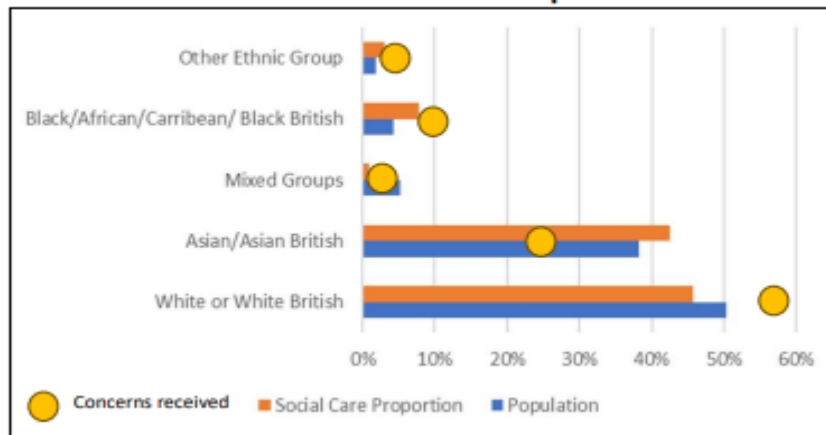
		This is in line with national reporting which has neglect and acts of omission as the highest number of concluded cases however this is followed by physical abuse.	
<b>% Repeat Safeguarding Concerns referred to Adult Social Care</b>	<b>15.8% (290 adults)</b>	No. of concerns recorded (whole year)	1835
		Of which repeat concerns (during year) (more than 1 for the same person)	290 (15.8%)
		No. of individuals who had repeat concerns	235
		Of which no. of individuals with repeated abuse of the same type	124 (53%)
		Number of people who had 2,3,4 concerns	
		No. of Concerns in year	No. of Clients
2	188		
3	39		
4	8		
		We will continue to monitor the number of repeat concerns raised and will look at practice to assure ourselves that we are supporting in the most effective way.	
<b>Making Safeguarding Personal: % Adults asked for their Desired Outcomes</b>	<b>80%</b>		

<p><b>Making Safeguarding Personal:</b> <b>% Adults Desired Outcomes Fully/Partially Met</b></p>	<p><b>97%</b></p>	 <p>In 80% of cases in 2023-24 people were asked for their desired outcomes In 97% of cases outcomes were either fully and partially met.</p>
<p><b>Addressing Risk:</b> <b>% Concerns where Risk Identified</b></p>	<p><b>70%</b></p>	<p>In 70% of cases risk was identified over the last 12 months of which 89% was either reduced or removed. Therefore 11% of cases risk remains however people are offered support to manage this.</p>
<p><b>Care Provision and Concluded Section 42 Enquiries</b></p>	<p><b>52%</b> <b>21%</b></p>	<p>Adults known to local authority were receiving Home Care Adults known to local authority were support in a Care Home</p> <p>Nationally the highest number of concluded section 42 enquiries are within peoples own homes correlating with Harrow information.</p>

#### 4.1 Other data considered

4.1.1 In addition to the above data HSAB have also looked at Harrows population in relation to ethnicity and concerns to seek assurance that we are reaching our diverse community. As a Borough we have a predominately Asian / Asian British and White / White British population however the concerns raised for Asian / Asian British proportionate to our population is low. Whilst not an outlier in relation to this we will consider what we can do to ensure our communities are aware of safeguarding and the support that can be provided.

## Harrow Ethnic Groups 2020



4.1.2 We have also considered the timeliness of responses to safeguarding concerns and continue to monitor this; we identified that whilst most concerns were considered in the first 24 hours in line with the procedures there were a number of concerns which did not and this in the main related to a data recording issue of concerns relating to one provider. This has subsequently been resolved. We will continue to monitor the timeliness of responses to concerns as this helps provide some assurance that we are responding to those with care and support needs at risk.

## 5.0 HSAB Strategic Priorities And Achievements

In 2019, Harrow's safeguarding partners adopted the Think Family approach to safeguarding and chose three Strategic Priorities relevant to both safeguarding disciplines – these continued as the key strategic priorities for the 2021-24 Strategic Plan. The former HSSP (and HSAB) continued multi-agency activity in these three Strategic Priority areas in 2023-24 – the final year:

- Mental Health & Adult Safeguarding
- Contextual Safeguarding & Adult Safeguarding
- Domestic Abuse & Adult Safeguarding



## 5.1 Mental Health – What we have achieved

Harrow Safeguarding Adults Board identified a wide range of strategic action to enhance safeguarding responses to support adults experiencing mental health issues the actions we have taken to support this are set out below:

### 5.1.1 Promote an early intervention and prevention approach to mental health focusing on harmful behaviour, including self-harm and suicide.

- **Harrow Adult Social Care (ASC) Mental Health Services** developed a Prevention of Mental Ill Health Group, which has devised a strategic action plan to promote better mental health. This group has led on provision of MECC Training to multi-agency healthcare partners, run awareness campaigns regarding the impact of loneliness and commissioned specific mental health support for young men of black heritage.
- **Central and North West London (CNWL) NHS Trust** have implemented a range of new services such as Re-Think (an initial screening, assessment and signposting service) and COVE (a mental health crisis support and management initiative), leading to a reduction in Emergency Department admissions for adults experiencing mental health issues. CNWL has also established a Young Persons Pathway, supporting prevention and early intervention for young adults with potential mental health challenges.
- CNWL has devised a Suicide Prevention Strategy and Action Plan to support individuals at high risk of Self-Harm and Suicide. CNWL's Safety Strategy (implemented over the course of the 2021-2024 HSAB Strategic Plan) has supported a 20% reduction in mental-health related serious incidents over the last three years. ASC Mental Health Services have also commenced a Needs Assessment regarding Self-Harm and had identified Suicide Awareness Training as a workforce development need and is advising all partner agencies to undertake similar needs analysis and training.
- CNWL has also rolled out Trauma-Informed Care across its Acute Mental Health Services, utilising this evidence-based approach to enhance patient care. This has incorporated development and implementation of a Complex Emotional Needs Pathway. This has generated increased patient and carer satisfaction and led to reduction in of admissions of persons with complex emotional needs. CNWL is seeking to roll out a Trauma-Informed Approach across Community Mental Health Services in 2024/25. ASC Mental Health Services has completed a Trauma-Informed Care pilot program.
- The **Metropolitan Police Service (MPS)**, CNWL, ASC and key provider and voluntary and community sector organisations have worked together and alongside the **Safer Harrow Community Safety Partnership** to implement the

'Right Care Right Person' initiative to support persons with presenting or acute mental health issues to receive the right care from the professional based placed to provide support based on presenting risk and need, rather than a default policing response to adults with mental health needs. CNWL has integrated routine consideration of Right Care Right Person into multi-agency s.136 meetings, whilst the **Department for Work and Pensions** has also supported roll out of this initiative. CNWL have also established a Mental Health Emergency Centre to provide support for those in crisis who do not require a mental health admission, with 85% of patients who access the service not requiring follow-on mental health admission.

- CNWL has also supported ongoing promotion of Peri-Natal mental health awareness across Primary Care networks to reduce generational harm, whilst also promoting Harrow Talking Therapies to enable early intervention for anxiety and depression.
- **The National Probation Service (NPS)** commissions Catch 22 – a service for those open to Probation with emotional wellbeing issues, although there is no specific mental health provision for the general offender cohort, except those subject to Integrated Offender Management (IOM), Those subject to IOM who will be supported by Together, a service for those who have mental health and other needs. While there is a good strategic interface between Probation and Mental Health via multi-agency forums such as MAPPA<sup>3</sup>, additional work is required to ensure treatment and referral pathways available to operational staff in practice are fully understood regarding emotional well-being.

## 5.1.2 Promote collaboration between services and agencies at all stages of assessment and intervention

### 5.1.2.1 Key elements of inter-agency co-ordination regarding mental health support and provision in 2023/24 include:

- ASC Mental Health Services are reviewing and reconfiguring their 'WiseWorks' offer, which provides long-term support for adults with Learning Disabilities and/or mental health issues to meet emerging need in these areas for adults in Harrow.
- **London & North West University Healthcare NHS Trust (LNWH)** notes that of 2,014 referrals made to Children's Social Care in 2023-24 across the NWL region, 260 (12.9%) incorporated concerns about child mental health, whilst 297 (14.7%) incorporated concerns about adult mental health, meaning when incorporating a Think Family approach, over 25% of these referrals contained a mental health component. A large proportion of these cases where safeguarding concerns

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<sup>3</sup> Multi Agency Public Protection Arrangements. These multi agency arrangements manage sex offenders and certain high risk violent and other offenders in the community.

were identified were considered at Multi-Agency Psycho-Social Meetings, with agency members from core safeguarding services present to consider risk arising from mental health challenges.

- CNWL is working closely with ASC Mental Health Services, VIA (substance misuse support service) and Talking Therapies to continue to develop multi-agency Triage meetings to streamline screening and onward referral services so that adults requiring mental health support can be rapidly linked with appropriate services across the multi-agency mental health offer to meet their level of presenting need.
- Work is underway to develop integrated services between **London North West University Hospital (LNWH) NHS Trust**, CNWL and the **British Red Cross** to support rapid psychiatric liaison review of persons presenting at Northwick Park Hospital with mental health issues and/or who may be High Intensity Users. This work will continue to be developed into 2024/25.
- CNWL are working to transform their Adult Mental Health Services, including developing a 'no wrong front door' approach to mental health Triage, development of a standardised approach to Integrated Neighbourhood Teams with ASC Mental Health Services, **Central London Community Healthcare NHS Trust**, and ongoing liaison with key voluntary and community sector partners such as **MIND in Harrow**, **Harrow Ignite**, **BoB** and **Capable Communities**.
- MPS has just concluded piloting a Central Vulnerability Hub – outcomes will be available in 2024/25 after pilot scheme expansion.

### 5.1.3 Consider how multiple vulnerabilities impact upon mental health (such as substance misuse & domestic abuse)

#### 5.1.3.1 Key activity to address the impact of multiple vulnerabilities upon mental health in 2023/24 include:

- CNWL has implemented multi-agency Triage meetings as noted, supported by specialist agencies such as VIA to consider multiple vulnerabilities. LNWH continues to undertake Multi-Agency Psychosocial Meetings to consider multiple vulnerabilities for mothers in midwifery and peri-natal support areas.
- ASC Mental Health Services' Trauma-Informed Pilot identified greater numbers of adults with mental health issues who experienced Child Sexual Abuse. ASC Mental Health Services and CNWL have worked to embed Trauma-Informed Approaches informed by this learning.

- CNWL Harrow has worked to understand and address inequalities by obtain perspectives from young men of Black heritage through the Finding Rhythms project to understand effective mental health support to reduce mental health admissions.

## 5.2 Impact & Future Strategic Activity – Mental Health

5.2.1 The HSAB Strategic Plan 2024-27 calls for widespread development and further embedding of service offers and multi-agency co-ordination outlined above. The reconfiguration of WiseWorks by ASC Mental Health Services will be a crucial community support hub, alongside a range of internal service and multi-agency co-ordination initiatives CNWL have worked on developing to reduce in-patient admissions and provide early or targeted support regarding mental health. The HSAB will seek to understand the impact of these multi-agency initiatives through enhanced multi-agency data analysis and understanding of internal agency auditing activity to track impact and outcomes for adults requiring mental health support.

## 5.3 Contextual Safeguarding – What we have achieved

The Harrow Safeguarding Adults Board Strategic Plan from 2021-24 focused on two key areas to generate strategic action to enhance safeguarding responses to support adults at risk of or harm in specific contexts within the community, or where exploiters had gained access to their home.

### 5.3.1 Target contexts in which abuse occurs, from assessment to intervention

- Adult Social Care has led on taking a multi-agency approach through co-location of key partners at Sheldon House to provide an integrated approach information-sharing approach to Contextual Safeguarding, leading to the Children’s Safeguarding MASH, Safeguarding Adults Team, Housing Needs Team and MPS in the same facility. Further activity is planned to gain assurance as to the impact of co-located services at Sheldon House in addressing Contextual Safeguarding risk in Harrow.
- The National Probation Service offers ‘Next Steps’ to support young people making the transition from the Youth Justice Service to Probation. This program prepares young adults to work with the Probation Service and encourages them to set goals and visualise a pro-social future. Any sentence plan set by the Youth Justice Service continues uninterrupted. Some young people on Next Steps may have been drawn into criminal or sexual exploitation of others; this program will be considered within strategic planning regarding Contextual Safeguarding.

### 5.3.2 **Develop partnerships with agencies that have reach into extra-familial contexts**

- MPS note they have embedded a multi-agency training offer to Adult Social Care colleagues regarding s.42 Safeguarding investigations and Contextual Safeguarding.

## 5.4 **Impact & Future Strategic Activity – Contextual Safeguarding**

- 5.4.1 Contextual Safeguarding is a longstanding priority for Harrow’s safeguarding partners cross child and adult safeguarding. In 2020-21 we collaborated with the University of Bedfordshire to improve our understanding of this issue and improve our approach.
- 5.4.2 The HSAB’s strategic approach to building multi-agency structures to prevent Contextual Safeguarding Risk, protect those at risk, pursue perpetrators of Contextual Safeguarding harm and help support adults who have suffered exploitation to recover are in development. IN 2024/25, substantial activity will be undertaken to expand inter-agency relationships in this area and develop a strategic approach to this safeguarding risk.
- 5.4.3 Learning from SAR C has highlighted the importance of clear processes and guidance regarding Home Invasion (formerly known as Cuckooing). As a result, the HSAB has created a multi-agency Home Invasion Pathway Working Group, which will deliver a draft Home Invasion Pathway by December 2024 to provide a clear multi-approach to identifying adults with enhanced vulnerability to Home Invasion (including young adults who may experience Transitional Safeguarding risks), understanding pathways to seek support and co-ordinate timely responses to Home Invasion.
- 5.4.4 In adopting a Think Family approach, the HSAB will liaise with counterparts in the Harrow Safeguarding Children Partnership. The HSCP is the process of developing a strategic approach to Child Exploitation and as such, the HSAB will join forces to develop a holistic approach to exploitation risk, providing guidance and support for adult safeguarding practitioners that is integrated with child safeguarding approaches and provides for protection of young adults in transition also.

## 5.5 Domestic Abuse – What we have achieved

The Harrow Safeguarding Adults Board Strategic Plan from 2021-24 focused on four key areas to generate strategic action to enhance safeguarding responses to support adults at risk of or harm in specific contexts within the community, or where exploiters had gained access to their home.

### 5.5.1 Ensure all safeguarding agencies have access to effective training regarding domestic abuse risks

- A range of agencies including MPS, ASC, CNWL, Age UK and Voluntary Action Harrow have implemented internal training programs - or programs offered to other community agencies (from Voluntary Action Harrow) - regarding domestic abuse.
- NWL ICB implemented 'Train the Trainer' learning for all Designated Professionals within NWL ICB regarding domestic abuse from Standing Together. CNWL notes annual Domestic Abuse Conferences, alongside bi-monthly webinars and a monthly staff training offer regarding domestic abuse. MPS notes training on domestic abuse is delivered by its MASH staff to all frontline staff regarding children and adult safeguarding.

### 5.5.2 Promote vigilance that age, gender, ethnicity and ability do not discriminate in terms of who may become a victim/survivor or perpetrator of domestic abuse

- NWL ICB notes that the ICS Violence Against Women and Girls (VAWG) Steering Group has been established to review evaluate and develop health robust responses to VAWG across the NWL region.
- CNWL notes that training regarding domestic abuse takes an intersectional approach to understand barriers in accessing services. Training sessions explore domestic abuse in the context of children, perpetrators, carers, disability and gender identity. This includes bespoke training regarding intersectionality for specialist services (eg. Older Persons's Services, Peri-Natal Services).

### 5.5.3 Ensure early intervention and appropriate support for victims

- LNWH will launch the 'How Safe Do You Feel' campaign in 2024/25, which seeks to embed a routine domestic abuse inquiry model into interactions between medical professionals and patients. LNWH remains involved in Harrow MARAC - in 2023 to 2024 the team reviewed clinical data for 726 women, 708 partners, and 790 children due to concerns raised by MARAC and Section 47 Child Protection Investigation requests. LNWH continues to be heavily engaged in the annual White Ribbon Day/16 Days of Activism campaign to stop Violence Against Women and Girls.

- MPS notes close inter-agency working with Harrow Independent Domestic Violence Advisor (IDVA) services. LNWH notes that funding has been secured for an IDVA to be embedded at Northwick Park Hospital in 2024/25. CNWL have also secured funding for a co-located IDVA within Brent & Harrow's Peri-Natal Mental Health Service in recognition of enhanced risk of domestic abuse during and in the peri-natal period after pregnancy.
- During 2023/24, NWL ICB commissioned the IRIS programme<sup>4</sup> for General Practitioners to help them identify and better respond to domestic abuse.
- CNWL rolled out a range of initiatives to improve service in this area, including:
  - DA Ambassador programme to improve confidence and professional practice among staff.
  - DA conference - attended by 640 delegates.
  - Weekly peri-natal forum where staff can bring forward a child/family for advice and support.
- **Harrow Council Violence Against Women & Girls (VAWG) Service** notes that in 2023-24, the main domestic abuse service in Harrow went through re-commissioning. Cranstoun was successful in its bid for the commission and will go live on 1<sup>st</sup> May 2024. The service will include:
  - Independent Domestic Violence Advisor (IDVA) Services.
  - Outreach support; providing support, advice and advocacy for survivors and their children.
  - Victim/Survivor support programmes.
  - Safe accommodation, refuge provision and floating support.
  - Single point of contact support.

Other key initiatives that continue to support children and families at risk of or who have suffered Domestic Abuse in Harrow include:

- DRIVE is a Pan-London perpetrator programme, which went live in Harrow in November 2023. DRIVE works with high-harm domestic abuse perpetrators to reduce abuse and increase victim/survivor safety.
- In 2023-24, Harrow VAWG Service commissioned Voicebox to run VAWG assemblies and drama-based workshops in Harrow secondary schools. These addressed underlying causes that lead to VAWG, discuss healthy relationships, and tackle misogyny and unhealthy masculinity. Primarily aimed at students in years 9, 10 and 11, this early intervention

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<sup>4</sup> The IRIS (Identification & Referral to Increase Safety) programme enhances General Practitioners' knowledge and confidence in identifying and providing protective options for patients who disclose DA.

and prevention project engaged 1615 secondary school students, in 9 schools in Harrow, through 74 assemblies and workshops.

- VAWG Safe Space locations were identified in the borough, where residents or visitors can use community locations as a temporary source of refuge or to receive information on support services available.

#### 5.5.4 Promote access to specialist programs for perpetrators

- Harrow VAWG Service notes that Introduction of a new Domestic Abuse Perpetrator Programme, which went live in May 2023.
- Harrow VAWG Service also notes that as part of the Culturally Integrated Family Approach (CIFA), RISE delivered an intersectional family and community approach to tackling domestic abuse (DA) in 10 London boroughs, focusing on integrated victim safety support, 1:1 perpetrator delivery, adult-to-parent familial DA intervention, LGBTQI+ delivery and outreach work. This program will provide a focused & coordinated family & community approach for marginalised groups to identify issues and need through a specialised suitability assessment and interventions.

### 5.6 Impact & Future Strategic Activity – Domestic Abuse

- 5.6.1 Domestic Abuse has generated a substantial range of multi-agency adult safeguarding activity. Respondent agencies frequently reference internal training offers, attendance at MARAC, action within the 16 Days of Activism and may also have commenced local campaigns to enhance safeguarding practice regarding domestic abuse.

Some contrasting information is noted regarding MARAC attendance – as above, whilst many agencies have highlighted their representation at MARAC to safeguard adults and families at risk of or experiencing Domestic Abuse, concern was also noted that Adult Social Care was not always present - a focus in 2024/25 for Cranstoun in taking over the MARAC will include ensuring all multi-agency partners are effectively represented.

Incoming learning from an ongoing Domestic Homicide Review in Harrow is likely to challenge the HSAB to consider its work to date and how it can further embed safeguarding learning within multi-agency networks across Harrow. The 2024-27 Strategic Action Plan arising from the 'Plan On a Page' will continue to incorporate multi-agency development of safeguarding practice and structures to address domestic abuse in Harrow.



## 6.0 HSAB Subgroup Activity 2023/24

The HSAB has three Subgroups through which it undertakes a wide range of assurance and learning activity:

- **Safeguarding Adults Review Case Review Subgroup** – this body responds to any SAR Notifications the HSAB receives and oversees the commission and completion of all Safeguarding Adult Reviews in Harrow. The SAR Case Review Group is responsible for identifying key learning from SARs and sharing recommendations regarding procedural development and auditing to the Quality Assurance & Performance Subgroup and structural workforce development recommendations with the Learning & Development Subgroup for action.
- **Learning & Development Subgroup (L&D Subgroup)** - The Learning & Development Subgroup will take the lead in 21024/25 in identifying structural workforce development challenges to enhance adult safeguarding. The L&D Group will progress SAR learning that calls for a structural approach to practice improvement whilst disseminating safeguarding learning across the HSAB.
- **Quality Assurance & Performance Subgroup (QA & P Subgroup)** - The Quality Assurance & Performance subgroup will progress development of multi-agency data for interrogation to understand safeguarding trends across Harrow. The QA & P Subgroup will devise a forward plan for multi-agency auditing and review and approve most multi-agency safeguarding protocols and guidance.

### 6.1 Safeguarding Adult Review Case Review Subgroup

6.1.1 Until December 2023, the Group jointly covered case reviews and associated learning for both the Harrow Safeguarding Adults Board and Harrow Safeguarding Children Board (HSCB). The group met on twelve occasions to deal with case referrals, reviewing whether the notifications met the Safeguarding Children Practice Review or the Safeguarding Adult Review criteria.

6.1.2 The Group has reviewed the SAR process. A revised SAR Protocol has been developed and updated SAR Notification Form was made available at the end of 2024.

### 6.2 Impact and Future SAR Case Review Subgroup Activity

6.2.1 The HSAB did not complete a Safeguarding Adult Review (SAR) in 2023-24, however continued to implement key learning actions and activities arising from SARs A, B SAR C (in progress) and SAR G (Brent SAR). Moving into 2024/25, planned SAR Learning Activity includes:

- Continued liaison with Adult Safeguarding and Commissioning colleagues in Brent to embed key learning with Harrow agencies (SAR G)
- Review of approaches to ‘closing cases’ and use of multi-agency meetings when working with resistant service users (SARs A, B & C)
- Review how carers (paid and unpaid) are identified, their needs assessed, how support is offered and how this is recorded (SARs A & B)
- Undertake multi-agency learning and workforce development regarding fluctuating capacity and assessing executive functioning with the support of other HSAB Subgroups. (SARs A & B)
- Enlist the support of the Quality Assurance & Performance Subgroup to review Harrow’s Self-Neglect & Hoarding Protocol (SARs A & B).
- Review the Multi-Agency Escalation Policy and develop multi-agency learning events regarding Adverse Childhood Experiences, with the support of other HSAB subgroups. (SARs A & B)
- Develop a Home Invasion (formerly known as Cuckooing) Pathway. (SAR C)
- Understand information-sharing pathways between MPS, National Probation Service and CNWL (SAR C).
- Work with HSCP colleagues to understand the current specialist support offer for mothers who have had multiple children enter local authority care. (Baby O – Local Learning Review)

### **6.3 Learning and Development Subgroup**

6.3.1 The Learning and Development Subgroup met four times as a joint group prior to December 2023 covering both adults and children’s safeguarding. In January 2024 the group met for the first time focusing on adult safeguarding.

This subgroup delivered a wide and varied training programme in 2023/24. It also conducted a survey of partners’ safeguarding training - the results of which will inform next year’s workforce development programme.

6.3.2 The annual conference was cancelled due to budget constraints. We hope to resume our successful programme of conferences in 2024-25 with a joint HSAB/HSCP Conference with a theme of Contextual/Transitional Safeguarding.

## **6.4 Impact and Future Learning and Development Subgroup Activity**

- Planning is underway regarding the next HSCP/HSAB Annual Conference, anticipated to take place in Q4 2024-25. The topic will be Contextual (and Transitional) Safeguarding as part of a Think Family approach to extra-familial harm.
- The HSAB Learning & Development Subgroup is aware that since becoming a separate entity recently, it needs to develop a Learning and Development Strategy for Adults Safeguarding.
- Furthermore, the HSAB Learning and Development Group will lead on a range of strategic priority workforce development areas, including developing a multi-agency Engagement Strategy (linked to learning emerging from SARs A-C above), undertaking a range of cross-agency training analysis activities and supporting development of an emerging multi-agency Disability Hate Crime Action Group in Harrow.

## **6.5 Quality Assurance/Multi-Agency Auditing Subgroup**

6.5.1 The former Quality Assurance & Performance Subgroup was re-cast as a Multi-Agency Auditing Subgroup in 2023-24. This group met and conducted a multi-agency audit of child safeguarding practice regarding Child Sexual Abuse that concluded in July 2023. Please see the HSCB Annual Report 2023/24<sup>5</sup> for additional detail. It did not undertake audits for adults.

6.5.2 Since the new HSAB structure in January 2024 the group have convened and have been developing a Quality Assurance Framework for HSAB; a clear work programme has been developed to ensure that focused assurance activity will take place from April 2024 onwards; partners have welcomed the re-establishment of the group.

## **6.6 Impact and Future Quality Assurance and Performance (QA and Performance) Subgroup Activity**

6.6.1 A standalone adults subgroup, the now-named Quality Assurance and Performance Subgroup will lead on a wide range of assurance activity:

- The QA and Performance Subgroup will work to develop a multi-agency adult safeguarding dataset in Harrow.

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<sup>5</sup> [HSCB Annual Report – 2023/24](#)

- The QA and Performance Subgroup will review quarterly ASC data with multi-agency partners in the interim and share areas of strength or thematic concern improvement arising from data with the Harrow Safeguarding Adults Board.
- The QA and Performance group will implement a Quality Assurance Framework, oversee the Multi-Agency Working Subgroup and complete 2-4 multi-agency audits per year.
- The QA and Performance Group will progress a range of learning activities arising from SARs A, B & C.
- The QA and Performance Group will review and approve new and amended protocols in 2024/25, including the HSAB Escalation Policy, the HSAB Self-Neglect & Hoarding Protocol, PiPOT Process and High-Risk Panel Protocol.

## **6.7 Training, Learning and Development**

### **6.7.1 HSAB Learning and Development Offer 2023-24**

The HSAB Multi-Agency Learning Offer was limited in 2023-24 by budget considerations and challenges identifying local training leaders to deliver the multi-agency Introductory and Advanced Safeguarding Adults courses for the HSAB. This was mitigated to some extent via support from a neighbouring borough allowing access to their multi-agency learning offer, whoever has highlighted the need to develop and implement a Harrow multi-agency safeguarding schedule for 2024-25.

6.7.2 Despite these challenges, the HSAB provided a varied multi-agency learning and development offer in 2023-24. Highlights include:

- Lunchtime Learning Sessions to provide dissemination of learning from SARs A, B & C and the Baby O Local Learning Review
- Voluntary Action Harrow were contracted to provide some learning activity and safeguarding adults training sessions
- Provision of multi-agency training sessions regarding substance misuse and understanding autism that were open to adults safeguarding practitioners

- Signposting and support for professionals to access multi-agency learning events held by key partners

## 6.8 Impact and Future Activity – HSAB Learning and Development Offer

- Challenges experienced in 2023-24 have highlighted the need to review and refresh the HSAB adults safeguarding offer. A dedicated Learning and Development Subgroup focused on adult safeguarding will have a substantial impact on developing the multi-agency learning offer and provide impetus to ensure that the HSAB/HSCP Conference goes ahead in 2024/2
- Cancellation of the 2023-24 HSSP Conference created substantial impact for the adults training program – the conference provides a key opportunity to share key safeguarding learning and messages to an extended range of agencies. The Strategic Partnerships Manager is in the process of securing additional funds mooted late in the year for 2024-25 to support multi-agency safeguarding adults training. It is anticipated this will provide the flexibility to secure internal and external training resources in 2024-25

## 7.0 Future Activity 2024/25

### 7.1 Strategic Plan 2024/27 Development

During January to March 2024 HSAB has been developing its new Strategic Plan for 2024-27 four overarching priorities have been agreed:

- **Prevention & Early Intervention** – working in collaboration to prevent abuse and neglect and take earliest possible action where identified.
- **Assurance** – ensuring safeguarding arrangements in Harrow are effective whilst embedding learning to support practice improvement.
- **Engagement & Communication** – raising safeguarding awareness, embedding Making Safeguarding Personal and views of adults with lived experience and carers are acted upon to improve safeguarding services.

- **Working In Partnership** – strengthen multi-agency relationships, build trust and confidently share safeguarding learning.

The HSAB is in the process of developing a detailed Strategic Action Plan from the Strategic Plan to provide a three-year framework for multi-agency safeguarding activity in Harrow. The Plan takes account of the commitments identified throughout this Annual Report.

## 7.2 Strengthen our Governance

We will continue to strengthen our governance arrangements to ensure we are working in partnership as effectively as we can. This will include our new Strategic Plan noted above but will also include:

- Ensuring we have robust oversight of risks
- Putting in place a new Quality Assurance Framework (including undertaking multi-agency audits)
- Strengthening our oversight of arrangements for People in a Position of Trust
- Ensuring we maintain our focus on delivering the recommendations from SARs and other learning reviews
- Launching our new Board arrangements
- Strengthening our joint working opportunities with Safer Harrow

## 7.3 Ensuring we Listen and Respond to Voice of People with Care and Support Needs

- Strengthen new arrangements for Making Safeguarding Personal
- Strengthening our understanding of people experience in need of advocacy support services
- Ensuring our actions to deliver the 2024/27 Strategic Plan has a strong focus on involvement and engagement

## 8.0 Appendices

### 8.1 Appendix 1 - HSAB Budget & Expenditure – 2023/2024

8.1.1 In 2023-24, the HSAB continued to have a shared budget with the HSCB, thus figures below incorporate some funding elements relating to children’s safeguarding. For 2024/25, these budgets will be entirely separate:

<b>Harrow Safeguarding Adults Board - Budget - 2023-24</b>	
<b>Budget Item:</b>	<b>Outturn</b>
Income - HSAB Adults Partners	£45,000
Income - HSCB Children's Partners	£36,653
Income - HSCB Children's Training Income	£7,645
Grant - Department for Education	£47,300
<b>Total Income</b>	<b>£136,598</b>
Total Staffing	£175,995
Total Other Expenditure	£71,709
<b>Total Expenditure</b>	<b>£247,704</b>
Net Expenditure Funded by Harrow Council	£111,106

## 8.2 Appendix 2 - Agency Attendance – HSAB Meetings – 2023/24

Member Agency <i>(N/R Not Required)</i>	HSAB Meetings – 2023/24		
	21/06/2023	26/10/2023	18/01/2024
Age UK	DID NOT ATTEND	DID ATTEND	DID ATTEND
Brent Council (Harrow Service)	DID NOT ATTEND	DID NOT ATTEND	DID ATTEND
Central and North West London NHS Foundation Trust	DID ATTEND	DID ATTEND	DID ATTEND
Central London Community Healthcare	DID ATTEND	DID ATTEND	DID NOT ATTEND
Community Connex (including Advocacy Service)	DID ATTEND	DID ATTEND	DID ATTEND
Elected Member	DID ATTEND	DID ATTEND	DID ATTEND
Department for Work and Pensions	DID ATTEND	DID ATTEND	DID ATTEND
HSAB Business Unit	DID ATTEND	DID ATTEND	DID ATTEND
HAD	DID ATTEND	DID NOT ATTEND	DID NOT ATTEND
Harrow Carers	No Data Available	DID NOT ATTEND	DID ATTEND
London Borough of Harrow Council (including ASC, Public Health, Business Intelligence)	DID ATTEND	DID ATTEND	DID ATTEND
London Fire Brigade	DID ATTEND	DID NOT ATTEND	DID ATTEND
London North West University Healthcare NHS Trust	DID ATTEND	DID ATTEND	DID ATTEND
London Probation Service	DID ATTEND	DID NOT ATTEND	DID ATTEND
Metropolitan Police Service	DID ATTEND	DID ATTEND	DID ATTEND
Mind In Harrow	No Data Available	No Data Available	DID ATTEND
North West London Integrated Commissioning Board	DID ATTEND	DID ATTEND	DID ATTEND
Royal National Orthopaedic Hospital NHS Trust	DID ATTEND	DID ATTEND	DID ATTEND
Voluntary Action Harrow	No Data Available	DID ATTEND	DID NOT ATTEND
VIA	No Data Available	No Data Available	DID ATTEND



### 8.3 Appendix 3 - Making Safeguarding Personal – Case Studies – 2023-24

#### **Making Safeguarding Personal Case Study: CLCH**

##### **Background:**

An elderly female resident at a care facility was visited by a CLCH speech and language therapist (SLT) for a swallow assessment. During the assessment the resident disclosed she had experienced episodes of rough treatment during personal care by some of the carers, who also appeared to be laughing at her when she complained. The resident reported this generally happened in her room and she worried other residents may be experiencing similar abuse. The therapist asked what the resident wanted to do about her experience and the resident said she wished for the SLT to report it for her. There were no concerns around her mental capacity during the assessment.

##### **Actions:**

- SLT liaised with the CLCH Safeguarding Team
- Raised a Datix incident
- Contacted the care facility manager and shared what the resident had reported and the SLT advised that she was making a safeguarding referral. The manager said this was the first time this concern had been raised.
- Safeguarding referral to Adult Social Care.
- Information shared with SLT team.

##### **Outcome:**

Adult Social Care accepted the referral and visited the resident the next day, but the resident could not recall the disclosure. The case was closed by Adult Social Care, on the proviso that if there were any further disclosures by residents, the safeguarding concern would be re-opened.

#### **Making Safeguarding Personal Case Study: CNWL**

##### **Background:**

A 57-year-old woman was known to the CNWL Community Mental Health Team, had numerous admissions to inpatient mental health services. During the admissions, she consistently maintained that she did not suffer from mental health problems, and there was no clear evidence of a mental health disorder. Family consistently raised concerns about her deteriorating mental health and requested admissions. A safeguarding adults referral was completed for coercive control by her family.

##### **Actions:**

Team adopted a whole systems approach involving all the relevant agencies including Police, IDVA and ASC. ASC supported referral to MARAC. When SR declined to pursue safeguarding options, she was referred to a culturally appropriate women's resource centre.

##### **Outcome:**

This case demonstrates successful partnership working between agencies to safeguard a vulnerable adult.

#### **Making Safeguarding Personal Case Study: HAD**

S. disclosed an unusual financial abuse situation where a partner had taken over her bank account, paid household costs out of it, whilst giving her no access to the account. Her partner then died, which left her entirely without funds. She became homeless and was fortunately helped by a friend, who alerted us, leading to a safeguarding report.

The change of address, lack of ID, and GDPR regulations created huge barriers for resolution of the issue. Safeguarding's initial queries, and HAD's ongoing advocacy with the bank and DWP seem to have resolved the issue.

### **Making Safeguarding Personal Case Study: Department of Work & Pensions**

#### **Background - Customer A.**

Visited Jobcentre, noticeable bruising on legs and arms.  
Customer was known to DWP due to being MARAC board.

#### **Actions:**

DWP were able to support the customer and inform MARAC of the situation.

Additional support put in place to empower customer to manage own finances, split claim made to ensure perpetrator is not aware of steps being taken by DWP and signposting to local support for domestic abuse.

#### **Outcomes:**

DWP relaxed steps customer needs to take for the next 3 months to enable multi-agencies to work together and support customer.

### **Making Safeguarding Personal Case Study: AGE UK**

#### **Background - Safeguarding due to indication of financial abuse:**

Mrs G's son lives with her, is unemployed and not claiming any benefits. He does not work and constantly asks Mrs G for money, which gives as he is demanding. She supports him with several hundred pounds per month. This is routinely spent on alcohol, gambling and food. Mrs G receives income from pensions and other sources, however has loans also. She no longer has any savings. She does not have any debts but struggles to pay the bills.

Her son feels the properties will come to him anyway. He's interested in astrology and the work lord tells him not to apply for jobs. Mrs G advised he has no health problems.

#### **Actions & Outcome:**

Response from Adults Safeguarding & DoLs Services  
Good morning,

In light of the issues raised regarding (Mrs. G), she visited our office and shared details about her son persistently pressuring her for financial assistance. Although she described their relationship as generally positive, she expressed concern about his continuous requests for money, often resorting to harassment until she acquiesces.

In response, we suggested to Mrs G that involving the police could be an option if her son's behaviour persisted. However, she was reluctant to take such a step to prevent any strain on their relationship. Instead, she requested our intervention in communicating with her son, as direct interaction with perpetrators is not within our practice.

Subsequently, a Social Worker care manager initiated a conversation with Mrs G's son. Following this interaction, Mrs G has reported that he has stopped asking for additional funds. As a result, no further action is deemed necessary, and we have closed this concern.

### **Making Safeguarding Personal Case Study: MPS**

#### **Background:**

A high-risk missing person from another UK jurisdiction with mental health issues - formerly a misper known to MPS - was seen by an off-duty Missing Persons Officer who kept observations on the female.

#### **Actions:**

The officer followed the female onto the bus she boarded & requested for the driver to remain where they were until officers arrived but the driver refused. He then approached the female and explained to her that he knew she was a missing person, however she denied this & walked away putting herself in danger by trying to cross a busy dual carriageway.

The officer proactively stopped her from getting run over. The female led him to a block of flats where she faked being a male in the flat. The officers tried to coax the female from the flat. Whilst awaiting a van unit with an enforcer the female attempted to jump from the 1<sup>st</sup> floor flat window. The female then grabbed a knife and threatened to use it if officers entered her property.

#### **Outcome:**

Eventually the officers managed to calm her down and as a result, she put the knife down and the female was led to safety.

The officers worked closely with partner agencies from the other UK jurisdiction to get the female back to a place of safety and ensure her longer term needs were met.

### **Making Safeguarding Personal Case Study: RNOH**

#### **Background:**

The team became aware of a female patient who had been experiencing emotional, physical and sexual abuse for many years. This was affecting her mental health, although she was not accessing specialised services. The person lived alone and was receiving support from her GP. She was also waiting for a neurodiversity assessment.

#### **Actions:**

The RNOH Safeguarding Adults Team and the RNOH adult psychologist met with the patient, spoke to her about the need to make a safeguarding referral. The patient was reluctant but agreed to the sharing of information.

A safeguarding referral was made and accepted and a social worker was allocated to undertake a safeguarding assessment of her needs.

#### **Outcome:**

The social worker reported it was good practice by the team, good understanding of what constitutes safeguarding and good information sharing.

The change of address, lack of ID, and GDPR regulations created huge barriers for resolution of the issue. Safeguarding's initial queries, and HAD's ongoing advocacy with the patient's bank and DWP seem to have resolved the issue.

**Making Safeguarding Personal Case Study: VIA**

**Background:**

It was noted that a person recently released from prison for breach of restraining order due to DV was being brought to our service by the person that victim.

**Actions:**

We reported this matter to the police who came and took statements from staff but were unable to act on the information.

The person continued to use the victim to drive them to appointments including, as we found out, their probation appointments.

**Outcome:**

This was noticed by a member of staff when they were at probation to see this person. They called this to the attention of the probation officer who took photographs as evidence which were then handed to police; police were then able to act.

## 1. Harrow Council Adult Social Care

<b>1. Achievements during 2023/24 in relation to safeguarding adults</b>	<ul style="list-style-type: none"> <li>• Staff reflective session</li> <li>• MSP outcomes for the citizen</li> <li>• Moved to satellite office</li> <li>• Improved client support</li> <li>• Improved relationship with MASH and Housing</li> <li>• Service user has been able to come to satellite office for discussion</li> </ul>
<b>2. Challenges faced during 2023/24</b>	<ul style="list-style-type: none"> <li>• Increased Safeguarding referral</li> <li>• Staffing challenges (including management turn-over)</li> <li>• Increasing domestic abuse</li> <li>• Increase Merlin (MET Police) referrals</li> <li>• Electronic Safeguarding Workflow taking longer to complete</li> <li>• Administrative task challenges</li> </ul>
<b>3. Planned work for 2024/25 to support the HSAB Strategic Plan?</b>	<ul style="list-style-type: none"> <li>• High Risk Panel protocol</li> <li>• Review Self Neglect protocol</li> <li>• Develop MASH</li> <li>• Strengthened Q&amp;A</li> </ul>

## 2 – North West London Integrated Commissioning Board

<b>1. Achievements during 2023/24 in relation to safeguarding adults</b>	<ul style="list-style-type: none"> <li>• Quality Assurance visit to ensure improvement in service delivery to mental health patients.</li> <li>• Supporting the establishment of the IRIS programme in Harrow of which the steering group is chaired by the Designated Nurse for Safeguarding Adults.</li> <li>• Designated Nurse for Safeguarding Adults has facilitated and delivered Safeguarding Adults Level 3 training to ICB staff and Primary Care with excellent uptake from General Practitioners</li> </ul>
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	<ul style="list-style-type: none"> <li>• Designated Nurse offering supervision to Adult Safeguarding Leads and GP Safeguarding Leads</li> <li>• Designated Nurse chairing and contributing to the work of the Quality Assurance and Performance Sub group of the HSAB</li> <li>• Ensuring the safeguarding adult process is reflected in all procurement processes in NWL ICB commissioned services</li> <li>• NWL ICB uses a reporting tool to receive assurances from Provider organisations ensuring the processes for safeguarding adults are robust.</li> <li>• Voice of the person has influenced the current values in place within the organisation.</li> <li>• The VAWG steering group is looking into involving the third sector i.e. standing together to incorporate the voice of people with lived experience.</li> <li>• During the year the ICB has commissioned training courses in response to learning from SARs to promote best practice such as Self-Neglect and the Mental Capacity Act, Annual Best Interest Assessor Refresher training, and Substance Misuse.</li> </ul>
<p><b>2. Challenges faced during 2023/24</b></p>	<ul style="list-style-type: none"> <li>• The ICB has undergone a consultation which has resulted in a review of structures and functions across NWL. Although there have been no changes to the safeguarding functions it has resulted in some new ways of working at both the borough level and across NWL.</li> <li>• During periods of change it is essential that safeguarding functions and support remain consistent. The ICB as a statutory partner has continued to fulfil its role with the Chief Nursing Officer, Assistant Director for Safeguarding and the Designated Nurse ensuring attendance and contribution at the Executive, SAB and sub-groups.</li> </ul>
<p><b>3. Planned work for 2024/25 to support the HSAB Strategic Plan?</b></p>	<p>Delivery of Domestic Abuse Training to ICB staff in 2025</p>

**3 - Metropolitan Police Service**

<b>1. Achievements during 2023/24 in relation to safeguarding adults</b>	<ul style="list-style-type: none"> <li>• Safeguarding training to all officers on NW BCU focusing on Adult &amp; children safeguarding</li> <li>• Uplift of staffing into key roles in Public Protection</li> <li>• RCCP</li> </ul>
<b>2. Challenges faced during 2023/24</b>	<ul style="list-style-type: none"> <li>• Resourcing</li> <li>• Training</li> <li>• Connect</li> <li>• Implementation of RCRP</li> </ul>
<b>3. Planned work for 2024/25 to support the HSAB Strategic Plan?</b>	<ul style="list-style-type: none"> <li>• Refresher training on themes inclusive of Adult Safeguarding, professional curiosity is ongoing</li> <li>• Mash DS's are meeting with ERPT officers to further educate frontlines staff</li> </ul>

#### 4 - Age UK Hillingdon, Harrow and Brent

<b>1. Achievements during 2023/24 in relation to safeguarding adults</b>	<ul style="list-style-type: none"> <li>- Reviewed and updated Safeguarding Policy to include Children separate part</li> <li>- Safeguarding Leads trained to Level 3</li> <li>- Reviewed PiPot Policy</li> <li>- Set up internal Safeguarding steering group</li> <li>- Set up steering group with other local Age UK's</li> <li>- Created Safeguarding team structure with deputies in each Borough we operate in and overall Lead.</li> </ul>
<b>2. Challenges faced during 2023/24</b>	<ul style="list-style-type: none"> <li>- Complexity of cases with Dementia aspect/mental capacity in domestic abuse</li> <li>- Feedback for all closed cases</li> <li>-</li> </ul>

<b>3. Planned work for 2024/25 to support the HSAB Strategic Plan?</b>	<ul style="list-style-type: none"> <li>- Raise awareness at November Adult Abuse Week by social media and Age UK HHB Promotion</li> <li>- Look for DV/A training and learning for staff</li> <li>- Safeguarding focus group sessions with Volunteers</li> <li>- Staff training PowerPoint on making Safeguarding personal</li> </ul>
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## 5 - Central London Community Health care Trust

<b>1. Achievements during 2023/24 in relation to safeguarding adults</b>	<ul style="list-style-type: none"> <li>▪ Reinforced collaborative working across the CLCH teams in Harrow to increase staff confidence in identifying and escalating safeguarding concerns</li> <li>▪ Bespoke training delivered to strengthen MCA assessments and record keeping</li> <li>▪ Domestic abuse awareness session delivered in Harrow on International Women’s Day on 8<sup>th</sup> March 2024</li> <li>▪ Bespoke training with Harrow Community Nursing Teams regarding the use of the pressure ulcer safeguarding risk assessment tool</li> <li>▪ Pressure ulcer audit undertaken demonstrating assurance</li> <li>▪ CLCH safeguarding conference delivered in September 2023 that included the voices of people with lived experience and an update from Michael Preston Shoot re: learning from SARs/fire deaths.</li> <li>▪ Increased referrals to London Fire and Rescue to complete a fire risk assessment following the Safeguarding conference.</li> <li>▪ Two Safeguarding Champions programmes delivered in 2023/24 and the programme now incorporates an all-ages approach and includes domestic abuse training.</li> </ul>
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	<ul style="list-style-type: none"> <li>▪ Implementation of the NHS England Patient Safety Incident Response Framework (PSIRF) to improve learning and more timely resolution of incidents.</li> <li>▪ Safeguarding webinars /journal club delivered, including Schwartz rounds to support safe and resilient practice.</li> </ul>
<b>2. Challenges faced during 2023/24</b>	<ul style="list-style-type: none"> <li>▪ Changes to the CLCH safeguarding team due to retirement</li> <li>▪ Changes in the local authority teams</li> <li>▪ Staff vacancies across some teams and proactive recruitment</li> <li>▪ Ensuring the voice of patients and families shaping our services</li> </ul>
<b>3. Planned work for 2024/25 to support the HSAB Strategic Plan?</b>	<ul style="list-style-type: none"> <li>▪ MCA audit to be undertaken across all CLCH community services and bedded units,</li> <li>▪ Introduction of MCA competencies being signed off by managers</li> <li>▪ Co-deliver training /webinars with HSAB /partner agencies</li> <li>▪ Audit outcome of safeguarding referrals and use of escalation</li> </ul>

## 6 –CNWL NHS Foundation Trust

<b>1. Achievements during 2023/24 in relation to safeguarding adults</b>	<ul style="list-style-type: none"> <li>• Rolled out Trauma Informed Care across Adult Mental Health Services in Harrow – this is evidence-based care and research on impact on patient care has been published</li> <li>• Successfully decommissioned Section 75 in July 2023</li> <li>• Continued to identify and refer safeguarding concerns successfully</li> <li>• Annual Domestic Violence conference held in December 2023 open to partner colleagues, with the Trust offering a range of DV training, DV Prevention Ambassadors in service</li> <li>• Weekly whole system meetings to which safeguarding colleagues are invited</li> </ul>
<b>2. Challenges faced during 2023/24</b>	<ul style="list-style-type: none"> <li>• Recruitment to specialist posts eg Clinical Psychologists and some Medical Posts, needed to support full MDT working</li> <li>• Section 75 disaggregation: means that instead of looking at Mosaic and seeing the current situation staff have to rely on communication with staff so this has resulted in delays</li> </ul>

	<ul style="list-style-type: none"> <li>• Unclear CNWL/Harrow LA pathways including safeguarding since S75 disaggregation, included in the Memorandum of Agreement (MOU) ready for ASC sign off: Margaret Young was due to do this.</li> <li>• Significant changes to senior personnel in all agencies including the safeguarding team, resulting in loss of organisational memory and this means those who knew how agencies worked together in Harrow have left. With no MOU signed there is no agreement at present. Importance of induction and building relationships key.</li> <li>• Concern over potential confusion for service users over planned naming of ASC MHS as New Bentley House, when CNWL service has been called Bentley House for many years.</li> </ul>
<p><b>3. Planned work for 2024/25 to support the HSAB Strategic Plan?</b> (CNWL actions in italics)</p>	<ul style="list-style-type: none"> <li>• 1.3 Work in partnership to raise awareness of how to respond to SN&amp;H, DA, pressure ulcers and hate crime: <i>cascaded to SMT CQM to share with teams</i></li> <li>• 1.6 Seek assurance that services for people with a Learning Disabilities, Autism or Neurodiversity are effectively safeguarded <u>and</u> 3.1 Put in place mechanisms to hear and respond to the voice of adults at risk and carers about their experience of safeguarding and encourage involvement in the work of the Board: <i>feedback from CNWL re Carlton House and Kenton House safeguarding issues</i></li> <li>• 1.8 Assurance that DA training is in place: <i>CNWL will open its annual conference to partners to attend. CNWL has a programme of DA training, webinars and support to the DA Ambassador who support staff dealing with cases</i></li> <li>• 2.8 Support the enhanced dataset following consultation with partner agencies: <i>support use of the quarterly SHOF data from health, including hot topic</i></li> <li>• 2.10 CNWL will brief HSAB on substantive changes to Harrow MHS: <ul style="list-style-type: none"> <li>➢ (2.11) Reflect on impact of RPRC including assurance that no adverse effects on persons presenting with MH issues: <i>quarterly updates to CNWL Operations Board can be summarised and shared.</i></li> <li>➢ Outline current and any future planned quality monitoring/ assurance mechanisms around changes to Harrow MHS and how these can be most effectively reported upon to the HSAB: <i>learning from Notts case, CNWL are developing a protocol for those disengaging to be shared post presentation to December 2024 Board. Work on PCREF is another example.</i></li> <li>➢ <i>Resolving the issue of Bentley House (CNWL existing MH base for many years) and New Bentley House (new ASC for MH since last year)</i></li> <li>➢ To outline other strategic boards that have a key role in MHS provision and changes: <i>There are a number of these: the Borough Director Gail Burrell attends the following Boards which have</i></li> </ul> </li> </ul>

	<p><i>this role, these are: Harrow Health and Care Executive ( fortnightly); Harrow JMB; Harrow Mental Health Well Being and LDA meetings. Additionally, the Board in Common with CLCH and WL, is looking at 3 workstreams on quality: a shared quality scorecard; learning and PSIRF/Mortality Review process and population health. An update on this can be submitted to the HSAB, post October 2024.</i></p> <ul style="list-style-type: none"> <li>• 4.1 Partners openly communicating their criteria for access, pathways, and escalation processes in relation to safeguarding: <i>CNWL would ask that ASC prioritise signing off the CNWL MOU</i></li> <li>• 4.2 Partners to contribute to the conference on contextual SA /Think Family: <i>CNWL will support this as it did with past conferences</i></li> <li>• 4.5 CNWL to liaise with the Harrow Suicide Prevention Group to gain update on strategic actions and outcomes: <i>a Briefing Paper will be presented to SAB on 18th September 2024 to provide a progress and impact update.</i></li> </ul>
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## 7 – Department for Work and Pensions

<p><b>1. Achievements during 2023/24 in relation to safeguarding adults</b></p>	<p>Achievements: SAR's finding, improvements and learning. Board membership/partnership working. MARAC Challenges – Right Care Right Person approach and how this may affect immediate support Available e.g. is there enough resource to support demand.</p>
<p><b>2. Challenges faced during 2023/24</b></p>	<p><b>Externally:</b> GDPR – external partners not supporting due to GDPR even in safeguarding cases. Lack on contact details to progress cases. Telephone systems/messaging systems full and not being able to leave messages. Telephones ringing out. <b>Internally:</b> Although DWP has no statutory duty of care we continue to work hand in hand with external partners to safeguard customers.</p>
<p><b>3. Planned work for 2024/25 to support the</b></p>	<p>We continue to listen/learn from our customers through focus groups, feedback, letters, journal messages insight, outreach etc.... We are a learning department looking at ways to improve the services we deliver. DWP can highlight through the IT systems where customers need additional</p>

<b>HSAB Strategic Plan?</b>	support. This enables more time to be allocated and additional support to be offered. Through insight, CENSUS, place base approach and work coach feedback we are able to commission specific focused training for customers across all communities. Continue to build external partnerships which support the most vulnerable focusing a multi-agency approach.
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## 8 - HAD

<b>1. Achievements during 2023/24 in relation to safeguarding adults</b>	<ul style="list-style-type: none"> <li>• Review of leads</li> <li>• All staff and board members trained</li> <li>• Review of storage and filing</li> </ul>
<b>2. Challenges faced during 2023/24</b>	<ul style="list-style-type: none"> <li>• No real challenges. Some team members needed additional guidance, and there was a little concern expressed by reporters that not enough was done in a couple of cases.</li> <li>• Initially almost no feedback given following reporting, but this has improved throughout the year</li> </ul>
<b>3. Planned work for 2024/25 to support the HSAB Strategic Plan?</b>	<ul style="list-style-type: none"> <li>• Participation in meetings</li> <li>• Support to quality and audit group as vice chair</li> <li>• Feedback re various initiatives</li> </ul>

## 9 - London Fire Brigade

<b>1. Achievements during 2023/24 in relation to safeguarding adults</b>	<ul style="list-style-type: none"> <li>• The LFB Safeguarding e-learning training package is currently under review - this is accessible to all LFB staff to improve their knowledge and understanding of safeguarding. Once completed, this training will be mandatory for all LFB staff on an annual basis.</li> <li>• The LFB are currently developing a new upgraded online safeguarding referral system – this will improve functionality as well as simplify the referral process. It has been commissioned</li> </ul>
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	<p>because the existing system could no longer cope with the amount of pre-existing referrals and the added amount we are likely to receive in future.</p> <ul style="list-style-type: none"> <li>• The LFB are in the process of establishing an LFB Safeguarding Governance Board under the direction of the new LFB Safeguarding Lead.</li> </ul>
<b>2. Challenges faced during 2023/24</b>	<ul style="list-style-type: none"> <li>• Resources – due to improvements in training, awareness and the introduction of online referrals, since 2018 there has been a four-fold significant increase in the number of safeguarding referrals. This has considerably impacted on internal resources within the Central Safeguarding Team.</li> </ul>
<b>3. Planned work for 2024/25 to support the HSAB Strategic Plan?</b>	<ul style="list-style-type: none"> <li>• We will aim to engage in all meetings and continue to sit on the SAB and address any concerns raised to us in these meeting,</li> <li>• we will continue to build the adult Hoarding group and share information on known hoarders.</li> </ul>

## 10 - Royal National Orthopaedic Hospital

<b>1. Achievements during 2023/24 in relation to safeguarding adults</b>	<p>The Royal National Orthopaedic NHS Trust Hospital (RNOH) Trust is a tertiary service based in Harrow that provides a unique environment for children and adults, many who may remain patients for long periods of time, and are sometimes lifetime patients. Many patients and their families come from long distances, both nationally and internationally, and they may have complex and challenging conditions.</p> <p>The RNOH is recognised as the top ranked UK orthopaedic hospital in the United Kingdom and in the top 10 globally.</p> <p>The RNOH is an active member of the HSAB partnership, with good engagement at the Learning and Development and the Quality, Audit and Performance sub-groups to board membership.</p> <p>Some of the key achievements this year include:</p> <ul style="list-style-type: none"> <li>• The RNOH Head of Safeguarding was a key contributor to the development of the HSAB Strategic Plan and Priorities for 2024-2027, working with a select group of partners from various specialities. Partnership work is integral in ensuring coordinated approaches, sharing of good practice and identifying learning through scrutiny and challenge.</li> </ul>
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	<ul style="list-style-type: none"> <li>• In the last year the RNOH safeguarding Adults Team have worked hard to embed safeguarding supervision across the Trust. This has been achieved by targeting various teams for formal supervision, as well as attending ward huddles to offer opportunistic adhoc supervision.</li> <li>• Learning shared through developing and disseminating 7 minute briefings on Chaperoning, Human Trafficking &amp; Modern Slavery, Information Sharing, and Mental Capacity Act.</li> <li>• Disseminating</li> <li>• Implementation of the phase 1 Oliver McGowan Learning Disability and Autism training across the Trust and achieving over 90% compliance.</li> <li>• Raising staff awareness on safeguarding issues including Learning Disabilities, Safeguarding Adult week and White Ribbon – Domestic Abuse. This was achieved by various platforms, including sharing information on wards, presenting at the consultant forum, having an awareness stand at the Trust and through communications.</li> </ul>
<p><b>2. Challenges faced during 2023/24</b></p>	<ul style="list-style-type: none"> <li>• At the RNOH many of the children / young people and vulnerable adults under our care have disabilities and complex conditions. People with disabilities and complex conditions are more likely to suffer abuse and neglect than a non-disabled person. It can be difficult to gather enough information from partner agencies to help in our holistic assessments as many local authorities and agencies have different contact and referral systems. Equally contracts for commissioned services can vary significantly from one area to another.</li> <li>• The RNOH introduced a new system for booking and monitoring compliance training in February 2023. The introduction of the Learning Hub resulted in reduced compliance in several areas including MCA / DOLs, and Prevent Awareness. The issues were actioned and resulted in a steady increase in compliance in all three areas over the following months. All the affected areas of training are now achieving over 90% compliance which is a good standard. Level 3 safeguarding training is just below the targeted 90% compliance.</li> </ul>

<p><b>3. Planned work for 2024/25 to support the HSAB Strategic Plan?</b></p>	<ul style="list-style-type: none"> <li>• The RNOH is committed to continuing to work in partnership with the HSAB. Offering engagement, participation and scrutiny at the Learning and Development sub group, the Quality, Audit and Performance sub-group and HSAB board meetings.</li> <li>• Share good practice and learning from Trust audits.</li> <li>• Embed and learning from SAR's, DHR's or local learning case reviews.</li> <li>• To provide assurance that the Trust continues to fulfil its statutory responsibilities in relation to Section 14 of the Care Act 2014.</li> </ul>
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### **11 – London North West University Healthcare Trust LNWH (Combined report – HSCP/HSAB)**

LNWH Integrated Safeguarding Team, (IST) consists of the Safeguarding Children Team, Safeguarding Adult Team, Older People and Dementia, and the Learning Disability and Autism services. Maternity Safeguarding sits under our Maternity structure. We collaborate and work together to ensure that all the services we provide, protects individuals' human rights, treat individuals with dignity and respect; and safeguard them against abuse, neglect, and discrimination.

In 2023-2024 the Head of Safeguarding worked with the stakeholders and reviewed and updated the existing Safeguarding Strategy. The focus of this Strategy is based on the Trust's 4 key priorities:

1. Quality Care
2. Developing an intelligent data set
3. Developing a learning culture
4. Partnership working

The strategy also emphasises and address the following high risk-areas:

- Domestic Abuse, Violence against Women and Girls including the "How Safe Do You Feel?" campaign
- Transitional Safeguarding
- Safeguarding and Mental Health
- Mental Capacity and Deprivation of Liberty Safeguards.

As an integrated team, the safeguarding team has worked jointly on a number of activities, however for the purpose of this report, it will focus on the activities and challenges of the safeguarding children’s team.

**Activities**

**Screening**

One of the roles of the safeguarding children’s team is to screen every child or young person under the age of 18 years who attends the Urgent Care Centre (UCC) at Central Middlesex, Ealing and Northwick Park hospitals and/or the Emergency Department (ED) at Ealing and Northwick Park hospitals.

In January 2023, the Trust was requested to manage the Urgent Care Centres (UCCs) at all three Trust hospitals and was awarded the contract to continue this in July 2023. As a result, the number of children and young people requiring screening increased significantly. The Safeguarding Children Team have screened a total of 68,410 children over the year and out of it, 1,580 needed a safeguarding referral. Of the overall children screened, 34.62% were missed initially by the clinicians. To ensure timely information sharing, these missed referrals were completed by the safeguarding children team. For each missed referral, the clinician was contacted. A total of 2,014 referrals were made to children’s social care in 2023-2024, this has increased by **10.4%** from the last financial year.

**Breakdown by category of referrals.**

Suicidal Attempts	4
Neglect	71
Sexual Abuse	26
Physical abuse	25
Emotional abuse	3
Youth Violence/Assault	362
Early Help	77
Domestic abuse	98
Parental/Child Substance Misuse	223
Self-Harm/OD	313
Child Mental Health	260



Parental Mental Health	297
*Other	255

*(\*Other include bullying/cyber bullying, child death, child aggressive behaviour, medical reason, injury(accidental), injury (non-accidental) and delayed in presentation).*

### **Multi-disciplinary Meetings**

The Safeguarding Children Team actively participates in weekly psychosocial meetings across various units within the Trust. In Jack's Place (children's ward), in collaboration with the ward staff, the team discussed, gave advice, and completed actions on 177 safeguarding cases throughout the year. In the Neonatal Unit, they handled 83 safeguarding cases. In Maternity, the team reviewed safeguarding concerns for all cases discussed in their weekly multi-agency psychosocial meetings. Collectively, in 2023 to 2024 the team reviewed clinical data for 726 women, 708 partners, and 790 children due to concerns raised by MARAC and Section 47s requests.

### **Audits and Multi-agency Meetings**

Throughout 2023 - 2024 the Safeguarding Children Team participated and have been instrumental in several various audits, surveys and reviews led by external key agencies, some of which are still ongoing. The team has also consistently represented the Trust at multi-agency sub groups and other partnership meetings in Brent, Ealing and Harrow. These have included strategy, professional , discharge planning and LAEP meetings.

### **Supervision**

The Safeguarding Children Team delivers regular quarterly supervision, providing effective safeguarding supervision arrangements for staff, commensurate to their role and function (including for named professionals). The team offered supervision to approximately 38 different teams throughout the Trust on a quarterly basis.

### **Training**

The provision and delivery of safeguarding training remains a key priority in the Trust's Safeguarding Training Strategy, which stipulates that all staff are provided with a level of training, according to their role and responsibilities. This is in accordance with the Intercollegiate Documents. The Safeguarding children team delivered level 3 training throughout the year on a monthly basis. However, during the months of June, July and September training was cancelled due to the medical staff industrial actions. The Team is also actively involved in offering safeguarding training at the Trust's Induction days for new staff.

## **Domestic Abuse**

At LNWH, domestic abuse continues to be one of the highest forms of abuse in both safeguarding adults and children's teams. We recognised the importance of raising awareness and creating a safe space for our patients and colleagues. Spearheaded by the Head of Safeguarding, the How Safe Do You Feel? (HSDYF) domestic abuse routine enquiry model, was adopted from colleagues in North Cumbria and launched at LNWH on the 15<sup>th</sup> of July 2024. The aim is that the campaign will be rolled out across the Trust over the coming year.

In November 2023, we proudly participated in the annual White Ribbon Day (WRD) campaign followed by the 16 days of activism. We had a stall in all three sites, and were able to raise awareness, provide valuable information/resources from the WR Charity and handed out white ribbons to patients and colleagues who stopped by. This was a very successful and well received intervention.

The team are actively involved in the bi-monthly MARAC meetings in Brent, Ealing and Harrow.

## **Challenges**

In 2023-2024, the safeguarding team experienced some unprecedented challenges, such as the ongoing impact and recovery of services following the pandemic.. We have seen an increased demand on safeguarding services, new emerging issues due to the cost-of-living crisis and other local and national complexities.

In some months throughout 2023 and 2024 we noted a reduction in the safeguarding mandatory training compliance, due to the cancellation of training as a result of the Junior Doctors' industrial action.

The Trust implemented a new electronic patient record (EPR) in August 2023, which posed several challenges, but the work the safeguarding team have undertaken to prepare for this transition and how we worked day to day, demonstrated excellent safeguarding practice.

The safeguarding team will continue to embrace our privileges to keep all patients and colleagues safe and we will strive to keep everything safeguarding as a focal point throughout the year and beyond.