



Suffolk Safeguarding Adults Board

SAB Strategic Plan 2017-2020

Foreword

The Suffolk Safeguarding Adults Board is well established and works hard to ensure that people and organisations work together effectively to prevent or minimise abuse and respond quickly when it is identified. Safeguarding adults at risk of harm is a complex task and can only be achieved when people cooperate and work together. This strategy builds upon the work in the previous three-year strategy and is based upon our continued shared vision for adult safeguarding.

We are committed to implement a learning and improvement strategy that will enable the SAB to measure the outcome and impact of its activity across the objectives identified in this strategic plan and based upon what we have learned, what people tell us, legislative changes and local and national learning.

Sue Hadley – Independent Chair, Suffolk Safeguarding Adults Board

Background

Over the last two years the Board has pursued its strategy to improve multi-agency safeguarding arrangements to better protect people most at risk of harm. The old ad hoc informal processes were replaced with formally structured arrangements to ensure robust governance, accountability and reporting which were then embedded within all member organisations. All partners signed up to concentrate on the six key principles of Safeguarding: empowerment, proportionality, prevention; protection, partnership and accountability. Despite major reorganisations and funding cuts in all the partner bodies, together they achieved many improvements and new ways of working such as:

- To ensure that the Board can effectively discharge its duty in the commissioning and undertaking of Safeguarding Adults Reviews (formerly Serious Case Reviews), the policy employed in the commissioning of SARs has been reviewed in line with the Care Act, to ensure that reviews are commissioned effectively, independently and with clear and auditable decision making. The Safeguarding Adult Review Advisory Panel (SARAP) has operated for over a year and has overseen progress in respect of two SAR action plans as well as considering other referrals. Based on the experience of Panel members the Terms of Reference for the SARAP are being refreshed and will be agreed by statutory partners.
- In conjunction with colleagues in Healthwatch and primary care services, the Board have developed a Prevention Strategy that has been published on our website at www.suffolkas.org. The strategy is designed to give all members a

clear understanding of their roles and responsibilities with regards to preventing safeguarding concerns from escalating and this strategy underpins a great deal of the work that the Board is charged with undertaking on a statutory basis.

- The Board has deployed an organisational self-audit which asks partners agencies to assess themselves against the key principles of safeguarding outlined in the Care Act. Key statutory partners have now completed their Audits and they will be invited to review their compliance through the Board's Performance and Quality sub-group to identify strengths and areas for improvement that will inform the strategic and annual plans.
- The SSAB has sought assurance from partners regarding areas of hidden harm and will continue to monitor mechanisms that exist to ensure sufficient priority and adequate systems are in place to measure risk around Honour Based Abuse, Forced Marriage, Female Genital Mutilation, Sexual Exploitation and preventing radicalisation of adults through the CHANNEL arrangements.

How did we develop this strategy?

We examined evidence arising from the Board's work over the last two years including outcomes from our self-audit, trends and themes emerging from quality assurance and audit work, recommendations from adult safeguarding reviews, trends in data returns including abuse types, victims, locations and source of referrals.

We looked at new requirements and opportunities set out in the Care Act 2014, its supporting statutory guidance and other new legislation relating to adult safeguarding. We also considered recent research and good practice developments from around the country taken from published material, attendance at conferences, regional and national networks. A workshop for all Board partners in January 2017 shaped up the framework for this strategy and identified areas where further work was needed, new topics for inclusion.

Our Vision for Adult Safeguarding

Our vision remains unchanged and aims for Suffolk being a place where adults at risk of harm can live an independent life free from harm where:

- Abuse is not tolerated
- Everyone works together to prevent abuse
- Services respond effectively when abuse is suspected or happens

The priorities of the 2017/20 strategy are to help partner organisations to:

- Prevent abuse
- Protect abused people
- Make safeguarding personal

The Board will do this by:

- Helping organisations work together.
- Mobilising community resources.
- Listening to users, carers and the public.
- Publishing what we are doing.
- Holding the Safeguarding Board and its members to account.
- Encouraging learning from when things go wrong, other areas and new developments.

Key Principles

The Care Act set out six principles which should inform and guide the ways in which professionals and other staff work with adults. We have adopted and tailored them to meet the needs of people in Suffolk and summarised how we want them to be applied locally.

1. Empowerment - People being supported and encouraged to make their own decisions and informed consent

What does this mean for People: *I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens.*

What does this mean for organisations: *We give individuals the right information about how to recognise abuse and what they can do to keep themselves safe. We give people clear and simple information about how to report abuse and crime and what support we can give. We consult people before we take any action. Where someone lacks capacity to make a decision, we always act in his or her best interests.*

2. Prevention - It is better to act before harm occurs

What does this mean for People: *I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help.*

What does this mean for organisations: *We help the community to identify and report signs of abuse and suspected criminal offences. We train staff how to recognise signs and act to prevent abuse occurring. In all our work, we consider how to make communities safer.*

3. Proportionality - The least intrusive response appropriate to the risk prevented

What does this mean for People: *I am sure that the professionals will work for my best interests, as I see them and will only get involved as much as needed.*

What does this mean for organisations: *We discuss with the individual and where appropriate, with partner agencies what to do where there is risk of harm before we take a decision. Risk is an element of many situations and should be part of any wider assessment.*

4. Protection - Support and representation for those in greatest need

What does this mean for People: *I get help and support to report abuse. I get help to take part in the safeguarding process to the extent which I want and to which I am able.*

What does this mean for organisations: *We have effective ways of assessing and managing risk. Our local reporting arrangements for abuse and suspected criminal offences work well. Organisations that are required to respond to allegations of abuse have staff that are trained and competent in making the necessary enquiries. Local people understand how we work and how to contact us. We take responsibility for putting them in touch with the right person.*

5. Partnership - Local solutions through services working with communities.

Communities have a part to play in preventing, detecting and reporting abuse

What does this mean for people: *I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together to get the best results for me.*

What does this mean for organisations: *We give individuals the right information about how to recognise abuse and what they can do to keep themselves safe. We give people clear and simple information about how to report abuse and crime and what support we can give. We consult people before we take any action. Where someone lacks capacity to make a decision, we always act in his or her best interests.*

6. Accountability - Accountability and transparency in delivering safeguarding

What does this mean for people: *Understand the role of everyone involved in my life and so do they.*

What does this mean for organisations: *The roles of all agencies are clear, together with the lines of accountability. Staff understand what is expected of them and others. Agencies recognise their responsibilities to each other, act upon them and accept collective responsibility for safeguarding arrangements.*

Strategic Objectives 2017-2020

1. To embed the Making Safeguarding Personal Principles within all partner organisations

The relatively new Making Safeguarding Personal (*MSP*) programme to put service users at the centre of everything we do follows the edict of ‘no decision about me without me’ and means that the adult, their families and carers must work together with agencies to find the right solutions to keep people safe and support them in making informed choices. It was enshrined in the *Care Act* and we wish to embrace it in Suffolk where we are already moving towards a more user-centred approach and have revised our safeguarding procedures accordingly. During the period of this strategy we now want to drive a cultural shift in all partner organisations that will embed the principles of *MSP* into their structures, processes and practice. The key focus is on developing a real understanding of what people wish to achieve, agreeing, negotiating and recording their desired outcomes, working out with them (*and their representatives or advocates if they lack capacity*) how best those outcomes might be realised and then checking at the end how far their expectations have been met.

2. To fully integrate the Care Act 2014 into all aspects of Safeguarding in Suffolk

The Board made sure that we were compliant with new and changed responsibilities when the *Care Act* came into force in April 2014. However, there have been changes in the formal practice guidance since then and more changes were made in Spring 2016. Therefore, we must continue to review and update our procedures and practice to ensure it is thoroughly integrated across all partner organisations.

Within this strategy, we will focus on:

- The new duty of candour for professional health workers to openly report when things go wrong
- Review and revise our approach to corporate learning by incorporating the change from *Serious Case Reviews* to *Safeguarding Adult Reviews*
- Revise thresholds and risk management methods
- Developing a collaborative approach to self-neglect
- The provision of advocates to people unable to speak for themselves

3. To maintain a focus upon and responsiveness to application changes in the Mental Capacity Act and DoLS

Following a Supreme Court Judgement, the threshold for a Deprivation of Liberty Safeguard (*DoLS*) was significantly lowered (*DoLS aim to make sure that people in care homes and hospitals are looked after in way that does not inappropriately restrict their freedom*) which resulted in a flood of applications which threatened to swamp local authorities and applications continue to increase. In Suffolk partners are exploring ways to keep up with this increasing demand but it remains a strategic risk to organisations’ capacity to carry out their core safeguarding functions. There are expected changes to the law in 2017 but until then and, assuming that demand for

DoLS continues at present levels, the Board will maintain active monitoring and intervention to ensure that the changes are properly reflected within partner agencies and that the increased pressure on resources does not have an adverse impact on mainstream safeguarding activities.

4. To incorporate emerging issues in other areas which impact upon Adult Safeguarding

Over the last few years there has been a new and closer focus on domestic abuse, modern slavery, human trafficking, honour based crime, hate crime, sexual exploitation, self-neglect and prevention of terrorism. While the lead for these areas is within other boards and organisations we must ensure that partners are aware of the potential implications and integrate our strategy with others to ensure maximum collaboration. We will therefore forge deeper links with other relevant boards and bodies, jointly working with them, sharing information and practice through joint protocols. the Local Safeguarding Children Board, Health and Wellbeing Board, Suffolk Safer Stronger Communities Group including the Domestic Abuse Strategy and Sexual Exploitation.

5. To increase the involvement of people who use services and carers in developing plans and improving services

We are aware that the Board has only had limited engagement with service users, their families, carers and the public in developing plans and improving services. We want to do more to hear their voices and actively engage them in shaping services. The creation of a Suffolk Peoples Panel will provide evidence on users' views and support the SAB strategy by:

- Exploring new ways of finding out the views of adults about the services they receive.
- Ensure organisations always give a reply to people who have raised a query or made a safeguarding referral.
- Public documents and forms to be in easy read or plain English where necessary.
- Increase Public awareness of Adult Abuse and how to get help.
- Seek better ways the SAB can hear directly from people who have experienced the Safeguarding system.
- Support Healthwatch to find and gather public views of Health and Social Care Services.
- Support the online protection strategy through ownership and development of the Adult Cyber Survey.
- Ensure that the SAB and its members are accountable.

6. To seek better evidence that the SAB is making a positive difference for those adults at risk of harm

We are developing a Learning and Improvement Strategy which will tell us more about outcomes and less about output. We want to be able to answer the question "do people feel safer?" because of the SABs activity and plans. Therefore, we will seek

other ways of measuring performance and how it is reported to the Board from across Health, Police and Adult Social Care with supporting evidence from other agencies. We will complete the Learning and improvement strategy and dashboard that will support outcome measures. Additionally, we will continue the Self-Audit process and offer a challenge process of all partner organisations through the Learning and Improvement Subgroup.

7. To increase the focus on people who receive services in residential care and who receive care in their own homes

The Board want to be more pro-active, stopping harm before bad practice arises, by increasing our knowledge of the local care market. We propose to do so by increasing engagement with independent care providers and form closer links with the existing providers' forum. We will also commission an annual report in respect of the Care Home market which will be reported to the Board and referenced in the SAB Annual Report.

We do not yet have a full understanding of incidents recorded in home-based incidents, it may be that greater public awareness has led to more reporting. We are also aware that relative to residential care, home care reporting of abuse is relatively low. Therefore, we will undertake further analysis to find the reasons behind the figures and increase all partners' concentration on discovering and preventing abuse in people's own homes.

8. To work more closely with communities in Suffolk

Communities can play an important role in protecting people who may be unable to protect themselves. This may be through families, individuals working together, neighbourhood networks, and other community groups. We already have the community sector represented on the Safeguarding Board, however we do know that communities are a valuable asset in themselves and have a lot to offer. To find and tap into Suffolk's community assets we will develop a Voluntary Community Safeguarding group in conjunction with the LSCB and Community Action Suffolk that will:

- Encourage local communities to be the eyes and ears of safeguarding.
- Reach out to ethnic and other minority groups.
- Identify people who are isolated and potentially at risk of harm.
- Raise community awareness of adult abuse.
- Alert people to scams, fraud and other forms of financial abuse.