
London Borough of Brent Peer Review 19 – 21 June 2019

Review team

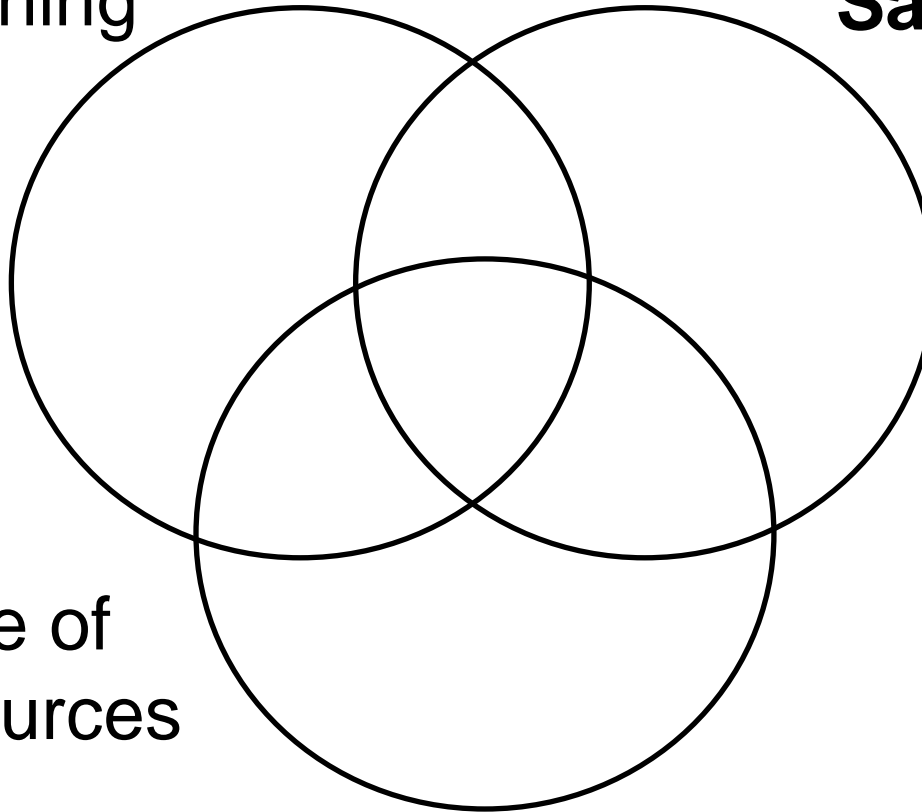
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Peer review themes

Commissioning

Safeguarding

Use of
Resources



‘Light touch’ peer review

With the volume of information supplied and a relatively short time to process it, subtleties of Brent’s situation will inevitably be missed along the way. For this reason the peer review is light on absolute ‘judgments’ about the quality of services. This report is provided in the spirit of self-directed improvement and identifies good practice as well as areas for reflection which may suggest ways of improving services.

We have only included our themes and thoughts based on triangulated information.

This presentation and discussion form part of the triangulation.

Methodological Approach

Theme 1	Theme 2	Theme 3	Theme 4
<p>Outcomes for, and the experiences of, people who use services</p> <p>This theme looks at what differences there have been to the outcomes people experience in relation to Adult Safeguarding and the quality of experience of people who have used the services provided</p> <ul style="list-style-type: none"> • Element 1: Outcomes • Element 2: People's experiences of safeguarding 	<p>Leadership, strategy and working together</p> <p>This theme looks at:</p> <ul style="list-style-type: none"> - The overall vision for Adult Safeguarding - The strategy that is used to achieve that vision and how this is led - The role and performance of the Adult Safeguarding Board (SAB) - How all partners work together to ensure high quality services and outcomes • Element 3: Collective leadership • Element 4: Strategy • Element 5: Safeguarding Adult Board 	<p>Commissioning, service delivery and effective practice</p> <p>This theme looks at the role of commissioning in shaping services, and the effectiveness of service delivery and practice in securing better outcomes for people</p> <ul style="list-style-type: none"> • Element 6: Commissioning • Element 7: Service delivery and effective practice 	<p>Performance and resource management</p> <p>This theme looks at how the performance and resources of the service, including its people, are managed</p> <ul style="list-style-type: none"> • Element 8: Performance and resource management

Overview

- Strong leadership and commitment from Members and the Chief Executive
- Strong voice across the Council in ensuring parity of esteem for adult safeguarding
- Well prepared and structured schedule and support across the visit
- Dedicated and engaged staff
- Open and transparent conversations and a willingness to grow and develop services to ensure safe delivery to borough residents
- Evidence of professional curiosity throughout our visit

Our findings and reflections

Theme 1: Outcomes for, and the experiences of, people who use services

This theme looks at what differences there have been to the outcomes people experience in relation to Adult Safeguarding and the quality of experience of people who have used the services provided

What is working well?

Element 1: Outcomes

- Strong partner awareness, expertise in Making Safeguarding Personal / learning from Safeguarding Adult Reviews - monthly case review forums
- Safeguarding team aware of thresholds and apply these with strong focus on practice and outcomes with wider focus on prevention
- Having centralised safeguarding team is valued and enables relationship building across partners to access advice and expertise around safeguarding
- Strong service user involvement informing prevention work in safeguarding e.g. “Brent Bus”

Areas for consideration

Element 1: Outcomes

- Opportunity to embed the voice of those who access services within the review and refresh of the safeguarding strategy
- Broaden out the knowledge and expertise currently held within the safeguarding team
- Data needs to drive understanding of outcomes e.g. contract monitoring / provider concerns
- Opportunity to review the process of triage for Merlins drawing on the expertise of the integrated mental health teams
- Multi-agency approach to the hoarding protocol to identify clear leadership to ensure co-ordination of complex cases

What is working well?

Element 2: People's experience of safeguarding

- There is clear commitment between the Council and its partners to support and protect vulnerable adults who are at risk of abuse
- There is general awareness on how to report concerns about abuse or neglect
- Advocacy services are used to ensure the best interests of vulnerable adults are considered
- The safeguarding process helps to mitigate risk to vulnerable adults and, where necessary, care and support needs are addressed

Areas for consideration

Element 2: People's experience of safeguarding

- Strengthening the feedback loop for providers when the refer to safeguarding
- More needs to be done to ensure that outcomes are defined by the vulnerable adults themselves
- Opportunity to improve the experience of vulnerable adults who are supported by different teams as part of the safeguarding process
- Having the assurance through the Safeguarding Adult Board that borough residents are aware of how to raise concerns of adult safeguarding

Theme 2: Leadership, strategy and working together

This theme looks at:

- **The overall vision for Adult Safeguarding**
- **The strategy that is used to achieve that vision and how this is led**
- **The role and performance of the Safeguarding Adult Board (SAB)**
- **How all partners work together to ensure high quality services and outcomes**

What is working well?

Element 3: Leadership

- Councils commitment to safeguarding is well evidenced (e.g. Chief Executive, Leader, Lead Member Adult Social Care)
- The use of the different forums (including scrutiny) to drive learning and development across the system
- The commitment to ensure all elected members are provided with adult safeguarding mandatory training
- Commitment from the leadership with the Council to grow and develop the strategic partnership working
- The corporate approach to ensure parity of esteem for adult social care safeguarding

Areas for consideration

Element 3: Leadership

- Opportunity for the Council to use the review of the safeguarding strategy to reaffirm its active leadership role and those of its statutory partners
- Utilising leadership resources external to the Council to deliver the safeguarding strategy
- In light of the changing landscape, the stability of the Council and robust governance arrangements are critical to sustaining the adult safeguarding agenda
- Linking the strategic learning from Safeguarding Adult Reviews into the delivery of frontline service

What is working well?

Element 4: Strategy

- Safeguarding is in political manifesto and flows through service planning to ensure that safeguarding is everyone's business with teams providing service plans which reviewed by peers and feed into area plans with monthly DMT review on progress
- Strong Safeguarding Adult Board strategy
- Partners are aware of the tensions to the local authority of safeguarding remaining place based despite the changing architecture of the statutory partners
- Clinical Commissioning Group strong commitment to Making Safeguarding Personal and training within community health providers

Areas for consideration

Element 4: Strategy

- Opportunity to coproduce the safeguarding strategy and clearly focus on outcomes that are shared across the system
- Develop wider and more flexible information sharing systems
- Opportunity to roll out Making Every Contact Count (MECC) to expand expertise, knowledge and professional confidence across the Council and its partners
- Opportunity now for the Council to clearly setting out what activity needs to be delivered at place level ensuring this strategy is embedded across the statutory partners aims

What is working well?

Element 5: Local Safeguarding Adults Board (SAB)

- Willingness and commitment across organisations to deliver the Safeguarding Adult Board strategy
- Safeguarding Adult Board business is managed well and resourced
- Commitment to growing and developing the partnership through annual safeguarding conference and Safeguarding Adult Board development day
- Clear visibility of Safeguarding Adult Board independent chair
- Annual Report – well structured and accessible

Areas for consideration

Element 5: Local Safeguarding Adults Board (SAB)

- Opportunity to use the strategy refresh to reaffirm the role of statutory partners with the Safeguarding Adult Board and embed the voice of those who access services
- Core partner engagement – in light of the changing architecture
- Opportunity to take the learning from Safeguarding Adult Reviews and embed it within frontline practice and providers
- How does the Safeguarding Adult Board use data to give itself the reassurance that vulnerable adults are safe within Brent?

Theme 3: Commissioning, service delivery and effective practice

This theme looks at the role of commissioning in shaping services, and the effectiveness of service delivery and practice in securing better outcomes for people.

What is working well?

Element 6: Commissioning

- Strong link between housing, health and care including the development of new accommodation for independent living
- Commitment to developing an outcomes based approach to care delivery drawing on the dementia strategy work (co-produced)
- Positive relationship with providers through relationship managers and engagement events
- Role of relationship managers has strengthened contract monitoring, assessments and work with providers
- Joint visits and close working with safeguarding team

Areas for consideration

Element 6: Commissioning

- Explore opportunities within the NHS plan for delivering joined up safe integrated care at Place level
- Progress the local integrated commissioning function workstream to ensure safety, quality and value for money
- The opportunity to utilise the expertise across the system to shape the market, build capacity and deliver effective preventative services
- Development of co-production through commissioning processes
- Using the full range of data to drive commissioning

What is working well?

Element 7: Delivery and effective practice

- There is clear understanding of what abuse is and how to raise concerns to address them
- Equality policies are adhered to as part of the process
- There are models of multi-agency working and integrated teams in different services across the borough
- Resources available to deliver joined up safeguarding training across partners
- Response to safeguarding alerts are raised in a timely fashion and effective arrangements are made for enquiries to occur

Areas for consideration

Element 7: Delivery and effective practice

- Developing further the strong culture of professional curiosity and maturity across the system by the rolling out of mandatory safeguarding awareness training across the borough
- Opportunity to create an environment to enable staff to have greater professional curiosity when conducting safeguarding enquiries
- Data and customer insight driven long-term planning in safeguarding, especially in cases where frequent alerts are being raised
- Learning from Safeguarding Adult Reviews should be disseminated more effectively amongst staff
- Recording of notes on Mosaic need to be improved across the teams

Theme 4: Outcomes for, and the experiences of, people who use services

This theme looks at how the performance and resources of the service, including its people, are managed.

What is working well?

Element 8: Performance and resource management

- Brent and partners have a wide range of data available to measure performance and inform decision-making
- Performance, Improvement and Insight team is an important resource and an opportunity to bring a different perspective
- There are examples of effective use of qualitative information and user experience within the Council and partners
- Well resourced for safeguarding

Areas for consideration

Element 8: Performance and resource management

- Data could be collected and collated more effectively, addressing gaps in Mosaic recording and making more use of partner intelligence and information from non-safeguarding teams
- Performance information could be used more effectively to enable meaningful discussion and challenge at the Safeguarding Adult Board
- Demand and capacity oversight could be managed in a more efficient way which would address potential for lack of clarity on accountabilities
- Opportunity to use the strategy refresh to bring together qualitative and quantitative data, insight and user experience and set clear outcomes to drive delivery.

Suggested next steps

- Review to be shared widely in Brent, particularly among those who contributed to the review
- Action plan to be co-produced and owned across the system

Thank you

Thank you to all the staff and providers we met during our visit who were open and extremely welcoming. Thanks also for your hospitality and support during our stay.

A special thanks to Georgina, Adam and Hasan who supported us throughout the review meeting each and every request.