

Islington Safeguarding Adults Board

Strategy 2018 - 2021

Introduction

On behalf of all the partners who make up the Islington Adult Safeguarding Partnership Board, I would like to introduce the Board's 2018 to 2021 three-year Strategy. We express our sincere thanks to Islington residents and professionals for their contributions to our public consultation which helped the Board formulate our strategy. The resulting priorities outlined in this strategy represent the continuing commitment of our partner organisations to give the highest priority to supporting the adults we serve, their carers, professionals and the wider community in working together to ensure that Islington is a place where adults receiving care and support can live free from abuse, exploitation and neglect.

In order to achieve our strategic objectives, the Board partners will agree detailed work programmes for each of the three years to harness their resources and contributions in our combined effort to assure effective safeguarding practice; prevent abuse, neglect and exploitation where possible; respond to it in a timely and proportionate way; and drive learning, improvements and supportive cultures across our organisations. In order to further strengthen our efforts, where appropriate we will develop our programmes together with colleagues across the five boroughs comprising North Central London

All Board partners are very mindful of their legal safeguarding duties under the Care Act 2014 and, whilst we are encouraged that the work undertaken over the past three years has seen a growth in awareness, increasing referrals and confidence in our responses, we are very conscious that there is no room for complacency in addressing safeguarding risks confronting the more vulnerable members of the Islington Community.

So, safeguarding: -preventing, identifying and stopping the abuse of adults
-remains something which is very much "everybody's business". Our strategy is designed to realise that ambition.

James A. Reilly
Independent Chair
Islington Adult Safeguarding Partnership Board

Islington Safeguarding Adults Board Strategy 2018 - 2021

About Islington Safeguarding Adults Board

The Islington Safeguarding Adults Board is a statutory partnership of organisations in Islington all committed to achieving better safeguarding for adults.

All our work is centred on preventing and responding to abuse and neglect of adults with care and support needs.



About our strategy

We have themed our strategy based around the main purposes of safeguarding adults boards as set out in the Care Act 2014. Those purposes are essentially:

- **Assure practice** - Make sure practice is person-centred and outcome focused
- **Prevent** - Prevent abuse and neglect where possible
- **Respond** - Assure responses are timely and proportionate when abuse or neglect have occurred
- **Learn** - Assure safeguarding practice is continuously improving and enhancing the quality of life of adults in its area.

Alongside the purposes of safeguarding adults boards, the Care and Support statutory guidance sets out 6 guiding principles for all safeguarding adults work, which also inform and underpin the four purposes of the Board.

The 6 guiding principles are:

- **Empowerment** – The presumption of person-led decisions and informed consent, supporting the rights of the individual to lead an independent life based on self-determination.
- **Prevention** - It is better to take action before harm occurs, including access to information on how to prevent or stop abuse, neglect and concerns about care quality or dignity
- **Proportionality** - Proportionate and least intrusive response appropriate to the risk presented.

Islington Safeguarding Adults Board

Strategy 2018 - 2021

- **Protection** - Support and representation for those in greatest need, including identifying and protecting people who are unable to take their own decisions, or to protect themselves or their assets.
- **Partnership** - Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse.
- **Accountability** - Accountability and transparency in delivering safeguarding, with agencies recognising that it may be necessary to share confidential information, but that any disclosure should be compliant with relevant legislation.

Why aligned strategies across the north central London area?

Although each Safeguarding Adults Board faces unique challenges and circumstances, there's more that unites than divides us. There are clearly many initiatives we can work together on to achieve greater impact. Additionally, many of our partners fed back to us that they were duplicating effort across borough boundaries. In times of constrained resources, it makes sense to join forces where we can. Aligning only some of our strategic aims gives each Board flexibility to tailor its strategy according to local need and variation.

How did we put this strategy together?

We wanted to make sure that this strategy truly reflects the views and aspirations of residents, service users, carers and professionals. To ensure meaningful consultation and 'voice-led' development of our strategy, we involved a range of stakeholders right from the beginning of the process and have continued to engage with them throughout the process. We started with a 'blank slate'. We listened to what local people and

professionals had to say and analysed the data before drafting this strategy.

- Camden, Barnet, Haringey and Islington worked together in autumn and winter of 2017 to consult with local communities.
- A focus-group of service users, carers and professionals co-produced the consultation survey questions. The on-line public consultation was open for 5 weeks and elicited 171 responses from professionals and 64 responses from residents, service users and carers. These responses have been carefully analysed and used to inform this strategy
- Several face-to-face consultation events were held to gather the views of approx. 30 people who might not easily access the on-line consultation survey. These groups included day-centre service users, people with learning disabilities and people with sensory disabilities.
- Enfield conducted a paper-based consultation of residents.

Other feedback, views and input have been gathered from a range of sources including:

- Feedback from residents, service users and carers gathered through active engagement and other feedback mechanisms
- The results of our 2017 quality assurance work, partner self-audits and north central London Challenge and Support Event
- Meetings of the north central London Board Chairs and managers
- Trends in the data we collect on abuse and neglect
- Findings from safeguarding adults reviews, domestic homicide reviews and other serious cases
- Requirements of the Care Act 2014, statutory guidance and other national policy developments

Islington Safeguarding Adults Board

Strategy 2018 - 2021

- Recent research¹
- Good practice developments

Wherever possible, we have given greater weight to service user and carers opinions about what we should be focusing on. After all, who knows more about local safeguarding needs and local conditions than local people? This approach also accords with the Making Safeguarding Personal approach - for safeguarding to be person-centred, it should be person-centred at the strategic level, as well as the individual safeguarding case level.

A small working group of the statutory partners (police, health and local authority) analysed the ideas and feedback to produce this strategy. Using an impact and performance matrix, they then prioritised ideas into those that were both achievable and impactful. They also considered whether any of the ideas could be modified to either make them more achievable or worthwhile to include in the strategy. The result is the strategy set out in the following pages.

We are very grateful to all those who took part in our engagement events, consultation surveys and the Islington task and finish group. They generously gave their time and expertise and shared their experiences. Without their input we would not have been able to develop such a rich and meaningful strategy.

¹ Research such as 'London Region Making Safeguarding Personal Temperature Check', Lawson (2017) and 'Learning from SARs', Preston-Shoot and Braye (2017)

Islington Safeguarding Adults Board

Strategy 2018 - 2021

Islington Safeguarding Adults Strategic Plan 2018 – 2021 (North Central London area aligned)

Assure Practice to make sure our safeguarding practice is person-centred and outcomes-focused

	What is our aim?	Which principle?	When will we do it?	Who will do it?	What will success look like?	
1	Work towards a national or London region quality assurance framework and SAAF	Accountability, Partnership		North Central London (NCL) task and finish group to be led to Enfield & Barnet	Boards across London will be working within the same quality assurance framework reducing tensions across borough boundaries	*Aligned aim
A2	Develop a local network for safeguarding thresholds and processes	Accountability, Partnership		North Central London (NCL) task and finish group to be led by Enfield and Barnet	A local network will be informing development of consistency in safeguarding thresholds and processes across NCL and fewer inappropriate referrals from partner organisations	*Aligned aim
A3	Develop richer, better assurance data sets	Accountability, Partnership		All partner organisations, Quality Audit & Assurance (QAA) subgroup	<ul style="list-style-type: none"> A wide range of partners are routinely sharing assurance data with the Board including response times, concerns, outcomes, complaints, training and audit/review, demand and capacity. Deprivation of liberty The Board has a better picture of trends of abuse and neglect and organisational responses in the borough. 	

Islington Safeguarding Adults Board

Strategy 2018 - 2021

A4	Share the local perspective with national policy makers	Protection, Prevention, Partnership		The Board	Local experiences and concerns about resource implications of national policy decisions will be shared through a variety of mechanisms such as national forums and government consultations	
Prevent is to prevent abuse and neglect where possible						
	What is our aim?	Which principle?	When will we do it?	Who will do it?	What will success look like?	
P1	Develop consistent policies across the NCL area as far as practical	Protection, Prevention		NCL Prevention task and finish group to be led by Islington and Barnet	Partner organisations will be working to aligned policies across borough boundaries in the NCL footprint.	*Aligned aim
P2	Share awareness-raising materials across the NCL area	Prevention		NCL Prevention task & finish group to be led by Islington & Barnet Safeguarding Adults Unit (SAU)	Successful awareness-raising campaigns from one borough can be replicated in neighbour boroughs resulting in efficiency savings.	*Aligned aim
P3	Raise awareness of ways to spot scams and prevent financial abuse, including Lasting Power of Attorney (LPA)	Prevention, Empowerment		Trading Standards SAU All partner organisations	<ul style="list-style-type: none"> Increased public awareness of LPA's and why they might be protective Adults with care and support needs and their carers more aware of common types of scams 	
P4	Focus early intervention work on high risk situations (prisons, police custody, care homes, isolated people, homelessness)	Prevention		RADAR meeting, all Board partners	Board partners can show that they have identified the high risk situations for adults with support needs relevant to their organisation and show how they are taking steps to intervene early to prevent abuse and neglect.	

Islington Safeguarding Adults Board

Strategy 2018 - 2021

P5	Work with local faith-groups, culture-specific organisations and community groups to raise awareness, particularly about hidden types of abuse	Prevention		Statutory partners (health, local authority and police) working with non-statutory partners	Through working with local groups, awareness of hidden types of abuse has been raised.	
Respond is to respond to abuse and neglect in a timely and proportionate way						
	What is our aim?	Which principle?	When will we do it?	Who will do it?	What will success look like?	
R1	Share learning from effectively across the NCL area for a range of serious incidents including SARs, DHRs, Coroner's inquests	Prevention		1) NCL learning and culture change task & finish group to be set up by Camden & Haringey 2) SAR subgroup	The Islington Board will have shared and learnt lessons from a range of experiences across the NCL area.	*Aligned aim
R2	Collaborate and conduct deep-dives on areas of practice, such as MS, DoLS or the victim/survivor's journey	Protection, Proportionality		NCL learning and culture change task & finish group to be set up by Camden & Haringey	Assurance that partner organisations across the NCL footprint are working to best practice and working to improve any areas of concern.	*Aligned aim

Islington Safeguarding Adults Board

Strategy 2018 - 2021

R3	Empower adults who have experienced abuse or neglect	Empowerment		Safeguarding Adults Unit and all partners	<ul style="list-style-type: none"> Better awareness of advocacy services Information leaflets with advice about surviving abuse Increased awareness among professionals of pathways to talking therapies, Victim Support and IRIS project Promoted the social services access line for reporting abuse Support the Safer Islington Partnership's development of safe havens 	
R4	Up-skill professionals	Protection, proportionality		NCL learning and culture change task & finish group to be set up by Camden & Haringey	<ul style="list-style-type: none"> Promoted the Safer Islington Partnership FGM toolkit and Hate Crime to professionals Modern slavery training delivered to a range of professionals and first responders in the borough. 	
R5	Learn from mistakes	Prevention, accountability		Safeguarding Adults Review (SAR) and QAA subgroups	The Board will have effective mechanisms for ensuring that learning from complaints and recommendations from multi-agency reviews and safeguarding adults reviews are acted on promptly.	
Learn is to change culture, drive learning and improvement						
	What is our aim?	Which principle?	When will we do it?	Who will do it?	What will success look like?	

Islington Safeguarding Adults Board

Strategy 2018 - 2021

L1	Work together across the NCL area to innovate and implement culture change to enhance empowerment, co-production and transparency	Partnership		NCL learning and culture change task & finish group to be set up by Camden & Haringey	Culture change tools are agreed and implemented across the NCL footprint to ensure maximum impact but avoid duplication for organisations working across borough boundaries	*Aligned aim
L2	Support partner organisations to analyse and improve their organisational culture around safeguarding, learning from mistakes and applying the Duty of Candour	Accountability, protection, prevention		Board, QAA subgroup	Through tools such as appreciative enquiries or proven culture change models, partner organisations are helped to develop healthier cultures, have a better understanding of their particular weaknesses and are working to address them.	
L3	Develop safeguarding and Mental Capacity Act champions	Protection, proportionality		Safeguarding Adults Unit and all partner organisations	<ul style="list-style-type: none"> • Train-the-trainer model for disseminating basic training in partner organisations developed • Professionals have access to support from a 'champion' in their organisation • Champions are clear about referral pathways and thresholds and the Mental Capacity Act and able to share this knowledge within their organisation • Expand the range of guidance available to professionals particularly in regard to complex cases 	

Islington Safeguarding Adults Board

Strategy 2018 - 2021

L4	Tailored learning and development for different groups of professionals	Protection		Safeguarding Adults Unit and all partner organisations	<ul style="list-style-type: none"> The Board has mapped the learning needs of partner organisations and their staff/volunteers Partner organisations have a differentiated learning & development offering (training, supervision, mentoring or coaching) specific to the needs of first responders, mainstream practitioners and advanced practitioners 	
L5	Hear the voices of residents, service users and carers	Empowerment		Safeguarding Adults Unit, Service User & Carer (SU&C) subgroup, All partners	Strengthened public, service user and carer engagement is influencing the work of the Board	