

Southend Safeguarding Adults Board

Strategic plan 2018-19



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1. Introduction from Chair

This strategic plan has been developed at a time of significant change in the Safeguarding governance arrangements in Southend. We had already recognised that we had become overly bureaucratic and had been trying to focus on too many priorities in our strategic plans in relation to the time available to the Board and its sub-groups. We were also continuing to operate in a period of change and challenge to all the partners who comprise the Board and increasingly aware of the need to focus less on process and procedure and more on personalisation and the outcomes and impacts of our safeguarding arrangements on our citizens. We also wished to remove some of the separation between the Adult and Children's agendas and take a more holistic approach to family settings.

A formal proposal was subsequently submitted – and agreed – to undertake a root and branch review of both the Board's governance arrangements and its strategic plan. This has recently completed and has resulted in this document.

One of the review's conclusions was that strategic plans 3-year timeframes were no longer appropriate; not least given the dynamic nature of the environment we work in. As such we have developed this new strategy to be a 'living document' which will be subject to continual review and robust and transparent monitoring.

We trust that our new structure and focus will continue to improve the wellbeing and safeguarding of our Borough's adult population.

Liz Chidgey

Independent Chair

May 2018

2. Executive Summary

This document outlines the priorities of the Board in its ambition to ensure that the safeguarding of adults in the area is as robust as it can be and details the arrangements that we are putting in place to achieve this.

There are, of course, always many things that need to be done and this document can only highlight those that we consider to be our current priorities; as well as outlining how we will continue to work on all of the other areas within our remit that impact on the safety of adults in our area.

These current priorities include the following:

1. Making Safeguarding Personal – increasing the scope and range of system-wide personalisation. At the time of writing we are still awaiting the new National Outcomes Framework and the work presented in here will need to be reviewed as and when this is published.
2. Responding to National Priorities. At present 2 specific areas have been identified where the Board needs to ensure that it maintains an ongoing involvement:
 - Learning Disability Mortality Review
 - Suicide Prevention and Mental Health Strategy
3. System Changes – Understanding and assessing the impact of the almost continually changing environment in which safeguarding functions; including both societal as well as those arising from partners' own structural changes.
4. Developing the SAB and broader governance arrangements.

3. Operating Context

The Southend Safeguarding Adults Board (SAB) is a statutory, multiorganisation partnership coordinated by the local authority,

which oversees and leads adult safeguarding across the Southend Borough Council (SBC) area.

The Board has an independent chair who is responsible for ensuring that all organisations contribute effectively to the work of the Board. The Chair provides accountability for the work undertaken by the SAB by way of reports to relevant strategic committees and boards. The SAB is made up of wide range of statutory, community and voluntary organisations which includes representatives from Southend Borough Council, police, clinical commissioning groups, NHS providers, emergency services, independent care providers, housing, advocacy, service users and carers, etc.

SAB's main objective is to gain assurance that safeguarding arrangements locally through its partner organisations work effectively, both individually and together, to support and safeguard adults in its area who are at risk of abuse and neglect. The SAB also has an interest in a range of matters that contribute to the prevention of abuse and neglect including the safety of patients in its local health services, quality of local care and support services, and awareness and responsiveness of further education services.

SAB's remit is to set priorities, agree objectives and to coordinate the strategic development of adult safeguarding across the SBC area. It is the key mechanism for agreeing how local agencies will work together effectively to safeguard and promote the safety and wellbeing of adults with care and support needs who are at and/or are in vulnerable situations.

Under the Care Act 2014, SAB is required to publish a strategic plan and an Annual Report. The SAB also acts as an important source of advice and assistance, for example in helping others to improve their safeguarding arrangements and is responsible for commissioning Safeguarding Adults Reviews where serious abuse or death has occurred and learning can take place.

SAB also has links with a wide range of other strategic forums and partnerships including the Southend Local Children's Safeguarding Board, Community Safety Partnerships, PREVENT Board, Domestic Abuse Partnerships, Learning Disability Partnership, Health and Wellbeing Board and Health Watch in recognition of the strong synergies between the work of the SAB and

many of these forums and to minimise duplication and maximise efficiencies, particularly as objectives and membership are likely to overlap.

The Chair of the SAB is also a member of the Health and Well-Being Board and presents the SAB Annual Report to the Board. She meets regularly with the Chief Executive, the Corporate Director - People, the Lead Member for adult safeguarding, the Leader of the Council, and is also the Chair of the Safeguarding Children Board. The Chair also meets regularly with the Council's Scrutiny Committee. Links are also maintained through representation on the following key strategic partnerships:

- Community Safety Partnership
- The Health & Wellbeing Board
- The Local Safeguarding Children Board
- Essex Safeguarding Adults Board
- Thurrock Safeguarding Adults Board

Southend Essex and Thurrock (SET) work in partnership to provide a common approach to safeguarding across the county. The SET Safeguarding Adults Guidelines set out the system and process all organisations should use to raise safeguarding concerns. This includes a framework for confidentiality and information sharing across agencies.

The SAB aims to promote the involvement and contribution of service users on the Board and will continue to explore a range of approaches to achieve the meaningful involvement of service users and other stakeholders and also ensure that the Board is informed by the voice of stakeholders in general.

4. Our Vision – what we want for Safeguarding in Southend

The Safeguarding Adults Board (SAB) aims to ensure the safety and protection of adults with care and support needs within the borough; that is, adults who have care or support needs and who are subsequently less able than others to defend themselves against the threat of abuse, exploitation, or neglect.

The work of the Southend SAB is underpinned by the safeguarding principles which were set out by the government in the statutory guidance accompanying the Care Act 2014. The following six principles apply to all sectors and settings including care and support services:

- **Empowerment** – The presumption of person-led decisions and informed consent, supporting the rights of the individual to lead an independent life based on self-determination.
- **Prevention** - It is better to take action before harm occurs, including access to information on how to prevent or stop abuse, neglect and concerns about care quality or dignity.
- **Proportionality** - Proportionate and least intrusive response appropriate to the risk presented.
- **Protection** - Support and representation for those in greatest need, including identifying and protecting people who are unable to take their own decisions, or to protect themselves or their assets.
- **Partnership** - Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse.
- **Accountability** - Accountability and transparency in delivering safeguarding, with agencies recognising that it may be necessary to share confidential information

5. Key objectives of the Board

The Board's principle priorities are:

- assuring itself that local safeguarding arrangements are in place as defined by the Care Act 2014 and statutory guidance
- assuring itself that safeguarding practice is person-centred and outcome-focused
- working collaboratively to prevent the abuse and neglect of people with care and support needs whenever possible
- ensuring agencies and individuals give timely and proportionate responses when abuse or neglect have occurred
- assuring itself that safeguarding practice is continuously improving and enhancing the quality of life of adults in its area.

6. Key risks and challenges for Safeguarding Adults in Southend

- Maintaining Board attendance and contribution whilst responding to increased demands on SAB resources
- Health Service redesign
- Embedding MSP
- Maintaining an engaged and informed workforce able to respond to Safeguarding needs
- Changes to SAB funding nationally

In addition to the above areas the SAB has also identified concerns around Exploitation and Modern Slavery and how the Board can be assured that safeguarding responses are informed and proportionate; plus increasing numbers of older people experiencing abuse and neglect especially at the end of life. All partners recognise these themes and have included work in their own

safeguarding plans over the next year, as well as identifying that staff need to be supported to be confident in recognising and reporting certain types of abuse.

In the period 2016 -17 there was an 37.5% increase in the numbers of individuals for whom a safeguarding concern was identified, from 858 in 2015/16 to 1180 in 2016/17 with a decrease in the number of Section 42 Safeguarding Enquiries of 2.8% as well as a decrease in the number of individuals involved in Section 42 enquiries from 542 in 2015/16 to 505 in 2016/17 with 86% of safeguarding concerns for Southend for unique individuals

7. Key priorities agreed by the SAB

Arising from the strategic review, it was recognised that the previous strategic plan contained too many priorities and that future plans should be more focused and strategic. It was also recognised that priorities will be subject to change and should therefore be subject to continuous review rather than set for a fixed period.

4 areas of focus were agreed as follows:



Making Safeguarding Personal – system-wide personalisation

‘Making Safeguarding Personal’ (MSP) is a sector led initiative that focuses on the need for services to be:

- person centred and focused on the outcomes identified by the individual;
- planned, commissioned and delivered in a joined-up way between organisations;
- responsive and can be changed when required.

MSP is about responding in safeguarding situations in a way that enhances involvement, choice and control as well as improving quality of life, wellbeing and safety. It is about seeing people as experts in their own lives and working alongside them with the aim of supporting them to resolve their circumstances and support their recovery.

The key building blocks of an effective MSP approach include ensuring that the person subject to the enquiry:

- Is involved from the beginning of the enquiry
- Is supported to identify the outcome/s that they want from the start; and checking the progress against these before closing their case
- Has access to an independent advocate where they may have substantial difficulty in being involved without an appropriate person to support them
- Is supported to understand their situation and what is needed to help keep them safe now and in the future; thereby building the individuals resilience and capacity to protect themselves
- Has any needs for support actively addressed as part of the enquiry

SAB is committed to embedding the principles of Making Safeguarding Personal across its partner agencies, and this underpins and informs both this plan as well as those developed by the sub-groups and is embedded in all corresponding governance documents.

Responding to National Priorities

In addition to key local priorities, two areas of national focus were identified:

- 1) Learning Disability Mortality Review – reviewing and monitoring any action and improvement plans that may arise out of any identified safeguarding issues.
- 2) Suicide Prevention and Mental Health Strategy This has only recently been finalised and the action plans underpinning it are still under development. The Board will need to ensure that these plans sufficiently and comprehensively identify and improve safeguarding outcomes for adults in the area.

System Changes – Understanding and assessing the impact

A key responsibility for the SAB is horizon scanning - anticipating and enquiring into any changes that could impact (both positively or negatively) on the efficacy of Safeguarding in Southend. A recent example of this is the Mid and South Essex Sustainability and Transformation Partnership who published a consultation in November 2017 on working together on a single plan to improve health and care for services in 9 districts and boroughs in the area.

Another area that needs to be engaged with concerns the future changes to the LSCB working arrangements and any impact these may have on Adult Safeguarding locally; included the SAB's stated intention of working more closely on "whole family" issues with the Southend Children Safeguarding Board. The draft "Working Together to Safeguard Children' 2018 document identifies that

future working together arrangements will be the responsibility of the safeguarding partners' representatives to determine and the SAB will need to ensure that it inputs into this dialogue.

Developing the SAB and broader governance arrangements

Implementation of the review commenced during 2017 has resulted in a new structure; revised membership of SAB and its sub-groups and a new two-part format to Board meetings.

To ensure that these changes are implemented effectively, a programme of induction and development and other activities is required. Further, to ensure that the work of the board is informed by the local community, the SAB will undertake the recruitment of lay members and investigate new interfaces between the Board and all areas of the local community to ensure that all sectors are represented and engaged.

A Performance, risk and quality framework is also being developed to better enable the SAB to be able to assess the 'health' of the safeguarding system; identify areas of concern and fulfil its fundamental aim of driving continuous improvement.

Running through each of the above priorities will be the key themes of:

- Clear leadership and direction from the Board
- • Ensuring that safeguarding really is understood and implemented as everyone's responsibility

- Prevention, early intervention and transition – removing or reducing the risks to our young people and making them more prepared and resilient to play their own part
- Strengthening engagement from all sectors and building effective networks
- Coordination and alignment with other strategic partnerships and learning from elsewhere

8. Structure of the Safeguarding Adults Board

This strategic plan will be implemented through the work of the SAB subgroups, which will each focus on specific priorities and objectives.

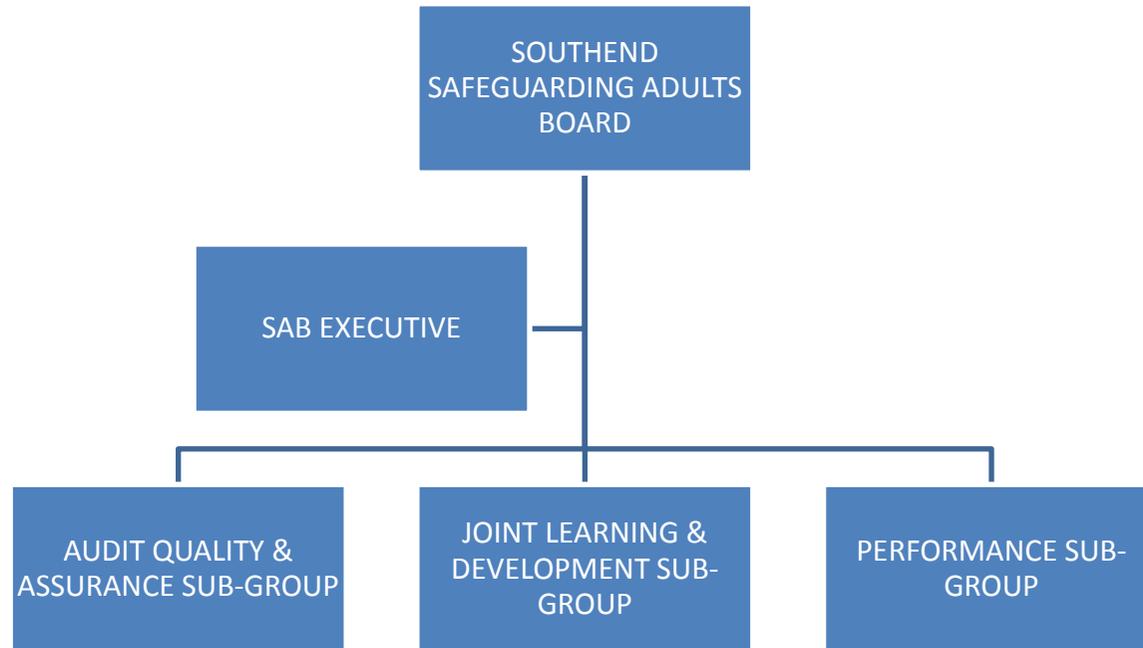
Progress against the overall strategic plan will be reported to the SAB by the SAB Executive at regular intervals and the SAB Annual Report will provide an overview of the achievements and progress made and identify any areas for further development.

The purpose of the SAB Executive group is to:

1. Support the SAB to take a strategic view of the quality of Safeguarding activity across its areas of responsibility by overseeing the strategic management of safeguarding adults' work in Southend.
2. Set targets, oversee performance and steer resources within the SAB vision and to hold partners to account.
3. Ensure that the front-line workforce understand the SAB structure and strategy.
4. Act as the 'delivery arm' of the Board; whilst also having responsibilities 'upwards' in driving and directing the work of the Board and sub-groups in accordance with the strategic plan. It will act as the conduit for the Board in terms of ensuring that the sub-groups and task and finish groups are appropriately directed and delegated to carry out the work necessary to provide the Board with the assurance, advice and intelligence that it requires.

5. Make recommendations to the Board for improving the safeguarding system.
6. Undertake periodic reviews of the strategic plan and make recommendations accordingly to the Board

To underpin these, the sub groups will develop delivery plans that ensure that the strategic priorities are translated into SMART action plans. These will be regularly monitored by the Executive.



SAR PANELS WILL BE CONFIGURED AS REQUIRED

9. Tools to be used to monitor performance

The sub-groups will develop and utilise a range of fit for purpose quality assurance and performance monitoring tools that will enable the Board to answer the key questions identified in its Performance and Quality Assurance Framework. In answering these questions, the Board will be able to robustly assess the quality and effectiveness of the local safeguarding system and the activities it coordinates. These tools will include a risk register that ensures risks to the operation of the SAB are clearly identified, along with any control measures; a range of performance information - including a dashboard; and a range of audit tools that provide the partnership with a 360 degree view of the multi-agency response to specific issues and identify opportunities to improve the quality of support provided to adults with support needs.

These tools will include existing feedback mechanisms from across the partnership as well as developing new methodologies that will collectively enable the partnership to hear from key stakeholders: adults who have received – or may in future receive - support from the system, and the professionals working on the frontline in that system.

The Performance and Quality Assurance Framework itself addresses the requirement for co-ordinated, effective safeguarding arrangements, and is designed to provide a degree of transparency and accountability across the safeguarding system.

SAB quality assurance and performance monitoring framework summary (See Appendix 2 for the full document)

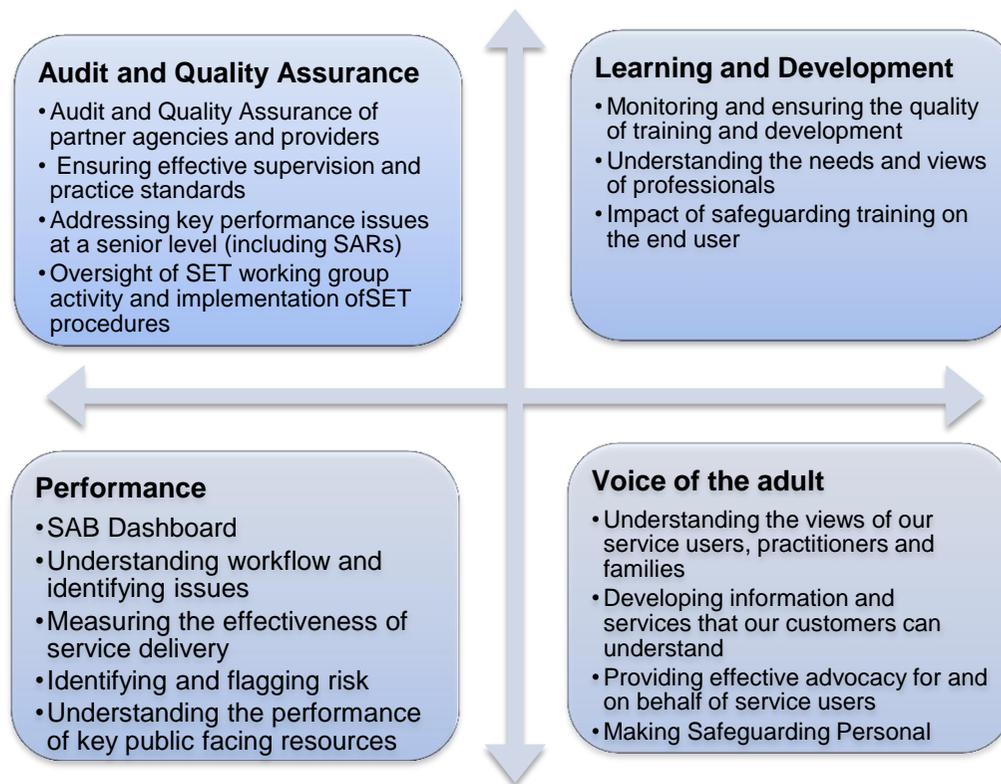
Each of the three key sub-groups – AQA, Performance and Learning & Development - will undertake the activities in one of the quadrants of the Quality Assurance (QA) and Performance Framework adopted by the SAB (see diagram below and Appendix 2). All three will contribute towards ensuring the Board hears the Voice of the Adult. Collectively, findings from these activities will enable the Board to effectively monitor both the safeguarding system and the impact their strategic priorities have had on that system. Moreover these activities will provide the Board with a collective sense of the degree to which the system is ‘inspection ready’.

To be fully effective the framework must be used by partners to professionally scrutinise and challenge each other, and hold each other to account. Only this way, will the Board be able to answer their four key questions with certainty:

1. How safe are local adults?
2. Are local agencies working effectively, internally and together, to safeguard people?
3. Do people feel safer as a result?
4. Is the local safeguarding system continuously improving?

The QA and Performance Framework document will also be utilised by the sub-groups to guide the planning and delivery of their activities, including the development of a fit for purpose QA and performance monitoring toolkit.

The Performance sub-group will examine quantitative performance information, whilst the AQA and L&D Sub-Groups will focus on qualitative information. Collectively, this information will enable the Executive to monitor the overall health of the system, (including its propensity for continuous improvement), measure the progress and outcomes from delivering the SAB strategic priorities, and identify and examine any areas of concern. The Executive can then make recommendations to the Board for improving the system and direct the work of the sub-groups; and will provide a dashboard and summary report to the Board to support it to do this.



10. Staffing Structure and Budget

At the time of writing both the staffing structure and budget are under review

11. How we will deliver our priorities

This Plan is initially programmed to at least cover a period of one year but is to be viewed as 'live' and subject to continual review. As part of this, it is expected that each new sub-group will develop its own work programme which will be fed by – and in turn feed – the priorities identified in this plan.

The strategic plan will be delivered as follows:

- SAB/SAB Executive – own the strategic plan and risk register
- A communications plan will be developed for both the SAB and LSCB and monitored by the Executives
- AQA sub-group – Programme of work to be developed
- Joint L and D sub-group – Programme of work to be developed
- Performance Group – Dashboard, Performance Reports to be developed

The following overarching plan shows how the strategic priorities will be addressed at a high level with more detailed plans to be developed by the relevant sub-groups and task-and-finish groups:

MAKING SAFEGUARDING PERSONAL	ACTIONS	WHEN	WHO
<p>SAB to develop and actively promote a culture with its members, partners and the local community that recognises the values and principles contained in Making Safeguarding Personal.</p> <p>Review how both the practice and culture underpinning Making Safeguarding Personal are embedded across the whole Safeguarding system – including both audit and a review of partners commissioning plans, and through the promotion of partnerships, the development of preventative approaches and sharing best practice and learning</p>	<ul style="list-style-type: none"> • Develop an MSP Action plan together with partners to include: <ul style="list-style-type: none"> ○ Promotion of MSP ○ Embedding MSP ○ User engagement ○ How SAB can be assured that MSP is being implemented comprehensively across partners and organisations in the Southend area 	<p>April 2018</p>	<p>Activity led by Business Manager, Audit Quality & Assurance and Learning and Development sub-groups. Overseen by SAB Executive</p>
RESPONDING TO NATIONAL PRIORITIES	ACTIONS	WHEN	WHO
<ul style="list-style-type: none"> • Learning Disability Mortality Review – reviewing and monitoring action 	<p>SAB Forward Plan is regularly reviewed to ensure that the already identified</p>	<ul style="list-style-type: none"> • LeDeR quarterly reports 	<p>SAB SAB Executive</p>

<p>and improvement plans that may arise out of any identified safeguarding issues.</p> <ul style="list-style-type: none"> • Suicide Prevention and Mental Health Strategy 	<p>themes are reported into Board.</p> <p>SAB identifies and responds to emerging issues as they arise throughout the year</p>	<ul style="list-style-type: none"> • April 2018 SAB/SAB Executive to review Mental Health Commissioning Strategy implementation 	
SYSTEM CHANGES	ACTION	WHEN	WHO
<p>Horizon scanning and responding to any changes that may impact on the efficacy of Safeguarding in Southend – including:</p> <ul style="list-style-type: none"> • Key transformation programmes • Key commissioning plans • Impact of local resource changes and funding • Statutory requirements and changes in best practice 	<ul style="list-style-type: none"> • Respond to emerging Mid and South Essex STP plans • Engage with Essex and Thurrock Safeguarding Boards on their plans for the implementation of Working Together to Safeguard Children and associated arrangements that may impact on the delivery of Safeguarding Adults Boards 	<p>By March 2018</p> <p>Ongoing with Summer 2018 summit</p>	<p>Chair</p> <p>Chair</p>
SAB GOVERNANCE & DEVELOPMENT	ACTIONS	WHEN	WHO

<p>To become a Board that together learns and shares lessons from national and local experience and research and is supported by effective business support.</p>	<ul style="list-style-type: none"> • Finalise implementation of new governance arrangements and recruitment of SAB Business Manager 	By June 2018	Chair/Business Manager
	<ul style="list-style-type: none"> • Recruit Lay Members 	By April 2018	Business Manager
	<ul style="list-style-type: none"> • Deliver Board Induction and Development Programme 	August 2018 (once summit outcome known)	Business Manager
	<ul style="list-style-type: none"> • Implement revised reporting arrangements using new Performance and quality Framework and Dashboard 	By June 2018	Business Manager
	<ul style="list-style-type: none"> • Regular risk reporting 	June 2018	Business Manager
	<ul style="list-style-type: none"> • Develop audit programme • Develop annual work programmes 	June 2018 June 2018	Sub groups

APPENDICES

12. APPENDIX 1 – Terms of Reference and workplans

The Terms of Reference and work plans for each of the groups that make up the multi-agency safeguarding adults board arrangements can be found at www.safeguardingsouthend.co.uk

13. APPENDIX 2 – Performance and Quality Assurance Framework

The SAB Performance and Quality Assurance Framework is designed to enable the SAB to answer 4 key questions in its statutory assurance role:

1. How safe are local adults?
2. Are local agencies working effectively, internally and together, to safeguard people?
3. Do people feel safer as a result?
4. Is the local safeguarding system continuously improving?

It will answer these through scrutiny and challenge of the reports programmed into in its Forward Plan, supplemented by an annual programme of multi-agency case audits, together with any additional reports or investigations commissioned during the period.

Through scrutiny and challenge of this information, the SAB should be able to make a robust assessment of whether the system is keeping adults safe; whether they feel safe; whether good performance across the system remains stable through planned and unplanned change and events, and whether continuous improvement with tangible results is driving positive change in the system.

How will the SAB answer the four key questions?

The following presents a snapshot of how the SAB's planned quality assurance and performance activity will tie together to answer the 4 key questions both in relation to key sectors in the system and the system in its entirety. Each column represents a core area of the system, providing a snapshot of the assurance and monitoring activity that collectively, demonstrate effective safeguarding.

Each row represents an existing, new area of assurance or monitoring activity, providing a picture of how extensively the activity covers the system.

QA & performance activities	Local Authority	Health	Criminal Justice	Care sector	Other
Strategic	The SAB Chair is a member of the Health & Well Being Board (HWBB)			As a member of the SAB, the Council Care Contracts Team Manager provides insight on issues in the sector as these impact on the safeguarding system	
Safeguarding compliance audits These should demonstrate compliance with safeguarding requirements, and stability in levels of compliance over time and through periods of planned and unplanned change affecting the system.					
SET Safeguarding Adults Audits	✓	✓ Safeguarding Assurance Tool	✓	Care Homes Quality Monitoring Report	
Inspections and inspection improvement plans (KEY QUESTION 4)	CQC & related improvement plans	CQC & related improvement plans	HMIC & related improvement plans	CQC	
	Multi-agency improvement plans, including action plans from SARs and other case reviews				
Performance reports Measuring levels and volumes of activity - both generally and in relation to key elements of the system – and monitoring high level information that indicates the overall health of the system.					
Cross-cutting: SAB Dashboard	✓	✓	✓	N/A	N/A
Single agency/sector specific	Safeguarding Adults Report Staffing and Training	CCG; MHA (S135 & 136); NHS Staffing and Training	Essex Police (POVA); NPS; CRC Training	LA report on Care Homes quality monitoring	SAVS
Thematic & multi-agency reports – (KEY QUESTIONS 1 & 2)					

QA & performance activities	Local Authority	Health	Criminal Justice	Care sector	Other
Transforming care	✓	✓		✓	
Making Safeguarding Personal	✓	✓	✓	✓	✓
Sustainable Transformation Programme	✓	✓			
Safeguarding Adults Reviews and other case reviews	✓	✓	✓	✓	✓
Domestic Abuse	✓	✓ Hospital IDVA role	✓	✓	✓
Mental Health and Suicide Prevention	✓	✓	✓ (Custody settings)		✓
Independent Mental Capacity Advocate					POhWER
Exploitation	✓		✓		
LeDeR	✓	✓	✓	✓	✓
End of Life Care		✓			
Modern slavery and trafficking	✓	✓	✓		
Flu planning		✓			
Excess mortality		✓			
Appropriate adults service (vulnerable people in custody)	✓		✓		
Excluded Adults Programme	✓	✓			

QA & performance activities	Local Authority	Health	Criminal Justice	Care sector	Other
Response to scams & fraud	Safeguarding in Trading Standards		Operation Signature		
GDPR compliance	✓	✓	✓	✓	✓
<p>Voices of adults: Partner agency surveys, Healthwatch reports, and other service user feedback mechanisms from across the system, evidence an increased sense of safety among adults as a result of system activity. (KEY QUESTION 3)</p>					
<p>Engagement of frontline staff: seeking the views of practitioners in the system in identifying priorities for action, including feedback from supervision, learning and development activity, serious case reviews and other case reviews. (KEY QUESTIONS 1-4)</p>					