

# Public Document Pack

## People Overview & Scrutiny Committee

Monday, 6th June, 2022

6.00 pm

Meeting Room A

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### AGENDA

**1. Welcome and Apologies**

To welcome those present to the meeting and to receive any apologies for absence.

**2. Minutes of the Meeting held on 7th March 2022**

To approve as a correct record and to sign the minutes of the meeting held on 7<sup>th</sup> March 2022.

**7th March 2021**

**3 - 6**

**3. Declarations of Interest**

To receive any declarations of interest in items on the agenda.

**DECLARATIONS OF INTEREST FORM**

**7**

**4. Youth Forum Update**

To receive an update on the work of the Youth Forum.

**youth forum leaving care forum priorities**

**8**

**5. Adult Safeguarding Annual Report.**

To receive the annual report on Adult Safeguarding.

**Covering Report - BwDSAB Annual Report 2020-21  
Appendix 1 - DRAFT Blackburn with Darwen SAB  
Annual Report 2020-21**

**9 - 38**

**6. Portfolio Responsibilities 2022.**

To update members on the revised portfolio responsibilities and the relationship with the People Overview and Scrutiny Committee.

**7. Ofsted Review of Children's Services**

To receive an update from the Executive Member for Children, Young People and Education.

**8. Children, Young People and Education update.**

To receive an update on the issues, pressures and priorities facing the Children, Young People and Education Portfolio.

**9. Public Health, Prevention and Wellbeing Update**

To receive an update on the issues pressures and priorities facing the Public Health, Prevention and Wellbeing Portfolio.

**10. Lancashire and South Cumbria Pathology Services Review.**

To receive an update on the reconfiguration of Pathology Services in South Cumbria and Lancashire.

**OSC Update May 22**

**11. Work Programme for the Committee.**

To consider the work programme for the Committee for the municipal year 2022/23.

Date Published: Date 26<sup>th</sup> May 2022.  
Denise Park, Chief Executive

## **People Overview and Scrutiny**

**7<sup>th</sup> March 2022.**

**Present:** Councillor Liddle, in the Chair, Akhtar, Humphrys, Smith, Hussain, P., Hussain, M., and Whittle.

**Also Present:** Jayne Ivory,

Joanne Siddle,

Dominic Harrison,

Paul Conlon, Democratic Services

### **1. Welcome and Apologies**

The Chair welcomed those present to the meeting. Apologies for absence were submitted on behalf of Councillor Irfan.

### **2. Minutes of the Meeting held on 6th December 2021.**

The minutes of the meeting held on 6<sup>th</sup> December 2021 were submitted.

**RESOLVED-** that the minutes of the meeting held on 6<sup>th</sup> December 2021 be approved as a correct record and signed by the chair.

### **3. Declarations of interest.**

There were no declarations made at the meeting.

### **4. Adult Safeguarding Annual Report.**

The Committee received a report of the adult safeguarding board for Blackburn with Darwen. The Committee were informed that the chair of the Board had been unable to attend the meeting however the Committee were invited to consider any questions they had arising from the report that would be forwarded to the board and incorporated into their presentation to the next meeting of the Committee in June.

**Resolved** That any questions that members would wish to see incorporated into the report to the June Committee be forwarded to democratic services by 15<sup>th</sup> March for forwarding to the Adult Safeguarding Board.

### **5. Public Health Update.**

The Committee received an update on public health in the Borough from Professor Dominic Harrison Director of Public Health. The Committee were informed of the actions that had been

taken by the council and other directors of public health in the northwest following the government's decision to step down restrictions and reduce testing. He outlined local guidance that included the continued wearing of masks in shops, on transport and public places, the continued testing when symptoms are displayed and self-isolation where necessary. He stated that 75 year olds would be eligible for a 4<sup>th</sup> jab in spring along with vulnerable adults and this would be administered through GPs. Professor Harrison drew attention to the recent infections which now included one third reinfections with one of the two Omicron variants. The Committee were informed that in the future it was assumed that the virus would follow a cycle like the cold virus and that it would re appear in the population in summer and if not by autumn.

The effects of long covid was discussed and it was stated that about 2%-4% of those who had had Covid were likely to suffer from long covid and this was not related to the severity of the infection. The symptoms of long covid were similar to those ME. The complex issues including the effects on mental health that young people would have in future years. The lack of access to face to face GPs appointments was discussed and the Committee were informed that the borough had the 8<sup>th</sup> lowest number of GPs per population in the country and this has been raised with the CCG.

**Resolved-** That the current situation be noted

2. That the Committee continue to be kept informed of the situation relating to Covid and especially how the long term effects of covid will be dealt with in the borough.

## **6. Child of the North.**

The Committee received a joint presentation from the Strategic Director Children's Services and The Director of Public Health on the Child of the North report. The report had been published in December 2021 by the Northern Health N8 research Partnership Science Alliance and written by over 40 leading academics from across the North of England. The report highlighted the inequality for children growing up in the north of England compared with those in the rest of the country. The report called for policies to reduce child poverty and increase funding for preventative services. The report contained 18 recommendations that addressed the greater risk for children in the north of becoming involved with statutory Children's services, the care system and acute mental health services.

The Committee discussed the ways in which the recommendations affected the outcomes for children and how we could make sure that a difference was achieved. The Committee considered ways that all members of the Committee were aware of the challenges outlined in the findings and requested that a presentation be made to all members of the council and partner organisations in the delivery of services to children. Members were also conscious of the need to ensure that the delivery of all council services were considering the implications for children.

**Resolved-**

1. That the Committee note the implications of the Report on Child of the North and the negative outcomes for children in the borough in comparison with those in the South of England.
2. That the Committee recommend to the executive member that a seminar be held for all members outlining the findings of the report, the implications for the children and ways

that the Council can shape its policies and services to mitigate the effects on children in the borough.

3. That the Executive Board be recommended to consider the introduction of a paragraph on all policy reports outlining how the recommendations in those reports affect the outcome of children in the borough in a similar way to how financial and legal implications are outlined.

## **7. Send Methodology Testing Feedback**

The Deputy Director of Children's Services presented to the Committee the findings of the of the joint Ofsted and CQC inspection that had been carried out to see how well local areas fulfil their responsibilities for children and young people with special educational needs and/or disabilities. The borough had been approached by Ofsted and the CQC to support them to test their new methodology for local area SEND inspections.

The process had been carried out over three weeks in November 2021, the purpose being-

- To test out some new ways to gather evidence about the way children and young people with send are supported
- Provide the inspectorates with valuable information about how well possible new approaches work in practice and help to identify where further improvements or thinking was needed.

The Committee were informed of the work that had been required by the departments and Health partners and the challenges that had been met. These had included meeting very tight deadlines in tracking evidence and gaining consent from parents and carers of children and young people.

The Committee were informed of the views of the department of the review which included feedback on

- Dedicated and passionate staff who know children and young people well
- Send support services- school staff highlighted the valuable support.
- Clear examples of creative approaches to provide support.
- Practitioners were positive to find a way around things
- Practitioners appreciated practical hand holding with additional support to access
- Children and young people and parents and carers views were listened to and acted upon.

The Committee were informed of the areas that they were aware needed to be looked at and the steps being taken to improve together with the areas that had been exacerbated by covid. The next steps of the inspection process were outlined.

### **Resolved**

That the feedback on the Send methodology testing be noted.

8. Feedback from the Youth Forum.

The Committee were updated on the work of the youth forum and in particular the make your mark campaign and that the members of the forum had now been approved as young inspectors and could now take part in inspections of health and commissioned services.

**Resolved-**

That the work of the Youth Forum be noted.

**9. Retirement of the Director of Public Health**

The Committee were reminded that this would be the last meeting that Professor Harrison would be attending as Director of Public Health before retiring at the end of March. The chair drew attention to the great assistance that he had given to the Committee through at times very difficult circumstances.

The Committee were reminded of one meeting in particular which had looked at the “new” corona virus and the how the Borough would meet the challenges to be faced. This was before the first cases had arrived in the country. This early action and preparation predated the government’s response and ensured that the Borough was best placed to meet the challenges that we all faced.

Members joined the praise for the work of the Director and the open, honest and supportive approach that he had always had with the Committee.

**Resolved-** 1. That the best wishes of the Committee for a long and happy retirement be forwarded to Professor Dominic Harrison, Director of Public Health.

2. That the Committee places on record their great appreciation and thanks for the outstanding work he has done with the Committee and in the Borough over the last twelve years.

signed.....

*Chair at the meeting where the minutes were approved.*

Date.....

## DECLARATIONS OF INTEREST IN ITEMS ON THIS AGENDA

**Members attending a Council, Committee, Board or other meeting with a personal interest in a matter on the Agenda must disclose the existence and nature of the interest and, if it is a Disclosable Pecuniary Interest or an Other Interest under paragraph 16.1 of the Code of Conduct, should leave the meeting during discussion and voting on the item.**

**Members declaring an interest(s) should complete this form and hand it to the Democratic Services Officer at the commencement of the meeting and declare such an interest at the appropriate point on the agenda.**

MEETING:

DATE:

AGENDA ITEM NO.:

DESCRIPTION (BRIEF):

NATURE OF INTEREST:

DISCLOSABLE PECUNIARY/OTHER (delete as appropriate)

SIGNED :

PRINT NAME:

(Paragraphs 8 to 17 of the Code of Conduct for Members of the Council refer)

## PEOPLE OVERVIEW AND SCRUTINY COMMITTEE

6<sup>TH</sup> JUNE 2022

### UPDATE ON THE WORK OF THE YOUTH FORUM.

#### **Purpose of the report**

To inform member of the People Overview and Scrutiny Committee on the work of the Youth Forum and Leaving Care Forum.

#### **Background.**

Members of the Committee will be aware of the valuable input that the Youth Forum bring to the Committee and the regular updates that members receive on the perceptions of young people on the services they receive. Set out below is the priorities that have been agreed by the members of the Youth Forum and Leaving Care Forum. The Committee will receive reports/presentations throughout the year on the progress on these priorities and how the forum can contribute to the work programme of the Scrutiny Committee.

#### **The BwD Youth Forum priorities are;**

- Mental Health
- Child Poverty
- Climate Change
- BwD Young Inspectors Programme

#### **Leaving Care Forum**

- Co-production in the Leaving Care development plan
- Increasing number of leaving care young people accessing the forum
- Strengthening the voice of children in care at various meetings
- Total respect Training
- SARS – Easy to understand information for young people in care to understand the information that has been written about them, and to be supported when they wish to access it.
- An app for care leavers with all relevant information on regarding entitlements, education, employment, apprenticeships, training, placements, health and well-being.
- Co-production of the Be-Active application form.

#### **Recommendations.**

The Committee are recommended to

1. Note the priorities of the Youth Forum and the Leaving Care Forum, and;
2. That regular reports/updates be given to the Committee on progress on the priorities.



## Blackburn with Darwen Safeguarding Adult Board Annual Report: 2020-21

Covering Report to People Overview and Scrutiny Committee, 7 March 2022

### Brief Summary

This report is being presented to the committee prior to publication of the Blackburn with Darwen Safeguarding Adults Board Annual Report. All partner agencies have been consulted with and contributed to the content of the report.

The draft Annual Report is attached at Appendix 'A'

### Recommendation

People Overview and Scrutiny is asked to:

- (i) Note the contents of the report
- (ii) Comment on any key issues and consider the implications for the conduct of council business

### Background Information

The Care Act requires that in every local authority administrative area there must be a Safeguarding Adults Board. Key local agencies are represented on the Board at a senior level, but the Board has an Independent Chair.

The Safeguarding Adults Boards are required to produce and publish an annual report which reflects on safeguarding practice and issues in the area. The draft Annual Report which covers the period from April 2020 to end of March 2021 is attached at Appendix 'A'. The Annual Report provides a summary of the work undertaken by the Safeguarding Adult Board in Blackburn with Darwen over the last year.

During this reporting period the Covid-19 pandemic has affected the way in which many agencies who are part of the Adults Board have worked. The Department of Health acknowledged this last year and to alleviate additional pressures associated with producing the report, permitted the Adults Boards to produce condensed reports during this reporting period. Blackburn with Darwen partners felt it was important to have one and acknowledge the work that had been undertaken.

The report begins with contextual information drawn from Public Health data. The data highlights the complexity of the population in Blackburn with Darwen and seeks to set out what we know about the vulnerability of the people in terms of safeguarding, what we know about the quality of safeguarding activity in local services, and how the Board has sought to make a positive impact on services.

Agencies that are responsible for safeguarding and protecting our most vulnerable adults have been able to maintain their services and our thoughts and gratitude with those professionals that have worked on the front line.

Adult Services, in Blackburn with Darwen, supported by the Council have continued to work hard to protect and support people. During the Covid- 19 pandemic the Lancashire Resilience Forum agencies ensured that there was an efficient system of maintaining contact with elderly and 'shielded' residents and an efficient system to ensure food deliveries were made to those that needed them.

All Statutory work of the Blackburn with Darwen Safeguarding Adult Board continued during the pandemic with Board meetings held. The business unit has continued to operate during the pandemic to ensure the functions of the Board have been fulfilled.

The Executive Board has continued to meet and has been chaired by Mr Stephen Ashley and includes the three Safeguarding Adult Boards across Blackburn with Darwen, Blackpool and Lancashire.

All Board partner agencies have been consulted during the preparation of the Annual Report. The report reflects comments made and includes information directly provided by the agencies. This report is currently in draft form and is out for comments and feedback from agencies.

Blackburn with Darwen



# **Blackburn with Darwen SAFEGUARDING ADULTS BOARD DRAFT Annual Report 2020-21**

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## **FOREWORD**

This annual report provides a summary of the work undertaken by the Safeguarding Adults Board in Blackburn with Darwen over the last year.

The period covered by this report was of course dominated by the ongoing pandemic. Over the course of the year there were restrictions in place on everyone, and this included a number of 'lockdowns'. All the agencies and organisations that are engaged in protecting our most vulnerable citizens were under immense pressure. I think we will all reflect on the work they have done and be impressed with the commitment and professionalism shown.

As part of the government response to the pandemic the Lancashire Resilience Forum (LRF) was put in place. Over the year there was considerable support provided and coordinated through the forum. One of the sub-groups of the LRF dealt specifically with adult safeguarding and this group was led by the three Directors of Adult Services. Health organisations, the Police, third sector organisations and Public Health worked closely together to coordinate their response. This ensured that the most vulnerable received food and medical treatment and that care homes were able to function effectively. I have spent 40 years working in the public sector and I have never seen such an efficient and coordinated response to a crisis. We all owe a huge debt of gratitude to the work of the forum and those that implemented emergency plans especially the army of volunteers that stepped forward.

It was clear that the work of the LRF was the priority in terms of safeguarding and as such much of the work of the safeguarding adult board was suspended. Sub-groups dealing with specific issues were put on hold to give professionals the time to concentrate on their front-line responsibilities. The Board did remain in place to ensure that its statutory functions were fulfilled. Consequently, this year's annual report may not fully reflect the huge amount of work undertaken.

This report describes the structures that are in place and our priorities as we move forward. It provides considerable detail about the level of safeguarding need over the year. At this point we cannot be entirely clear how prolonged 'lockdowns' and restrictions may impact on services moving forward. This is an area that the board will focus on this year. We do know for instance that the effect of the pandemic on health care and the care home sector will stretch into the future.

I would like to finish by thanking all of those that have worked so hard to maintain our high level of safeguarding. The Board is now fully functioning and I look forward to driving forward new initiatives and focussing on our priorities over the coming months.

**Stephen Ashley,**

**Independent Chair, Blackburn with Darwen Safeguarding Adult Board**

## 1. THE BOARD

### 1.1 Purpose of the Board

The Care Act 2014 requires a local authority to establish a Safeguarding Adults Board (SAB), which aims to help and protect individuals who it believes to have care and support needs and who are at risk of neglect and abuse and are unable to protect themselves, and to promote their wellbeing. Section 43 (3) sets out how the SAB should seek to achieve its objective, through the co-ordination of members' activities in relation to safeguarding and ensuring the effectiveness of what those members do for safeguarding purposes. An SAB may undertake any lawful activity which may help it achieve its objective. Section 43 (4) sets out the functions which an SAB can exercise in pursuit of its objective are those of its members. Section 43 (5) Schedule 2 includes provision about the membership, funding and other resources, strategy and annual report of an SAB. Section 43 (6) acknowledges that two or more local authorities may establish an SAB for their combined geographical area of responsibility. <https://www.legislation.gov.uk/ukpga/2014/23/section/43>

Six principles set out in the Care Act:

**Empowerment**  
**Protection**

**Prevention**  
**Partnership**

**Proportionality**  
**Accountability**

**The Board has three core duties** under the Care Act 2014:

Publish a Strategic  
Plan

Publish an Annual  
Report

Undertake  
Safeguarding  
Adults Reviews

### 1.2 Partnership Structure

The Safeguarding Adults Board is supported by an Independent Chair to oversee the work of the Board, to provide leadership, offer constructive challenge, and ensure independence. The day-to-day work of the Board is undertaken by the Sub-Groups and the Safeguarding Business Unit. The Business Unit supports the operational running of these arrangements and manages the Board on behalf of the multiagency partnership. The Board facilitate joint working, ensure effective safeguarding work across the region, and provide consistency for our partners who work across Pan Lancashire.

## **2. WHAT DOES ADULT SAFEGUARDING LOOK LIKE IN BLACKBURN WITH DARWEN**

### **2.1 Population**

The latest Office for National Statistics (ONS) population estimates are for mid-2020, and show that Blackburn with Darwen had a total of 150,030 residents (an increase of 334 since mid-2019), the highest population for any of the 14 Lancashire local authorities. Blackburn with Darwen has a much younger age profile than average with 28.2% of its population is aged under 20, one of the highest proportions in England.

The latest population projections suggested that the Blackburn with Darwen population will increase by just 1% between 2018 and 2043, the lowest rate of the 14 Lancashire local authorities. However, the number of households in the area will increase by 6.3%, and the older population – aged 65+ – is expected to increase by 28,218.

### **2.2 Deprivation**

The 2019 Indices of Deprivation published in September 2019, replaced the previous 2015 edition. The index is constructed from an array of deprivation indicators covering 'domains' such as poverty, health, education, crime, living environment, housing and access to services. The best-known output is the Index of Multiple Deprivation (IMD), which combines all 39 indicators. Deprivation at the Lower Super Output Area (LSOA) level shows the Index of Multiple Deprivation mapped for Blackburn with Darwen's 91 Lower Super Output Areas (LSOAs). 33 of them (i.e. over a third) are among the most deprived tenth (or 'decile') of LSOAs nationally, so Blackburn with Darwen clearly has more than its 'fair share' of very deprived LSOAs. Two of these LSOAs are among the most deprived 1% in England, and a further 12 are in the most deprived 5%. The Borough also has large rural LSOAs that are less deprived areas. Each of the 'domains' also has its own index. On the Health Deprivation and Disability domain, 46 of Blackburn with Darwen's LSOAs (i.e. just over half) are in the most deprived decile, and none at all in the least deprived three national deciles. All of the commonly used methods suggest that Blackburn with Darwen is relatively more deprived in 2019, than in 2015.

## 2.3 Safeguarding Adults s.42 Enquiries, 2020-21

Counts of Safeguarding Activity	Count
Total Number of Safeguarding Concerns	684
Total Number of Section 42 Safeguarding Enquiries	441
Total Number of Other Safeguarding Enquiries	163

Counts of S.42 Enquiries by Type of Risk	
Physical Abuse	79
Sexual Abuse	11
Psychological Abuse	34
Financial or Material Abuse	95
Discriminatory Abuse	3
Organisational Abuse	1
Neglect and Acts of Omission	144
Domestic Abuse	16
Sexual Exploitation	3
Modern Slavery	2
Self-Neglect	37

Compared to the previous year there is an increase of approximately 10% to safeguarding concerns received to duty. It is felt that this is as a result of Covid restrictions being eased and increased awareness from providers and wider regarding the Safeguarding Adults process. Safeguarding adult concerns that have progressed to section 42 Enquiries has increased by approximately 25%. Again, this could be attributed to the easing of Covid Restrictions which has increased activity oversight and monitoring of professionals and family going into care homes.

There is also an increase in concerns regarding self-neglect which again during the height of the restrictions, less oversight and monitoring would have taken place for service users who self-neglect.

There is a reduction in other safeguarding adult enquiries which may be associated with the reduction of admission to hospitals within East Lancashire Hospital Trust and Lancashire and South Cumbria Foundation Trust who would undertake the other safeguarding enquiries on

Blackburn with Darwen Council's behalf. It is anticipated that this will increase for next year's returns.

The previous year's total for section 42 Enquiries is very similar to this year. However there are increased enquiries which have been undertaken under the categories of Domestic abuse and Self Neglect. These types of abuse again would be in correlation with the easing of Covid restrictions alongside an increased monitoring and oversight from professionals and wider. There has also been media coverage nationally regarding the impact of domestic abuse within households.

There has also been a slight increase in modern slavery and sexual exploitation cases. This again may be due to Covid and the impact of austerity. Alongside increased awareness of these particular categories of abuse.

### **3. THE ROLE AND ACHIEVEMENTS OF THE SUB-GROUPS**

During the reporting period significant changes were made which resulted in a single central joint partnership business unit (JPBU) to support the 3 Safeguarding Adult Boards across Blackburn with Darwen, Blackpool and Lancashire.

The Covid pandemic has caused disruption during the reporting period and the commitment of Board Partners to attend meetings was impacted due to prioritising emergency service provision, particularly those in Health and Social care. The Partners agreed to suspend all sub-groups during the reporting period until the pandemic had settled. The sub-groups re-convened after the reporting period and have merged into 'single' sub-groups to function across the 3 Safeguarding Adult Board areas, rather than separate sub-groups in all 3 areas. The exception to this, are Safeguarding Adult Reviews, as each SAR would be linked to their individual Safeguarding Adult Board. 'Single' sub-groups ensure consistency, improved communication and information sharing, showcase best practice, address common challenges and identify mutual priorities.

The function of the 3 Safeguarding Adult Boards includes developing a safeguarding culture that focuses on the personalised outcomes desired by people with care and support needs who may have been abused, harmed or neglected. This is a key operational and strategic goal. An overview of the purpose and functions of the new sub-groups to address the strategic priorities as identified in the strategic plan is provided below. At the time of writing this report, work plans for the sub-groups were in development.

#### **3.1 COMPLEX VULNERABILITIES SUB-GROUP**

The purpose of the Complex Vulnerabilities Sub-group aims:

- To act on behalf of the three Safeguarding Adult Boards to ensure a robust, transparent and consistent approach to Complex Safeguarding Vulnerabilities.
- To monitor the delivery of its statutory duties in relation to Complex Safeguarding Vulnerabilities
- Improve collaborative work across the partnership to provide a consistent approach to support people experiencing complex vulnerabilities.
- Ensure approaches to complex vulnerabilities are meaningfully implemented and embedded in practice by all partners, and that its effectiveness is measured to give confidence.



The function and key objectives of the 'Complex Vulnerabilities' Sub-group are:

- To ensure an effective mechanism is in place to tackle the complexities associated with safeguarding adults in line with the 'prevention' principle of the Care Act 2014.
- To develop a mechanism to support those individuals that do not meet the thresholds of statutory criteria to access support from statutory services.
- To provide oversight and direction to Partners to ensure appropriate approaches to complex safeguarding are embedded within practice and partner systems, policies, processes and identified training needs.

The Blackburn with Darwen, Blackpool and Lancashire SABs, can play a role in developing an approach to 'complex safeguarding' across agencies by establishing and developing the following areas:

- Consider emerging themes such as domestic abuse, suicides, self-neglect, homelessness, adult exploitation and discrimination linked to vulnerability.
- Consider how Partners can engage with individuals who disengage with services
- Encourage a joined-up approach between agencies to support people with complex vulnerabilities
- A focus on outcomes for those with complex vulnerabilities
- Person-centred approaches to working with varied risk and vulnerabilities
- Policies and procedures that are in line with a personalised safeguarding approach
- Strategies to enable practitioners to work more effectively with the skills and support needed to help those with complex vulnerabilities.

The 'Complex Vulnerabilities' Sub-group will link to other SAB Sub-groups where they have an important role to play in matters such as:

- Sharing learning and development needs identified through the Complex Vulnerabilities sub-group with the Performance, Assurance and Impact, Learning and Development Sub-groups.
- Sharing any communication and public interest matters on complex issues from SARS to ensure that partners are aware of any implications for their organisations.
- There will be links to Community Safety Partnerships, Health and Wellbeing boards, Local Criminal Justice Boards (LCJB), Violence Reduction Network (VRN) and Pan Lancashire anti-slavery partnership (PLASP) to ensure consistency, eliminate duplication and to capture the governance arrangements, to ensure clarity of responsibilities and the Safeguarding Board's role to seek assurances of the above.

### **3.2 'VOICE' MAKING SAFEGUARDING PERSONAL (MSP) SUB-GROUP**

The purpose of 'Voice' Making Safeguarding Personal (MSP) Sub-group aims:

- To act on behalf of the three Safeguarding Adult Boards to ensure a robust, transparent and consistent approach to MSP
- To monitor the delivery of its statutory duties in relation to embedding person centred approaches through Making Safeguarding Personal (MSP)
- Improve the use across the partnership of qualitative information on people's experience of the safeguarding system

- Ensure MSP is meaningfully implemented and embedded in practice by all partners, and that its effectiveness is measured to give confidence

The function and key objectives of Voice' Making Safeguarding Personal (MSP) Sub-group are:

- To ensure an effective mechanism is in place to capture the 'voice' of the adult in line with requirements of The Care Act 2014.
- To provide oversight and direction to Partners to ensure person centred approaches to safeguarding are embedded within practice.
- To ensure 'engagement' at the ground level is included in strategic decision-making processes when reviewing partner systems, policies, processes and to identify training needs.

The Blackburn with Darwen, Blackpool and Lancashire SABs, can play a role in embedding the 'Making Safeguarding Personal' approach across agencies by establishing and developing:

- A broader participation strategy
- Accessible information to support participation of people in safeguarding support
- A focus on qualitative reporting on outcomes as well as quantitative measures
- Advocacy
- Person-centred approaches to working with risk
- Policies and procedures that are in line with a personalised safeguarding approach
- Strategies to enable practitioners to work in this way, by looking at the skills they need and the support they are getting to enable this shift in culture.

The 'Voice'/ MSP Sub-group will link to other SAB Sub-groups where they have an important role to play in matters such as:

- Sharing learning and development needs identified through the Voice/ MSP sub-group with the Performance, Quality Assurance and Learning and Development Sub-groups.
- Communicate with Partners and the Safeguarding Adult Review Sub-group and ensure publication of SARS on the SAB website(s) is promoted
- Sharing any communication and public interest matters on MSP related issues from SARS to ensure that partners are aware of any implications for their organisations.

### **3.3 MENTAL CAPACITY ACT (MCA)/DEPRIVATION OF LIBERTY (DOLS), LIBERTY PROTECTION SAFEGUARDS (LPS) SUB-GROUP**

The group will advise the Safeguarding Adult Boards on processes, procedures, and outcomes in relation to the implementation of the Mental Capacity Act (MCA) 2005 and Deprivation of Liberty Safeguards (DoLS) 2009, including progress of how the Act is embedded in practice across the multiagency/ multicultural partnerships. The Mental Capacity (Amendment) Act 2019 introduced the Liberty Protection Safeguards (LPS) and will replace the current DoLS in April 2022. The LPS will deliver improved outcomes for people who are deprived of their liberty.

The purpose of the MCA/DoLS/LPS sub-group aims:

- To develop and lead on a multi-agency implementation work plan against the recommendations outlined from the House of Lords 2014 report into the implementation of MCA and MCA/DoLS/LPS and the Supreme Court Ruling 2014 as well as the MCA (Amendment) Act 2019 and ongoing case law developments.
- To act on behalf of the three Safeguarding Adult Boards to ensure a robust, transparent and consistent approach to MCA/DoLS/LPS.
- To monitor the delivery of its statutory duties with regard to carrying out MCA/DoLS/LPS.
- Improve collaborative work across the partnership to provide a consistent approach to support MCA/DoLS/LPS.
- Ensure approaches to MCA/DoLS/LPS are meaningfully implemented and embedded in practice by all partners, and that its effectiveness is measured to give confidence.
- Adopt a shared learning approach identifying good practice and relevant quality standards in MCA/DoLS/LPS and be instrumental in supporting and developing best practice across the Safeguarding Adult Boards.
- Identify potential barriers to best practice or areas of risk regarding implementation for MCA/DoLS/LPS, with a view to identifying strategies to address them and standardise where possible.
- Develop systems to ensure best practice information is available for service users, families/carers, and the public about MCA/DoLS/LPS and promote the rights of individuals who may lack capacity to consent, incorporating service user views into practice development initiatives where appropriate.
- Practice development initiatives based on identified themes and trends within agencies and learning from reviews to be shared through the Safeguarding Adult Boards and appropriate sub-groups for relevant action.

The functions and key objectives of the MCA/DoLS/LPS Sub-group are:

- To ensure an effective mechanism is in place to tackle the complexities associated with safeguarding adults in line with the 'prevention' principle of the Care Act 2014.
- To develop a mechanism to support those individuals that do not meet the thresholds of statutory criteria to access support from statutory services.
- To provide oversight and direction to Partners to ensure appropriate approaches to MCA/DoLS/LPS are embedded within practice and partner systems, policies, processes and identified training needs.

The MCA/DoLS/LPS Sub-group will link to other SAB Sub-groups where they have an important role to play in matters such as:

- Sharing learning and development needs identified through the MCA/DoLS/LPS sub-group with the Performance, Assurance & Impact, and Learning and Development Sub-groups.
- Sharing any communication and public interest matters on complex issues from SARs to ensure that partners are aware of any implications for their organisations.
- There will be links to Community Safety Partnerships, Health and Wellbeing boards, Local Criminal Justice Boards (LCJB), Violence Reduction Network (VRN) and Pan-Lancashire anti-slavery partnership (PLASP) to ensure consistency, eliminate duplication and to capture the governance arrangements, to ensure clarity of responsibilities and the Safeguarding Board's role to seek assurances of the above.

- Where appropriate, the Sub-Group will also make links with other local authority areas, such as South Cumbria, where partner agencies work across geographical boundaries.

### **3.4 LEARNING AND DEVELOPMENT SUB-GROUP**

The purpose of the learning and development sub-group aims:

- To act on behalf of the three Safeguarding Adult Boards to ensure a robust and consistent approach to learning and development in stakeholder agencies.
- To monitor the delivery of the training programme.
- Ensure safeguarding messages are implemented and embedded in practice by all partners, and that its effectiveness is measured to give confidence.

The functions and key objectives of the learning and development Sub-group are:

- To facilitate an integrated approach to safeguarding learning and development across Blackburn with Darwen, Blackpool and Lancashire.
- To ensure 'engagement' at the ground level is included in strategic decision-making processes when reviewing partner systems, policies, processes and to identify training needs.
- Develop an annual safeguarding adult workforce development plan alongside an operational plan in line with the Boards priorities.
- Development of multi-agency training resources
- Quality assure and approve any learning being delivered. The Sub-group may establish task and finish group with co-opted members from partner organisations to undertake specific activities such as quality assurance of current training material and newly commissioned courses.
- Drive forward the recommendations of safeguarding adult reviews, domestic homicide reviews and learning reviews across the partnership and seek assurance that learning is embedded within practice

The learning and development sub-group will link to other SAB Sub-groups where they have an important role to play in matters such as:

- Sharing learning and development needs identified through the sub-group with the Performance, Quality Assurance and MSP Sub-groups.
- Communicate with Partners and the Safeguarding Adult Review Sub-group and ensure publication of SARS on the SAB website(s) is promoted
- Sharing any communication and public interest matters on safeguarding related issues from SARS to ensure that partners are aware of any implications for their organisations

During this reporting period and the ongoing challenges due to the Covid pandemic, the main priority has been to ensure all training was accessible to both the adults and children's workforce, with the majority of training sessions made available in a virtual format using platforms such as Microsoft teams, as a new way of working. Many work streams were placed on hold or transferred to virtual meetings due to the restrictions, which has resulted in exploring different ways of working. All learning and development is currently held on the Inspire Learning Management System (LMS) which has continued to be procured whilst new systems are explored, there is a hope that we are able to find a system that is able to meet the wider demand as the business unit expands its remit across the wider area and offers more automated functions for a more streamlined process.

All training courses are now aligned to the core programme and priorities of the Children's Safeguarding Assurance Partnership and the Safeguarding Adult Boards. Courses included, Child Neglect, Multi agency approaches to the impact of Domestic Abuse focusing from an Adult and Child perspective. Hope4Justice support the delivery of Modern-day slavery and Human trafficking awareness sessions. A new session is planned around managing disclosures and have hosted the Violence reduction unit (VRN) with their Trauma informed practitioner sessions. Training has continued to be delivered by a mix of external trainers and the multi-agency practitioner training pool. Focusing on the key adult priorities, a new course titled 'a multi-agency approach to Domestic Abuse on adults' has been co-developed and co-delivered by a wider group of professionals from across the three areas of Blackburn with Darwen, Blackpool and Lancashire. A training session on the impact of Domestic abuse on older people was commissioned and well received.

### **Learning and Development Priorities:**

- **Improvement and maintenance** of the present training availability through the safeguarding partnerships
- **Respond to and adapt to new opportunities** for Learning and Development for an all-age workforce and throughout the transition to new CSAP arrangements
- **Platforms and delivery methods** reactive to meet changing expectations, whether its face to face, virtual or a hybrid model. Look at talking heads, animations and extended 7MB offer
- **Transition to a new system** upgrade for delivery of an e-learning and learning management system
- **Continue to respond to identified need** from Children's Safeguarding Practice Reviews (CSPRs), Safeguarding Adult Reviews (SARs) and national and local agendas to deliver evidence based, responsive, effective and cost-efficient learning and development opportunities to Lancashire safeguarding practitioners.

### **3.5 PERFORMANCE, ASSURANCE AND IMPACT SUB-GROUP**

The purpose of Performance, Assurance and Impact sub-group aims:

- To act on behalf of the three Safeguarding Adult Boards to ensure a robust, transparent and consistent approach to multi-agency Performance, Assurance and measuring Impact.
- To seek assurance from multi-agency partners across services for adults with care and support needs across Lancashire are safe, continually improving and aspiring to be of high quality.
- To challenge agencies regarding the impact of their safeguarding activity and establish how the safeguarding partnership can be assured that it is making a difference.
- To seek assurance that agencies have sufficient performance information and appropriate analysis available to evidence their safeguarding activity.

The function and key objectives of Performance, Assurance and Impact Sub-group are to oversee activities in respect of Performance, Assurance and Impact, including:

- To develop, implement and deliver a programme of multi-agency audit activity, to be based on board priorities.
- To seek assurance regarding actions and learning from Safeguarding Adults Reviews.
- To have oversight of themes and learning arising from single agency audit activity and to challenge any quality issues that may emerge.

- Agencies to complete an annual compliance audit, providing assurance to the sub-group that they are compliant with minimum safeguarding standards as specified in the Care Act. Returns to be analysed with challenge as appropriate.
- To provide a multi-agency forum where safeguarding quality assurance issues can be discussed, resolved and shared.
- Provision of regular, timely, meaningful performance data with single agency analysis to accompany the quantitative information.

The Performance, Assurance and Impact Sub-group will link to other SAB Sub-groups where there are cross-cutting themes, including matters such as:

- Sharing learning identified through audit activity with the Learning and Development Sub-groups.
- Communicating with the SAR sub-group regarding completion of SAR action plans and measuring the impact of review activity.
- Working alongside the 'Voice' sub-group to ensure that the views of service users and incorporated in quality assurance activity
- The Performance, Assurance and Impact Sub-group may be required to liaise with the CSAP Scrutiny function on some key theme areas.

The Performance, Assurance and Impact Sub-Group reformed in September 2021, having not met during the height of the Covid19 pandemic. The group now meets quarterly (currently via MS Teams) and is attended by statutory partners from across the 3 Local Authority areas of Lancashire.

The primary purpose of the group is to ensure a robust and consistent approach to measuring multi-agency performance, assurance and impact from across the various layers of the partnership.

The group will do this implementing a new approach; the 4 Pillars model of assurance. The 4 Pillars model has been developed by the Joint Partnership Business Unit across the Children's Safeguarding Assurance Partnership and the Safeguarding Adult Boards and aims to:

- Ensure consistent focus on performance and assurance in respect of multi-agency safeguarding
- Consider how agencies work together in respect of safeguarding at a strategic level
- Promote a greater awareness and consideration of risk
- Gain assurance in respect of the Safeguarding Adult Review process
- Measure impact by listening to and engaging with practitioners, service users and their families

The group will oversee strategic annual activity to gain assurance that agencies are working together to fulfil their safeguarding responsibilities, this information will be a useful tool to reflect upon in future Annual Reports. Assurance activity of a qualitative and quantitative nature will be established in respect of the Board priorities and mechanisms will be put in place to better mitigate risks.

Furthermore, reflective assurance activity will take place within the Joint Business Partnership Unit, which will see a closer focus paid to our Safeguarding Adult Review processes; seeking to establish the impact of the case reviews undertaken and to satisfy the Board that the right reviews are being undertaken and that learning is being effectively disseminated.

Aspirationally, we hope to better listen to the voice of service users and their families to establish what impact they feel the Boards and key agencies have had on their safeguarding experience.

### **3.6 SAFEGUARDING ADULTS REVIEW (SAR) STRATEGIC SUB-GROUP**

The Safeguarding Adults Review (SAR) Strategic Sub-group is one of the structures through which the three Safeguarding Adult Boards across Blackburn with Darwen, Blackpool and Lancashire will deliver their vision.

Section 44 - Care Act 2014 requires a Safeguarding Adult Board to carry out a Safeguarding Adult Review in the circumstances described. Statutory Guidance (section 14.133 onwards) sets this out in more detail. More specific supporting information on SARs can be found in the Pan-Lancashire Multiagency Safeguarding Policy and Procedures and the individual Safeguarding Adult Board's own protocol and process documents.

The purpose of SAR Strategic sub-group aims:

- To act on behalf of the three Safeguarding Adult Boards to ensure a robust, transparent and consistent approach to the SAR process.
- To monitor the delivery of its statutory duties with regard to carrying out Safeguarding Adult Reviews (SARs)
- To ensure regular audits of selected cases are undertaken including, where necessary, safeguarding adult reviews (SARs)
- To ensure that the lessons from reviews are widely disseminated and the learning to improve frontline practice is embedded across all member agencies.

The functions and key objectives of SAR Strategic Sub-group are:

- To ensure an effective SAR process is in place and in line with the Pan-Lancashire Multi-agency Safeguarding Policy and compliant with requirements of The Care Act 2014.
- To provide oversight, direction and ensure quality control mechanisms for the SAR process, including but not limited to referrals and timelines.

The functions of the 3 Safeguarding Adult Boards at local authority level include:

- Receive SAR referrals (via the Joint Partnership Business Unit)
- Hold local SAR case consideration meetings
- Make recommendations to the relevant SAB with regard to SAR referrals.
- Commission SAR reviewers, identify stakeholders/ partners to be involved in the SAR, agree the terms of reference and costs associated with each SAR.
- Receive updates on SAR progress and consider the final SAR report and recommendations before submitting this for sign off to the relevant SAB.
- Ensure that all SARs are published on the website, submitted to the National SAR Library project and reported on in the annual report.
- Co-ordinate and update actions taken in relation to SAR learnings from all partners.

The SAR Strategic Sub-group will maintain a relationship and link to the other SAB Sub-groups where they have an important role to play in matters such as:

- Sharing learning and development needs identified through SARS with the Performance, Assurance, Impact and Learning and Development Sub-groups.
- Communicate with Partners and the 'Voice' Sub-group and ensure publication of SARS on the SAB website(s).
- Sharing any communication and public interest matters from SARs to ensure that partners are aware of any implications for their organisations.

### **Blackburn with Darwen – SAR activity**

There were no Safeguarding Adult Reviews completed during this reporting period.

## **4. PARTNER ACTIVITY**

### **Lancashire Constabulary**

The Constabulary's role is to collaborate with partners to uphold the 6 principles of safeguarding. Our mission and purpose is "To keep people safe and feeling safe and when needed, we can be trusted to Consistently deliver a Competent and Compassionate service 24/7."

#### **Key Achievements in 2020-22**

- DA awareness during Covid pandemic
- Specific operations aimed at preventing Adult abuse:
  - Op Provide, Op Jackal and Op Wolf. They are distinct operations but lots of overlaps as they are looking at diversion tactics and enforcement against those targeting vulnerable adults either through financial abuse (Wolf) or Home Invasion (Jackal) typically for drug abuse and County Lines bases. Op Provide proactively seeks to identify and interact with historic, and present high-risk victims of domestic abuse
- Increase the service level provisions to victims of domestic abuse to increase the effectiveness of DA responses, thereby maximising the likelihood of preventing future abuse.
- MARAC – ongoing commitment to improve our response to high-risk DA
- Trauma Informed Approach incorporated into Force Learning and Development
- Media campaigns through the LRF and pan-Lancashire multi-agency networks e.g. No Excuse for Abuse; Fraud and Vulnerable Adults with Action Fraud

### **Lancashire and South Cumbria Clinical Commissioning Groups (CCGs)**

Lancashire and South Cumbria CCGs have a statutory duty to ensure that arrangements are made to safeguard and promote the welfare of children, young people and adults to protect them from abuse or the risk of abuse. The CCG's are required to take account of the principles within the Mental Capacity Act and to ensure that health providers from whom they commissions services have comprehensive policies relating to the application of MCA (2005) and if appropriate MCA Deprivation of Liberty Safeguards (2009).



As commissioners of local health services CCGs are required to assure themselves that the organisations from which they commission have effective safeguarding arrangements in place; including independent providers and voluntary, community and faith sector, to ensure that all service users are protected from abuse and the risk of abuse.

The CCGs need to demonstrate that their Designated Lead Professionals for Adults, Children and Children in Care are embedded in the clinical decision-making of the organisation, with the authority to work within local health economies to influence local thinking, practice development and continuous safeguarding improvement.

Designated Lead Professionals for Safeguarding are experts within the field and strategic leaders. They are integral in all parts of the CCGs commissioning cycle, from procurement to quality assurance and in the delivery, development, and review of services to ensure that the views and wishes of adults and children are clearly sought and respected.

#### Key Achievements in 2020-21

- The 8 CCG's across the Lancashire and South Cumbria footprint were awarded the Health Service Journal award for NHS Safeguarding Initiative in recognition of the work undertaken to develop a new safeguarding model. The approach has allowed us to create a single voice for health partners in key issues and produced stronger governance arrangements.
- The Covid response has been a high challenge for all of health and social care. The CCG's have focused on supporting and enabling a multi-agency response to many of the challenges this has created for our vulnerable population. This has including reviewing our system assurance models, adopting a more robust reactive safeguarding offer, and working closely with local authority partners on patient safety issues. Specifically support in to care homes and the wider regulated care market and support in outbreak management has been supported by CCG Safeguarding teams.
- Expertise for workforce has continued to be a focus for the CCG's, and with the recurring challenges seen in application of the Mental Capacity Act there has been extensive work to support this element of practice. This has included the development of MCA grab sheets and guidance for vaccinations as well as significant work in preparing for the introduction of the Liberty Protection Safeguards.
- As a wider health system, we have acknowledged that we continue to see the same themes and trends coming from Safeguarding Adult reviews. In response we have established a NHS Health Learning Forum which is focussed on new ways of embedding learning, adopting a positive risk management approach, and recognising the need to learn from positive practice as well as from incidents and reviews.

#### **Blackburn with Darwen Council**

##### **Adult Services and Prevention**

The department holds responsibility for the Safeguarding Adults Team, which is required to undertake statutory functions with regard to safeguarding duties in line with the Care Act 2014.

#### Key Achievements in 2020-21

- Increase in capacity within the Safeguarding Adults team with the addition of Assessment and Review Officer roles.
- Partnership working with numerous care homes to educate and support through Covid and ensure safety of residents.
- Introduction of online portal to facilitate easier referral pathway into the safeguarding adults team.
- Making Safeguarding Personal has been further embedded within the team and associated documentation which promotes the voice of the service user and carers.
- Training was delivered internally and externally to various teams, partners and providers, including delivery of the Safeguarding Adults Continuum and PIPOT policy (People in a Position of Trust).

### **Case studies**

#### **Vulnerable Person Case Study**

#### **Category of abuse: Psychological**

***Risk identified** – living in poor conditions, risk of losing tenancy / inappropriate housing. Decline in mental health and wellbeing.*

*Concern raised by local councillor that Mr P's landlord is taking advantage of him and threatening him with eviction.*

*Joint visit with Housing Standards and the landlord to see Mr P. Improvements to the property were being carried out. Mr P felt that the landlord was not helping him. Mr P reported that the house was cold and the heating bills are too expensive. Mr P also reported issues using his hot water. Mr P also had a debt with his gas supplier.*

*The landlord advised that he has shown Mr P how to turn the heating on and off and how to heat the water so he can have a bath. He stated that he has been to the property many times to respond when Mr P has made a complaint about the heating.*

*Mr P was asked what he wanted as an outcome in line with MSP guidance. Mr P reported that he wants to remain in the property. When asked why he wanted to live in a 3-bedroom property on his own Mr P said that he did not want to live in a hostel.*

*Mr P was asked if he would consider moving into a one-bedroom flat that would be easier for him to manage and he agreed that it would meet his need more effectively and more less of a financial burden. He consented to a referral for alternative housing. Housing Needs was contacted and he was supported to make an application to "Be with Us". Mr P was offered support with bidding on a property due difficulties in using IT.*

*The Landlord reported that he has tried to support Mr P for a few years but feels that is no longer able to do this, his intention is to serve notice on the property. Mr P agreed that moving would be the best option for him.*

*Mr P was subsequently offered a one-bedroom property within a sheltered accommodation scheme and following viewing the property agreed to move. The Scheme Manager supported Mr P to fill in all appropriate forms to secure the tenancy.*

*Mr P was supported to apply for a community care grant and was supported to purchase items to furnish his new accommodation. Mr P moved in and has settled in well and has set up all his finances in terms of bills etc and wishes he moved in years ago. This was a really*

positive outcome for Mr P. The risks have been removed and there is a vast improvement to Mr P's health and wellbeing.

**Hoarding/ Self Neglect Case study**  
**Category of abuse- Self Neglect.**

Mr W was in breach of his tenancy agreement. He was reported to be living in squalid conditions, as a result of hoarding and self-neglect, which was posing a risk to himself and others.

Joint home visit undertaken with housing officer. Mr W was deeply embarrassed and ashamed by his situation.

Taking a strengths based approach, we were able to identify that-

- Mr W was fiercely independent.
- He had really good insight into how his situation had arisen.
- It was reassuring to hear him acknowledge there was a problem and he was willing to accept support
- Mr W demonstrated remarkable resilience to be living in such conditions.

Lancashire self-neglect framework and guidance on hoarding was utilised to support the assessment.

Following completion of the assessment an Multi-Disciplinary Team (MDT) meeting was held and a risk management plan was identified.

Lancashire Fire and Rescue Service carried out a home safety check and installed smoke alarms and offered safety advice.

The housing association had been working with Mr. W for over 18 months, however there had been no improvement to his living conditions which were gradually deteriorating.

There was also risk to the wider public, due to a vermin infestation.

Mr W had become depressed, following the loss of his wife in 2016, resulting in him having no energy or motivation to undertake routine activities. Mr W neglected himself and his physical health deteriorated. He also neglected his home and he stopped allowing visitors, therefore essential servicing and repair work could not go ahead as planned, which further impacted on his poor living conditions.

Mr W's home was extremely cluttered and none of the rooms could be used for their intended purpose. Mr W was overwhelmed initially by the social worker being in his own home and required lots of patience and reassurance to establish trust and rapport. A number of hours per week were offered to support Mr W to make space initially and then locate and store the items he wanted to keep. It was important that the social worker was respectful of his choices, ensuring careful use of language was used as it was an extremely difficult task for Mr W both physically and emotionally.

The relationship built with Mr W was crucial in maintaining his engagement and helped rebuild his confidence, self-esteem and sense of worth.

The clean-up took place over 4 days. It was evident that the risks had been removed and the six key principles of safeguarding and Making Safeguarding Personal had informed practice.

A signposting referral was made to Transforming Lives to offer information on groups and activities in the community, to reduce Mr W's social isolation.

*Overall, there has been a significant improvement in wellbeing for Mr W. The risks were identified and mitigated whilst Mr W's desired outcomes were achieved.*

*Mr W described himself as 'reinvented' and the intervention has significantly enhanced his wellbeing. He has now gone on to access volunteering opportunities and has agreed to engage with 'Hoarding UK' and the training sessions offered to Blackburn with Darwen staff and service users.*

## **Community Safety Partnership**

The partnership oversees strategic and operational work across a range of safeguarding agendas: domestic abuse, vulnerable adults with multiple disadvantages, preventing terrorism and extremism, community cohesion, anti-social behaviour (ASB), reducing reoffending and organised crime.

### **Key Achievements in 2020-21**

- Recommissioning of services for domestic abuse in line with implementing the requirements of the Domestic Abuse Act
- Implementation of the BwD Vulnerable People Strategy and the governance arrangements to oversee the strategy
- Impact of covid on the CSP's business across community safety, housing and homelessness

## **Case Studies**

### **Domestic Abuse**

*Domestic Abuse between parent and siblings has been a focus of the local Domestic Abuse Partnership Board in Blackburn with Darwen over the preceding 12 months, developing a business case for commissioning a new programme that can complement wider work with older people, parents and carers. The service has proved very effective in mitigating familial conflict as highlighted by the following case study.*

*L was referred to the young person's perpetrator programme by a support worker because of his aggressive and challenging behaviour within the family home, assaulting both his parents including L's mother who is frequently unwell and has care and support needs.*

*Staff worked hard to reframe L's thoughts on the programme, helping him understand his actions, and the consequences of those. As the programme progressed, he really started to enjoy the experience whilst putting lots of effort into the 'assertive communication' and 'conflict resolution' work undertaken through our domestic abuse provider.*

*More recently, L has shown that he is able to take responsibility for his conduct and to recognise that resolving conflict is a better outcome than 'winning'. L's parents have reported an improvement in behaviour, feel safer and much more settled in the home. L is also supporting with the care and support needs of his mum alongside his wider family.*

### **Vulnerable People:**

*Blackburn with Darwen has high numbers in low quality hostel accommodation often without the support infrastructure necessary to improve their circumstances. This unfortunately increases the risks of alcohol or substance misuse, illness or death, suicide, rough sleeping and general poor mental and physical health. Homelessness and access to secure housing is also a key marker of vulnerability.*

*The borough has one of the highest homeless death rates consistently in the top 5 in the UK since 2013 (ONS Data set). The emergence of rough sleeping in the Borough has become a real cause for concern. The council and partners have made significant investment in policy and commissioning of support for those in greatest need. This has included piloting approaches that integrate support around the needs of an individual in independent properties.*

*This year the borough commissioned a new integrated offer built around the needs of an individual with a North West based charity who specialise in housing of homeless young people and adults. They have leased 18 properties from within the private rented sector and we are using them alongside our own 'housing first' model. Accommodation is not based upon the individual accepting support, the accommodation comes without conditions and only once the person is settled in there, are they offered and encouraged to accept support. The charity work with those rough sleeping with complex needs, including those in our innovative winter homeless pods facility that the private sector has been unable to support.*

*An example of an individual that has used both services is A, a 38 year old female, identified by our rough sleeper navigator service as sleeping rough in the town centre with multiple and complex need. She had suspected health issues that had never been investigated and challenges with drug use, involvement with criminal justice agencies and a long history (10 years plus) of non-engagement with services looking to offer help. This included 43 offers of accommodation that had failed because of complex issues.*

*A was offered a place in the borough's winter homeless pods set up as part of the Severe Weather Emergency Protocol (SWEP). Initially, A would not accept any interventions to assist her with her needs. In considering this, the team got in contact with one of our providers who employ people with lived experience, they agreed to support A. After a period of time to get to know A and build trust and confidence, the lived experience worker was able to engage A in wider support, coordinated through a weekly Multi-Disciplinary Team (MDT) meetings iteratively improving her wellbeing and circumstance.*

*Over the preceding 12 months, A's safeguarding concerns have been significantly reduced, following a period as a resident in our winter homeless pods, A has sustained a tenancy having built up her independence through our housing first model. Through a specialist vulnerable people nurse, A has arranged visits to her GP for the first time in 10 years and a number of health conditions are being addressed. A is now seeking out interaction within her local community, with interests in a fitness course and in arts and craft classes at her local community centre. Having been able to get in contact with her extended family, A was able to go on a fortnight's holiday in 2021 with them for the first time.*

*The housing charity has worked in partnership with the council's housing team, adult services, community safety team, police, probation, substance misuse providers, health providers and the charity with the lived experience worker to deliver and monitor a safety and care plan. Work is ongoing to develop A's employment, education and training capabilities through community centre resources.*

## **Lancashire and South Cumbria Foundation Trust (LSCFT)**

LSCFT provide health and wellbeing services across Lancashire and South Cumbria including:

- Secondary mental health services
- Perinatal mental health services
- Forensic services including low and medium secure care
- Inpatient child and adolescent mental health services
- Physical health and wellbeing services

The Trust employs approximately 7,000 members of staff who are based at more than 400 sites.

Our strategic approach to safeguarding is linked to our agreed Safeguarding Vision. This links to the Trust Safeguarding Policies and Procedures. LSCFT takes a Think Family approach to safeguarding practice. Our Safeguarding Vision takes account of the updated priorities and business plans of the Safeguarding Boards and Partnerships, our commissioned safeguarding specifications and updated safeguarding multi-agency systems and processes across the County. Our Safeguarding Vision aims to ensure our services protect and prevent harm, abuse or neglect for service users and their families.

Our Trust Safeguarding Vision aligns the national and key local priorities to improve safeguarding outcomes in LSCFT. It provides a framework to base measurements and assurances of safeguarding practice and describes our plans to have robust safeguarding arrangements across the Organisation that are integrated into the delivery of the our Strategic Plan, Trust priorities and our Quality plans. This vision aims to embed safeguarding at the heart of everything we do; ensure that the Trust, via the Safeguarding Team, has effective safeguarding structures and accountability; ensure we promote learning through experience; develop competence, knowledge and a skill base in safeguarding and Mental Capacity Act (MCA) across the Trust; and engage with the service users and patients in strengthening participation in line with Making Safeguarding Personal.

The Safeguarding team has led the implementation of the priorities within the Trust Safeguarding Vision and through analysis of the impact of delivery of the six core priority areas, triangulating this with dissemination of learning from SARs and DHRs.

Delivery of our priorities is monitored and reviewed via the Safeguarding Team portfolio groups which include: Training, MCA/LPS, Prevent, Looked After Children, Domestic Abuse, Self Neglect, Learning Lessons, Safeguarding Risks Outside the Home (Contextual Safeguarding), Hidden Harm within the Home, Violence Reduction and Health Partnership System Improvement and Reform.

### **Key Achievements in 2020–2021**

- We have strengthened safeguarding practice & systems to sustain compliance with revised statutory Safeguarding, MCA and Prevent Guidance and responsibilities.
- Significant activity has taken place to strengthen collaboration within Local Authority MASH and Safeguarding Enquiry services inclusive of Mental health within Lancashire



seeing an increase in contribution within MASH/ Safeguarding Enquiry Service (SES) screening processes information sharing and ensuring appropriate clinical contribution in Section 42 referrals. We have reviewed the role of the health practitioner in adult MASH, ensuring timely information is available for the LA in relation to S42 enquiries.

- We have carried out significant activity to raise awareness of the Domestic Abuse agenda by developing a Domestic Abuse and Think Family webinars, connecting safeguarding adults with the safeguarding children agenda. The webinars have ensured that key safeguarding messages have continued to be shared across the organisation within the restraints of the pandemic.
- We have also developed training in relation to:
  - Domestic Abuse
  - HBA/Forced marriage and FGM,
  - DASH (Domestic Abuse, Stalking and Honour Based Violence) Assessments
  - MARAC
  - Raise awareness about the role of the IDVA (Independent Domestic Violence Advocate)
  - Domestic abuse in the context of Young people perpetrated within Family contexts.
  - A focus on perpetrators.
- We have continued to engage with multi agency partners to co deliver training, ensure a co-ordinated approach to domestic abuse and actively strengthened internal processes for MARAC. We continue to actively support the MARAC redesign across Lancashire.
- We raised the profile of contextual safeguarding, trauma-informed care and Think Family. We have worked with our adult facing services to further embed Think Family and contextual safeguarding into practice.
- A webinar was developed with the Lancashire PREVENT team and this has been rolled out to staff across LSCFT and the wider health economy.
- We are working with UCLAN to conduct a piece of research into LSCFT's staff's perception of the current PREVENT/Channel training. It is hoped that the research findings will enable us to develop more appropriate training for frontline staff.

### **Case study**

*Email received from GP concerned about a patient who had not been seen for over 1month and could not make contact with. This patient has a known history of domestic abuse and discussed several times at the MARAC. It was known her partner was very controlling, would check her phone and prevent access to health/other services.*

*There had been a period of engagement following MARAC where agreement for a multi-agency response was required to keep the patient safe and opened to adult social care. The patient has a significant mental health history compounded by substance misuse although during the period of engagement she made good progress with regards to this. Unfortunately, after leaving supported accommodation she "disappeared" from services.*

*Specialist Safeguarding Practitioner (SSP) contacted adult MASH who confirmed that the patient was closed to social care due to non-engagement with social worker and on reviewing health records, she had been referred and discharged by various mental health services for the same reason. Discussed with MASH practitioner a new referral given concerns about the level of high-risk domestic abuse and not accessing any support. It was agreed a referral would be accepted and escalated without consent.*

*Contacted CMHT and discussed the risks and agreed to accept an urgent referral from the GP which could be rung through directly to team leader for allocation.*

*Team leader provided assurance that the engagement policy would be followed and all attempts to make contact made including unannounced home visit which if unsuccessful would trigger for a police welfare check.*

*Subsequent follow up with the team leader confirmed that the team had successfully made contact with the patient who is now accessing and engaging with support from the CMHT at present.*

*The service user was also contacted by adult social care for additional support.*

## **NHS England and NHS Improvement (North West)**

NHSE/I ensures the principles and duties of safeguarding are applied. NHSE has several policies in place to discharge its statutory requirement and appropriate accountability for safeguarding.

The National Safeguarding Steering Group (NASSG) leads the assurance of the NHS safeguarding system and offers strategic leadership across NHSE and the health economy. NHSE/I convenes regular safeguarding regional networks to ensure communication around learning from serious case reviews, safeguarding adult reviews and domestic homicide reviews.

During 2020/21 NHSE/I has supported the Lancashire and South Cumbria ICS and the safeguarding network to embed the transformational model of safeguarding. NHSE/I has continued to raise awareness of adult safeguarding work during the reporting period by sharing regional and national updates; monitoring serious incidents, providing monthly updates to the regional safeguarding team; attendance at ICS meetings; Safeguarding Health Executive; Safeguarding System Leaders Business Meeting; Designated Safeguarding Leads and Designated Professionals meetings.

## **North West Ambulance Service (NWS)**

The [NWS Safeguarding Annual Report](#) provides an overview of safeguarding activity for NWS during 2020-21 and assurance relating to the scoping, development and implementation of safeguarding related processes.

Safeguarding activity has fluctuated during 2020-21, this is largely attributed to the Covid-19 pandemic. A decrease in concerns raised was seen during April 2020, since then concerns have continued to steadily grow.

### **Key Achievements in 2020-21**

- Child Protection Information Sharing (CP-IS) was implemented across the Clinical Hub in January 2021. This ensures that all of our most vulnerable children are flagged to Social Care if they have contact with the Clinical Hub.
- Licences to the virtual machine were granted for all of the Safeguarding Team which means the team have been able to access Redbox remotely. Redbox is the system used to record all telephone communications coming into and out of the Trust, and calls to the NWS 111 service.



- It has been agreed that the safeguarding agenda for NWS 111 will fall under the corporate safeguarding team, and funding has been made available for a 4th Safeguarding Practitioner who amongst other responsibilities will assist with the safeguarding agenda within NWS 111. This post is expected to be recruited to in Q2 of 2021.
- The work of the Safeguarding Team has not been affected by the COVID 19 pandemic and a high level of work has continued whilst the team have worked from home.
- The Trust is committed to the safeguarding of adults with learning disabilities and are engaged with the LeDeR programme which makes all deaths involving adults with learning disabilities notifiable. The learning disabilities mortality review aims to make improvements to the lives of people with learning disabilities. The LeDeR programme was set up following a recommendation from the CIPOLD, funded by the Department of Health, to investigate the premature deaths of people with learning disabilities.

### **Lancashire Fire and Rescue Service (LFRS)**

LFRS not only identifies potential safeguarding concerns whilst attending emergencies but also during the delivery of a wide range of community safety activities, such as our Home Fire Safety Check offer and youth engagement activities. Whilst our staff do not support service users and carers individually in a 'case-work' sense, they often work in a multi-agency setting where a co-ordinated approach is necessary e.g. self-neglect.

#### **Key Achievements in 2020/21**

- Continued to expand training and increase awareness of safeguarding across all LFRS groups
- Quality Assurance Checks completed on all referrals to identify relevant issues/trends and to inform/develop staff as appropriate.
- Enhanced strategic visibility via detailed performance reporting to continually drive awareness and enhance quality of referrals.
- Commissioned Lancashire County Council to undertake Safeguarding Audit. The Jan 21 report concluded, "We can provide an opinion of substantial assurance that the framework of control is adequately designed and effectively operated overall."

#### **Case Study**

*LFRS was asked to visit a household following fire safety concerns raised by a PCSO about the 63-year-old single male occupier. Whilst the initial Home Fire Safety Check (Safe & Well Visit) lessened the immediate fire risk, the underlying issues were found to include alcohol use, self-neglect, hoarding and concerns over electrical safety. A safeguarding referral was therefore made by LFRS.*

*To ensure more sustained risk reduction, the case was then sent for direct allocation as a high priority.*

*A social worker was allocated, and a range of actions initiated through partnership working. The occupier agreed to have the hoarding level reduced, new furniture was sourced, the electrical issues resolved via housing teams and the PCSO visited regularly thereafter.*

*The occupier became better supported generally, including with clothes and food, and consented to a referral to an alcohol support agency*

### **Blackburn College**

Further Education colleges have a duty to safeguard vulnerable adult students on their premises as outlined in Keeping Children Safe in Education 2021

Adult students at risk are supported by the Additional Learning Support Team (ALS) in college – adaptations are put in place if necessary by the ALS team and by individual support workers for students who need them. Students are listened to should they have concerns and referrals are made either directly or through tutors into the Safeguarding team for assessment and support. Advice and guidance is taken from the Safeguarding Adults team at the relevant council and acted on accordingly. No referrals were made into the Safeguarding Adults team during this year as all concerns identified did not reach the threshold to refer.

Key achievements in 2020/2021:

- Safeguarding Adults included in whole college training course
- KCSIE 2020 was included for all staff as a mandatory training update

### **Healthwatch Blackburn with Darwen**

Healthwatch Blackburn with Darwen work in conjunction with the Local Authority and Care Quality Commission (CQC) to implement safeguarding alerts as identified. Healthwatch signpost or refer a person who is at risk of harm or is concerned about someone close to them being at risk of harm, to the local Safeguarding Adults or Children team.

The Healthwatch Blackburn with Darwen team receives intelligence from the public by telephone, email and by public engagement. Healthwatch may receive intelligence from anonymous online surveys. On these occasions, Healthwatch will raise Safeguarding alerts as deemed appropriate and direct individuals to support agencies such as Advocacy. Examples include concerns about neglect in end-of-life care by local hospital trusts and concerns about treatment of loved ones within residential care settings.

Key achievements in 2020/21:

- Maintained contact with families and carers of loved ones in residential care, gathering their feedback during lockdown and flagging concerns to adult social care and safeguarding.
- Maintained information and signposting service online and via the telephone for residents to raise any concerns about health and social care services during the pandemic.

### **Probation Service (PS)**

The Probation Service (PS) protects the public by working with service users to reduce reoffending and harm. It works jointly with other public and voluntary services to identify, assess and manage the risk in the community of service users who have the potential to do harm. The PS also has a remit to be involved with victims of serious sexual and other violent crimes. PS are also responsible for all Court assessments and pre-sentence reports as well

as the management of all Approved Premises. In addition, we deliver Unpaid Work which allows people to make reparation to their communities and Accredited Programmes which support people to change their thinking and behaviour.

The PS shares information and works with other agencies such as Police, Local Authorities, Health Services and Third Sector organisations, including those led by people with lived experience of using services themselves. We are a statutory partner, along with Police and Prisons, in Multi Agency Public Protection Arrangements (MAPPA) whereby we have a clear framework to share information and plan how we work together manage risk from our most serious nominals.

Although the focus of the Probation Service is on those who cause harm, it is also in a position to identify service users who are themselves at risk from abuse and to take steps to reduce this. We also recognise the impact of previous trauma on the health, wellbeing and behaviour of people on probation and our staff are being trained in trauma informed approaches.

Our internal assessment process (OASys) also supports practitioners to identify needs and vulnerabilities to prompt relevant referrals.

#### Key Achievements in 2020–2021

- Strong partnership working during the covid-19 pandemic enabled us to identify people requiring additional assistance and make appropriate referrals for support. Probation representation at Lancashire Resilience Forum sub-groups and work with the Local Authorities contributed to agencies being aware of the needs of people being released from custody during the national lockdown.
- Staff seconded to the Violence Reduction Unit and delivering multi agency training in trauma informed practice. This is being implemented across Lancashire.
- Following reunification all staff will have completed/ refreshed Adult Safeguarding training by December 2021
- Partnerships manager has briefed staff on Trauma informed practice, autism, MDT and Learning Disabilities.
- The regional Health and Justice group have promoted suicide awareness.

#### Progress Housing Group (PHG)

As well as being a large provider of social housing in Lancashire, PHG is also one of the largest providers of supported housing accommodation in the country, helping people with a learning disability and /or /long term mental health conditions and autism live independently in their own home with support. PHG is a landlord and as such has a significant role to play in the lives of people who live in our properties.

PHG has a key safeguarding role to play in keeping people safe, alongside colleagues in social care, health and the police as we are well placed to identify people with care and support needs, share information and work in partnership to co-ordinate responses. PHG also delivers Lifeline, telecare and emergency responder services across Lancashire keeping people safe and enabling them to live independently in their own homes.

PHG is a representative on the Board for all housing providers and as such communicates out key messages from the Board.

#### Key Achievements in 2020/21

- Achieved an average of 96.6% compliance (above target) in safeguarding adults and children mandatory training.
- Increased number of safeguarding referrals on previous year (92 referrals in 20/21 compared to 84 in 19/20).
- Set up a new website for our refuges and webchat service to support women and children escaping domestic abuse.
- Intranet articles and posts during the year raising awareness of safeguarding
- Staff are trained in safeguarding and work with a number of agencies to offer joint support when required, such as through MARAC and other multi agency Forums

#### Inspire

Inspire is a fully integrated substance misuse, prevention and recovery service that helps people aged over 25 with their goals around substances, whether that's abstinence or reduction. The service provides conversations around harm reduction & education on safer use on a one-to-one and group basis.

Inspire makes safeguarding personal by listening to what adults tell us they need to stay safe and do everything we can to involve them in decisions. It empowers the people who work for us to make decisions within legal and ethical frameworks when working with adults with care and support needs and raises awareness of how to safeguard and protect adults by embedding and promoting policies and procedures with all staff and volunteers. Incorporate learning to continuously improve our practice and inform our safeguarding policies and procedures.

#### Key Achievements 2020/21

- Deputy services manager was involved in a Change Grow Live national safeguarding adult's tool kit review.
- We have been successful in securing funding for a family worker. We have identified a SPOC with adult's social care. We secured funding to facilitate "safeguarding vulnerable drinkers training" that has been offered internally and to BWD partners.

#### **Case Study**

*X is a long-term entrenched rough sleeper with substance misuse, complex needs with a history of non/disengagement, and is well-known to local authorities and services. She has a long adverse housing and offending history within the borough, including well documented involvement in aggressive begging and anti-social behaviour in the town centre.*

*Prior to being housed via SWEP, X was leading an extremely chaotic life as rough sleeper, which made her vulnerable to exploitation, sexual and physical violence. The precarity of her situation led to X using multiple substances to make her experiences bearable which often, increased her levels of vulnerability. X believes she was victim to a sexual assault in 2020, which she was supported to report to the police. After the assault professionals observed an increase in X's substance misuse and chaotic behaviour. X was housed briefly*

*in a private rental; however, this housing arrangement broke down due X's behaviour and substance use resulting in a return to rough sleeping 5 week before SWEP was due to begin.*

*MASH and Safeguarding referral submitted by Inspire led to the launch of a Multi-agency Safeguarding Strategic Partnership with BwD Adults Safeguarding leading on Strategic Meetings and Inspire on smaller interim MDT's, with the objective of reducing the risk of harm to X by stabilizing her in terms of her substance use, removing housing barriers and supporting engagement to Health and mental health.*

*X has expressed that the lack of housing options and interactions with professionals over the years left feeling unsupported, which has fed into sporadic levels and quality of engagement with professionals.*

*Outcome:*

*X is now living in a stepping stones supported tenancy and has access to daily support. She is currently free from illicit substance misuse and engaging with her recovery coordinator. She is also engaging with probation and complying with conditions. There is an ongoing SG strategy group around her as well as a multi-agency group of professionals.*

## **The Wish Centre**

The Wish Centre is a specialist domestic abuse service providing advice, accommodation, help, support and advocacy services for victims, children and people who perpetrate abuse. The Wish Centre is the commissioned provider for domestic abuse services in Blackburn and Darwen to provide all aspects of domestic abuse services and commissioned to provide perpetrator interventions in Blackpool and across Lancashire.

Safeguarding adults is a key role of the service and the service is represented on the Adult Safeguarding Board and provides an update to the VCSFE sector. All staff have received safeguarding training and refresher training is mandatory for all staff, volunteers and trustees. The organisations safeguarding policy clearly identifies the safeguarding leads in the organisation and details the processes that need to be followed if a safeguarding concern has been identified.

The Wish Centre has committed to supporting the delivery of safeguarding training via the Children's Safeguarding Assurance Partnership and Safeguarding Adults Boards. In addition, safeguarding advice is provided on the Wish Centre website and social media pages.

## **Key Achievements 2020-2021**

- Development of adolescent to parent violence programme in Blackburn with Darwen, Blackpool and Lancashire -providing support to families where young people are perpetrating abuse towards their parents and grandparents.
- Development of a cultural thread in the perpetrator programme to ensure its meeting the needs of the communities its being delivered in.
- Expanding the IDVA team to include an ISAC (Stalking IDVA) to support victims of stalking and harassment.

- Domestic homicide reviews and safeguarding adult reviews – attendance at these meetings is prioritised.
- Operation Provide – supporting the delivery of Operation provide across Blackburn with Darwen and Pennine Lancashire.

## **5. BOARD PRIORITIES 2021-22**

- Covid-19 – Restoration and Recovery (Short term)
- Mental Health
- Domestic Abuse
- Self-neglect
- 'Voice' Making Safeguarding Personal (MSP)

DRAFT



LEADER	ADULTS SOCIAL CARE & HEALTH	CHILDREN, YOUNG PEOPLE & EDUCATION	PUBLIC HEALTH, PREVENTION & WELLBEING	ENVIRONMENT & OPERATIONS	GROWTH & DEVELOPMENT	FINANCE & GOVERNANCE	DIGITAL & CUSTOMER SERVICES
Strategic Growth Programmes & Investment	Relationships with health providers, primary and community care	Relationships with nurseries, schools & academies	Sexual Health	Corporate buildings & maintenance	Town centres, visitors & marketing strategy	Council Tax & Business Rates policy and collection	Civil contingencies
Strategic place-making and levelling up priorities	Demand management strategies	Special educational needs, education psychology	Volunteering, community engagement & capacity building	Commercial services, including business centres & parking services	King George's Hall & Darwen Library Theatre	Local Council Tax Support policy	Emergency planning
Business & Investor Engagement	Integrated neighbourhood teams	Education welfare	Community & voluntary groups & organisations		Libraries, Arts, Museums & Cultural Services	Advice services	Business continuity
Strategic transport, including Transport for the North & Lancashire	Lifelong learning & adult workforce development	School Admissions & Exclusions	Cohesion & Equality		Carbon management & sustainability programme	Legal services	
Strategic housing initiatives		Governor support	Covid response & preparedness		Asset management & valuations	HR, Payroll and pensions	
Zero Carbon Strategy		Extended schools curriculum	Community safety and Prevent		Commercial investment estate, tenanted property, including the Mall	HR services to schools	
Joint arrangements, e.g. Fire, Police		Post-16 service	Crime & disorder, CCTV		Strategic investment joint ventures	Organisational & workforce development	
Police & Crime Commissioner relationship		Young People's Services	Housing needs & homelessness			Trade Union relations	
		Relationship with Youth Zone & organisations for young people	Asylum seekers & refugees				
Lead Officer:							
Chief Executive	Strategic Director, Adults & Health	Strategic Director, Children & Education	Director of Public Health	Strategic Director, Environment & Operations	Strategic Director, Growth & Development	Director of Finance	Strategic Director, Resources

## The Executive: Summary of Portfolio Responsibilities – PROPOSAL FOR 2022

LEADER	ADULTS SOCIAL CARE & HEALTH	CHILDREN, YOUNG PEOPLE & EDUCATION	PUBLIC HEALTH, PREVENTION & WELLBEING	ENVIRONMENT & OPERATIONS	GROWTH & DEVELOPMENT	FINANCE & GOVERNANCE	DIGITAL & CUSTOMER SERVICES
Corporate plan	Adult social care assessment & provision	Every Child Matters	Public Health	Waste management, collection, disposal	Growth programme – employment, housing including working with registered social landlords or other providers	Budget & Medium Term Financial Plan	Digital services & transformation
Overall policy, research, strategy & performance	Strategic commissioning	Children's Social Care	Prevention	Recycling & HWRC's	Empty Housing	Capital strategy	Digital inclusion strategy
Corporate communication & place promotion	Care quality assurance & performance management	Safeguarding Children	Health promotion & positive lifestyles	Street Cleansing	Economic strategy, development & external investment	Budget monitoring & financial management	Website & intranet
Democratic Services	Care market sustainability	Health relationships - children & families	Vaccination & Immunisation	Enviro-crime	Inward investment & assistance to business	Statutory final accounts	Information & communications technology
Member support & development	Safeguarding Adults & LSAB	Inter-agency co-operation	Health inequalities	Parks & grounds maintenance	Employment & skills	Capital receipts strategy and delivery programme	Information governance & data protection
The Mayorality, civic & ceremonial	Carers services	Advice and guidance -vulnerable young people	Joint Strategic Needs Analysis (JSNA), joint planning with health & other agencies	Your Call	Local Plan	Financial services to schools	Data strategy & business intelligence
National and regional relationships	Sensory impairment	CAMHS	HealthWatch	Cemeteries & crematorium	Planning & development management	Corporate governance	Customer Services & standards
Lancashire Leaders	Independent living and supported housing	Youth offending & exploitation	Health & Wellbeing Board	Trading standards	Building Control	Audit, internal & external	Registration Services
Pennine Lancashire Leaders	Disabled facilities grants for Adults	Children in our care & care leavers	Health & Wellbeing Strategy	Environmental health, animal welfare & food safety	Land Charges	Insurance	Coroner
LEP (Lancashire Enterprise Partnership)	Integrated health & care services, Lancashire & South Cumbria	Children with complex needs	Sports & Leisure centres	Housing Standards	Local Transport Plan	Risk management	Corporate Complaints / Ombudsman
Marketing Lancashire Festivals & Events	Place based Health & Care Partnership & integration	Fostering & Adoption	Together an Active Future programme	Private sector landlord licensing	Highways, transport & drainage	VAT & Treasury management	School Admission Appeals
		Early Years & Children's Centres	Wellbeing services	Caravan dwellers & transient communities	Public passenger transport	Procurement	Health & safety
		Services to schools & pupil place planning	Drugs & Alcohol		Growth Lancashire	Revenues & Benefits	
		School improvement	Healthy child programme & school nursing				



**May 2022**

## **Lancashire & South Cumbria Pathology Collaboration Update to Overview and Scrutiny**

### **Executive Summary**

This report is provided to update members about the work that has been on-going during 21/22 to develop a single pathology service for Lancashire & South Cumbria. This has involved the development of an outline business case to secure funding for the development of a new pathology hub as part of a hub and spoke delivery framework.

In March 2022, the Pathology Collaboration Board took the decision to pause the work that was on-going to form the single service by 1 July 2022. There were several factors driving this which are described in the paper.

At the April Board it was agreed that further engagement should be undertaken with all employees working in pathology. This will serve to invite views on an appropriate leadership structure for the future service, the clinical model and future delivery framework focusing on how the future service will be provided.

The Board also agreed that there are some priority areas that need to be responded to collectively as a system, which are detailed in the paper. All partners committed to working together to address these priorities as a matter of urgency. This work will run in parallel to the engagement described above.

The engagement will run over a three-month period with the outputs being reported back to Board in August. This will inform the development of recommendations to enable the Board to decide the future configuration of pathology services across Lancashire & South Cumbria.

### **Recommendation**

1. To receive the update and note the content of the report
2. To agree timescales for the next update, proposed for Autumn 2022

### **Recap of Key Programmes of Work Undertaken in 21/22**

- Outline business case submitted to NHSE/I in March 2021, proposing a hub and spoke delivery framework. Approval will release £30m capital to fund the Hub and upgrade of Essential Service Laboratories on acute hospital sites
- The design work for the Hub progressed to RIBA stage 2 (concept designs)
- A site was selected for the Hub – Enterprise Zone site in Samlesbury
- Work initiated to form a single pathology service for Lancashire & South Cumbria by 1 July 2022
- A staff consultation launched in November 2021 on the proposal to form a single service and the TUPE transfer all staff in scope over to LTH on 1 July

## **Background**

At the March Board meeting, the decision was taken to pause work that was on-going to form a single pathology service for Lancashire & South Cumbria and progression of the full business case for the hub and spoke delivery model. The staff consultation process concluded at the point that this decision was made.

### **Key drivers for the pause:**

- The staff consultation process highlighted that more listening and engagement needs to be undertaken with all employees in pathology to ensure that all options have been considered. This is particularly with regards to the future delivery framework and development of the clinical model
- The Board also noted that approval of the outline business case by NHS England is still outstanding, and that further clarification is needed about the securing of capital required to develop the future service.

### **Implications and opportunities arising from the pause:**

- Formation of single service is delayed
- Work to progress full business case is on hold for now – EZ site could be lost
- Opportunity to do more robust and meaningful engagement with all employees working in pathology about HOW the service should run in the future
- Opportunity for further clinical engagement on future delivery framework and clinical model – ensuring that all options have been considered

Regardless of the outcome of the OBC approval process, it is recognised that pathology services need to continue to develop collaboratively, therefore other options for investment to develop the future service may need to be explored and considered.

It is significant to highlight that the national direction and push for collaboration is stronger than ever. Therefore, the Board is clear that maintaining the status quo is not an option and all partners remain committed to realising the benefits of coming together, particularly in relation to resilience, quality and improved outcomes for patients.

## **Current Position**

At the April Pathology Collaboration Board meeting, Managing Director, Mark Hindle, presented a paper that provided members with a detailed assessment of pathology services across the system, a reflection of the current position and options to move forwards.

This re-iterated the requirement from the national team for the formation of pathology networks and the case for change.

The paper served to highlight the benefits of collaboration and provided an overview of current issues across pathology services that need addressing collectively as a priority and matter of urgency.

## **Employee Engagement**

The Board supported a proposal in the paper for a renewed process of employee engagement which is independently led and ensures that all voices are heard.

The engagement will invite views on an appropriate leadership structure for the future service, the clinical model and future delivery framework focusing on how the future service will be provided. This will take into consideration wider developments such as community diagnostic centres, new technology and the use of capital allocated to the programme.

It was agreed that a renewed process of staff engagement will run over a three-month period with findings being reported back to the Board in August. The outputs of the engagement work will provide the basis of recommendations to the Board to inform their decision about the future configuration of pathology services across Lancashire & South Cumbria.

### **System Priorities**

All organisations have agreed that they must work together to address the key challenges that exist in the system and take forward any work that will help to address these challenges. This cannot wait and will be progressed as a matter of urgency, running in parallel to the engagement process described above.

These are the priorities:

- Cancer recovery and restoration across the system
- Workforce resilience, focusing on recruitment and the development of extended roles to address shortages of Consultant Histopathologists and Bands 6 and 7
- Implementation of new technology including digital pathology and smart automation
- Reviewing the delivery framework and clinical model

### **Conclusion**

As previously referenced, the Pathology Collaboration Board is committed to realising the benefits of collaboration and nationally there is a clear directive for the formation of pathology networks.

There is agreement at Board level that pathology services cannot continue to run on a standalone basis and that there are a number of benefits that can be achieved through collaboration. The engagement process described in this paper will capture views on; how we deliver the best quality service, improving outcomes for patients, delivering efficiencies and what can be improved through collaboration.

Once the engagement process has been completed it will be reported back to Board in August to inform their decision on the way forward. A clear route map will be developed setting out the short, medium and longer term goals.

### **Recommendation**

Members are asked to note the report and agree to receive a further update in Autumn 2022 following conclusion of the engagement process and the Board's decision about the configuration of future pathology services for Lancashire & South Cumbria.

**Mark Hindle**  
**Managing Director**  
**Lancashire & South Cumbria Pathology Collaboration**