Suffolk Safeguarding Adults Board

Learning and Improvement Framework

Policy Version History

Version	Detail	Author	Date	Review Date
1.0	Approved at the Learning Improvement Group (LIG) on 12 November 2018. Signed-off by Partners at the Safeguarding Adults Board (SAB) on 12 December 2018.	Dominic Nasmyth-Miller	28 September 2018	September 2019

Contents

1. Introduction and the Legal Framework

Safeguarding adults is everyone's business. The Care Act 2014 made all local authorities responsible for ensuring that any adult who needs care and support, and who is at risk of or experiencing abuse or neglect, and as a result of their needs is unable to protect themselves, is protected by the multi-agency process.

The overarching objective of the Care Act 2014 is for adults to live a life free from abuse or neglect. This cannot be achieved by any single agency and everyone working with adults has a role and a responsibility in helping to keep adults safe.

It is therefore essential that all agencies and organisations work in partnership to help protect adults from abuse and neglect.

Section 43 of the Care Act places a requirement on local authorities to establish a Safeguarding Adults Board (SAB).

The Care Act 2014 - Safeguarding Adults at Risk of Abuse or Neglect

The objectives of the SAB include ensuring effective working across partners, ensuring the effectiveness of its members to help and protect and promote safeguarding adults in their areas who are in need of care and support.

To support this objective a number of Sub-groups report to the Suffolk SAB, the governance of which is demonstrated within Appendix One.

The Suffolk SAB (SSAB) must give assurance that partner organisations have effective systems, structures, processes and practice in place to improve outcomes and experience in the context of safeguarding adults at risk.

In addition, the SSAB oversees the effectiveness of the arrangements made by individual agencies and the wider partnership to safeguard adults with care and support needs, from abuse and neglect. Where appropriate it will also challenge all relevant organisations on their performance in ensuring that adults are kept safe.

The remit of the SSAB is not operational but one of coordination and evaluation. Its function is to exercise oversight and assurance in respect of safeguarding arrangements, some of which may be developed and led by others.

The SSAB has the authority to call any agency working with adults to account for its safeguarding activity and requires each to initiate activities which assess and improve its own safeguarding practice and ensure that its responses are effective.

2. Suffolk SAB's Commitment to Continuous Improvement

The Suffolk SAB is committed to a culture of continuous learning and through this framework ensures that a full range of reviews and audits are undertaken, monitored and reported through the Learning and Improvement Group – LIG.

The responsibilities of the sub-group include:

- Develop challenging and rigorous approaches to monitoring and evaluating the impact of services on safeguarding and promoting the welfare of adults

- Monitoring the implementation and compliance with Safeguarding Adult Reviews to ensure lessons are learnt and undertake improvement activity

- Present recommendations and audit findings to the Suffolk SAB; highlighting training needs, risks, resourcing and workforce issues and areas for practice and policy development.

- Collect and analyze performance information in relation to all aspects of safeguarding, identifying themes and areas requiring action and report these to the SAB at quarterly Board meetings.

- Identify best practice and make information on this available to the Board and Subgroups.

- Ensure the completion of a robust organisational self-audit programme with for all statutory partners.

3. Quality Assurance

The safeguarding of adults with care and support needs who are experiencing or at risk of abuse and/or neglect is challenging. This is due in part to the wide range of diverse needs of adults at risk, their wishes and choices, the different forms of abuse, the complexities of behaviours and the challenges that may exist in determining the adult's mental capacity regarding the specific decision in question.

Effective quality assurance will recognise and work with these complexities to.

- Understanding the adult at risk's experience – their journey
- Working in partnership and
- Knowing how the safeguarding enquiry process has impacted on the adult.

Key Standards Underpinning this Framework:

Transparency

Every agency is expected to know where risk lies within its own organisation. The SSAB needs to be able to act upon those risks. All partners must identify those risks so that the Board can agree how they can be mitigated. Some responses will be single agency and some will require multi agency action.

Prevention

Whilst keeping a focus on formal safeguarding arrangements and structures, it is as important for agencies to maintain a vision for prevention. This will include helping staff to be aware of how to recognise signs of abuse and take appropriate actions to prevent abuse occurring. In doing so the SAB is working to help make communities safer.

Outcomes

A strong emphasis is required on bringing the benefits of person-centered practice, enshrined through Making Safeguarding Personal within the complex task of adult safeguarding. The adult at risk should be empowered and encouraged to identify the desired outcomes that they want from the safeguarding process and to be supported with positive risk taking.

The need for qualitative and quantitative information:

Different information sources need to be triangulated to enable the SSAB is able to understand what is happening and how to make a positive difference. Such an approach will require agencies to listen to adults at risk, talk with staff and to check records – to find, test and confirm practice standards.

Safeguarding adults means;

- Protecting the rights of adults to live safely, free from abuse and neglect

- Agencies working together to prevent and reduce both the risks and experience of abuse and neglect

- Agencies making sure that the adult's wellbeing is promoted including where appropriate, taking fully into account their views, wishes, feelings and beliefs in deciding on any action

- Recognising that adults sometimes have complex interpersonal relationships and may be ambivalent, unclear or unrealistic about their personal circumstances and therefore potential risks to their safety or wellbeing.

The SSAB should seek assurance of the effectiveness of its safeguarding activity and that safeguarding practice is continuously improving and enhancing the quality of life for adults with care and support needs and carers.

This should be in-line with "Making Safeguarding Personal" and should include arrangements for:

- Data recording, analysis and reporting

- Case audits and Thematic Audits

- SAB and agencies' self-audits and peer review

- Safeguarding Adults Reviews (SARs) and Partnership Reviews

- Practitioners' forums to share lessons from case audits and local good practice, from research and from Safeguarding Adult Reviews

- Holding member and partner agencies to account

- Management of large-scale investigations, serious incidents, complaints, disciplinary proceedings, grievances, whistleblowing and allegations of professional malpractice or unfitness to practice

- The implementation of 'Making safeguarding personal' at a local level and its impact on engagement and outcomes.

In adopting these standards, agencies should ensure that the 6 principles of adult safeguarding, as identified by the Care Act 2014 are demonstrated within their practice:

1st Principle: Empowerment

Personalisation and the presumption of person-led decisions and informed consent.

"I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens.

2nd Principle: Prevention

It is better to take action before harm occurs.

"I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help."

3rd Principle: Proportionality

Proportionate and least intrusive response appropriate to the risk presented.

"I am sure that the professionals will work for my best interests, as I see them and they will only get involved as much as I require."

4th Principle: Protection

Support and representation for those in greatest need.

"I get help and support to report abuse. I get help to take part in the safeguarding process to the extent to which I want and to which I am able."

Principle 5: Partnership

Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse.

"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 result for me."

Principle 6: Accountability

Accountability and transparency in delivering safeguarding.

"I understand the role of everyone involved in my life."

4. Data Collection and Analysis

Within the arrangements for the SAB seeking assurance of safeguarding practice, local authorities are required to collect a range of performance information (data).

Partner agencies need to ensure that it accurately demonstrates the safeguarding activity that is taking place and provides a narrative to clarify the activity that is occurring. Such detail will enable the SAB to identify the level of risk that exists, and the actions and timescales required by way of an informed and measured response.

Within the production of the analysis the Board and partners and prompted to consider adopting the framework used within the Signs of Safety model primarily highlighting; what works well, the concerns and the actions required to take place.

In addition to local responses, standard data on safeguarding case work is required to be captured by each local authority and reported to NHS Digital;

https://www.gov.uk/government/organisations/nhs-digital

This data is collated by Insight and Intelligence Team and is summarised and reported to the SAB so that it too can be use it to evaluate and regionally benchmark its own safeguarding performance. The SAB is legally empowered to request the supply of information from other agencies and individuals in pursuit of its objectives.

The SSAB should consider the data that it has received and seek to make comparisons. Over time the details provided will assist the Board to identify trends and action targeted responses.

The SSAB has developed a 'dashboard of indicators' to make the data more accessible to their members. These data analysis reports are required to be scrutinised at the monthly LIG meetings and bi-annually by the SAB to ensure understanding of their effectiveness and promote improvement.

In addition, an annual Performance Data Report is currently being developed* to capture data from across the whole partnership and to provide a supporting narrative for the Board which explores a wider range of assurance to measure:

- How risks are managed and reduced.
- How interventions are timely.
- How the outcomes have made Adults at Risk feel safer.
- How referrals are appropriate, proportionate and acted upon.

*to be implemented 31 March 2019

5. Dissemination of Learning

The SSAB is committed to learning from Performance Information that is received, SARs, Partnership Reviews, Audits and practice issues that are identified.

The Learning and Improvement Group (LIG) monitors the approach, implementation, assessment and review of action plans and ensures that the learning is embedded into practice.

All actions from sub-groups will be monitored through an action log and reported to the Board at the quarterly meeting.

This can be undertaken via a range of different approaches:

- Ensuring that reports on key aspects are produced bi-annually for the SSAB
- Highlighted on the SAB website www.suffolkas.org
- Included within the quarterly SAB newsletter.
- Through the Training and Development Subgroup.
- Within updates provided quarterly at the to 3 Locality Forums.
- At the monthly Learning and Improvement Group.
- Through the publication of the Annual Report.

6. Suffolk SAB and Safeguarding Training

Although the Suffolk SAB does not deliver safeguarding training, this is commissioned through Suffolk County Council's Workforce Development Team and the training that is facilitated is able to be accessed by partner agencies.

Each partner agency is responsible for ensuring that all those adults at risk have the appropriate level of training according to their role.

To ensure that the learning is applicable for each staff group; Safeguarding training should be updated and contextualised to adopt the processes and support available within each agency. Employees and volunteers are advised to undertake the training that is provided by their partner agency, irrespective of whether they have received this from within another organisation.

Suffolk SAB provide a quality assurance framework which includes the following:

- The SSAB will commission bespoke training to meet its core priorities and actions from SAR's and reviews.
- An endorsement and quality assurance process for single and multi-agency training based on agreed standards SAB Training Endorsement Process.
- Advice and guidance on any training issues across the partnership.

- Access to a free E-Learning Safeguarding training system.

- Learning to inform training from Partnership reviews through the Learning and Improvement Group.

- Input into the Workforce Development Trainers forum half yearly.

- Six monthly performance figures reported to the SAB to demonstrate that staff are trained at the appropriate level.

7. Measuring Impacts and Outcomes

It is the responsibility of the Suffolk SAB to ensure processes are in place to measure the impact or outcome of safeguarding intervention or training. This is done primarily through a range of reviews, audits and performance reporting. The measures of these required to be both quantitative and qualitative and should lead to improved outcomes.

Details of the Learning Schedule that supports this framework and which reports to the SAB via the LIG is included within Appendix Two.

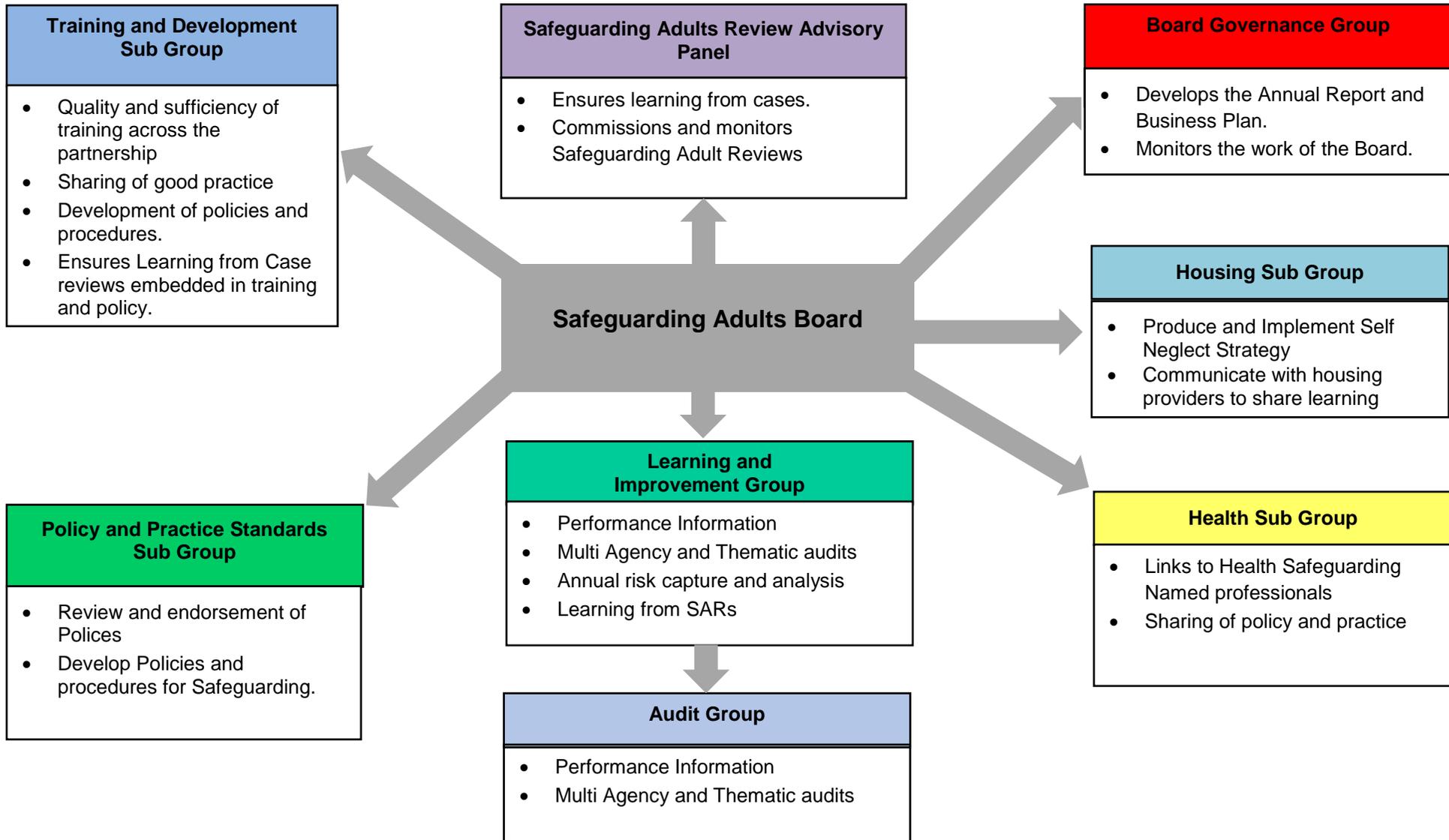| Measure	Evidence	Targets or Indicators
Quantitative data (Impacts) e.g. How much? How many?	No. of contacts received by the MASH. No. of enquiries requiring a S42 Enquiry. Number of Safeguarding Adults reviews. No. of delegates at training courses.	Targets set in service plans.
Qualitative information (Interim outcomes) e.g. How well did we do?	% of concerns which do not require a Section 42 enquiry reduces. % of adults who say that their wishes were included within the decision-making process. % of delegates has increased. % of complaints has decreased.	Local measures and performance data. Evaluations.
Outcomes e.g. How adults are better off by the intervention? How have outcomes improved the situation?	All adults know how to access information and gain support and protection from abuse. Delegates report improved knowledge and confidence. Each partner agency has procedures in place which are consistent with the safeguarding policy of the SSAB. Feedback from adults about their experience of the safeguarding processes are captures within the SAB audits.	Customer Surveys. Face to face feedback. Audits.

8. The SAB Quality Assurance Framework – What 'Good' Looks Like

This process has been designed to provide a systemic approach to quality assurance. It outlines the role of the Suffolk SAB at each stage. Areas of sustained improvement should be identified across the agencies arising from these measures.

Systemic Approach	SSAB Roles and Responsibilities
Step One **Identify content areas and agree priorities.** • Identify partner and SSAB areas for measurement? o Are the partner priorities linked to the SSABs latest performance indicators?	• Agree priorities. • Agree measures. • These are based on sound local needs analysis?

Step Two
 	
What does 'good' look like?
 	
• What does 'good 'look like for the SAB priority area and each content area?
    o Work with each agency and partners to identify what 'good' looks like for their service.
    o Work with service users to identify from their experience - what the service looks like.
    o What service standards are currently in place that define these?
	• Provide support for definitions of 'good' in each content area.
	• Capture case study data and share where appropriate.

Step Three
 	
Identify source of current performance information.
 	
• What information does the SAB or partner currently collect?
    o Is it qualitative, quantitative?
    o What targets are these linked to?
    o What are the timelines?
	• Ensure that data is up to date and accurate.
	• Is the data relevant to LSCB Performance Indicators?

Step Four **Identify sources of any additional information.** • What additional information/data needs collecting to contribute to the 'good' indicators in step two. o How do you capture this information?	• Assist partners with information gathering. • Do any other partners collect similar data?

Systemic Approach	SSAB Roles and Responsibilities

Step Five
 	
Agree a quality assurance timetable.
• What is the SSAB or partner 'quality assurance' timetable to ensure this information continues to be captured?
    o How can the SSAB support.
    o Will it be captured as part of Section 11 / Self-Assessment Tool?
	• Agree a Quality Assurance timetable with partners and peer review support where appropriate.
	• Identify any risks which need to be captured at partners or SSAB strategic level.

Appendix A: Suffolk Safeguarding Adults Board – Subgroup Structure and Governance

Safeguarding Adults Board

Training and Development Sub Group

- Quality and sufficiency of training across the partnership
- Sharing of good practice
- Development of policies and procedures.
- Ensures Learning from Case reviews embedded in training and policy.

Safeguarding Adults Review Advisory Panel

- Ensures learning from cases.
- Commissions and monitors Safeguarding Adult Reviews

Board Governance Group

- Develops the Annual Report and Business Plan.
- Monitors the work of the Board.

Housing Sub Group

- Produce and Implement Self Neglect Strategy
- Communicate with housing providers to share learning

Policy and Practice Standards Sub Group

- Review and endorsement of Polices
- Develop Policies and procedures for Safeguarding.

Learning and Improvement Group

- Performance Information
- Multi Agency and Thematic audits
- Annual risk capture and analysis
- Learning from SARs

Health Sub Group

- Links to Health Safeguarding Named professionals
- Sharing of policy and practice

Audit Group

- Performance Information
- Multi Agency and Thematic audits

Appendix B: Suffolk SAB – Learning and Improvement Schedule

Audit type	Description and purpose of Review or Audit	Reporting and Timescale
Safeguarding Adult Reviews - SARs	To assure the Board that recommendations arising from the lessons learned from Safeguarding Adult Reviews are implemented and positively impact on the improvement of safeguarding and promoting the wellbeing of adults	Update to the SARAP as cases arise. To the SAB as part of yearly Performance Report
Learning Disabilities Mortality Review (LeDeR)	To support local areas to review the deaths of people with learning disabilities and to draw attention both to good practice and to potentially avoidable aspects of care and treatment which contributed to a death. Any resulting recommendations will be put into practice to improve the quality of health and social care for people with learning disabilities.	Annual full report to SAB. Quarterly updates to the LIG, Health Subgroup and the Training and Development Subgroup.
Partnership Reviews	Criteria for SAR considered but deemed not to reach the threshold. Where the referral gives rise to a concern around Multi-agency working and lessons that need to be learned.	Update to the LIG and Training and Development Subgroup as cases are identified. Recommendations to the SAB.
Safeguarding Annual Self-Assessment Tool	The Safeguarding Self-Assessment Tool has been designed in partnership with the LSCB to assist partners to self-evaluate their own policies, procedures and activities in relation to adult safeguarding as defined in the Care Act 2014. Helps agencies to reflect upon their practice, identify strengths and weaknesses and to develop an action plan to further enhance effectiveness.	Rolling annual programme of reports on Action Plans to the LIG and SAB by partner agencies over 3-year cycle
Single Agency Audits and data supporting narrative	To assure the SAB that members are monitoring their own safeguarding practice effectively. This function provides independent scrutiny of targets and performance in addition to identified areas of concern. Reports to the Learning and Improvement Group will identify and performance area which might be of concern for the Board, together with action being taken by the partner agency.	Reports to the Learning and Improvement Group annually or more frequently depending on identified need.

Audit type	Description and purpose of Review or Audit	Reporting and Timescale
Performance Data Framework	To measure performance, provide quality assurance and respond to areas of identified risk. Compiled annual the Central Team in conjunction with partner agencies who are responsible for providing the data and supporting narrative.	Reports to the Learning and Improvement Group. Submitted to the SAB at the end of the financial year.
Thematic Audits – SAB Multi-agency Group	To measure performance and quality from across the partnership to help inform learning and best practice. Core members of the Audit Group undertaking the thematic audits is made up of the three statutory partners and others as identified. Themes for the audits are identified by the group for the year but can be adjusted depending upon identified need or practice concerns. The Terms of Reference for this Sub-group are included within Appendix Three	Undertaken quarterly and reports to the Learning and Improvement Subgroup. Identified outcomes to feed into the Performance and Development Subgroup.
Risk Register	To capture the risks that exist within the partnerships in relation to the on-going performance to safeguard adults. Updated at the Board where the level of concern is clarified and measures to minimize the risk are considered and implemented.	Reports to the Learning and Improvement Subgroup and to the SAB.

Appendix C: Suffolk SAB Audit Group - Terms of Reference

Safeguarding Adults Board Audit Group

Terms of Reference

Background

Research confirms that regular audits help inform learning and best practice. The audit group will be made up of representatives from relevant Suffolk Safeguarding Adults Board Partners.

Aims and Objectives

- o To quality assure safeguarding interventions.
- o To identify and share areas of development and learning for future practice.
- o To identify and share patterns and themes of concern.
- o To identify and share areas of good practice.

Frequency

One theme will be audited on a quarterly basis. The number of cases to be audited will be dependent on the theme but the expectation that there will be a minimum of 6 cases.

Dates will be agreed a year in advance and partner agencies have agreed that attendance is essential.

Themes

Themes for the audits are subject to change dependent on identified need via the Learning and Improvement Sub Group or other relevant channels.

Methodology

The methodology for the audit will be one agreed by partners at the beginning of each audit session.

Information Sharing

Customer records held by relevant partners will be accessed for the audit.

Those participating in the audit will be expected to adhere to data protection principles and maintain confidentiality of the customers whose records are audited.

No customer identifying features will be recorded as part of the audit reporting.

Audits such as these are supported by the Care Act Guidance;

"The SAB should keep policies and procedures under review and report on these in the annual report as necessary. Procedures should be updates to incorporate learning from published research, peer reviews, case law and lessons from recent cases and Safeguarding Adult Reviews.

The procedures should also include the provision of the law; criminal, civil and statutory, relevant to adult safeguarding. This should include local or agency specific information about obtaining legal advice access to appropriate remedies."

Reporting and Actions

The outcomes of the audit will be recorded and reported to the Suffolk SAB's Learning and Improvement Group (LIG) and other relevant partner groups twice yearly. In addition, statutory partners will also report to their organisations quality assurance teams.

An action log will be produced at the end of each audit session that will be reported to the LIG alongside the audit report.

Reviewed on 20/09/2018 by Core Audit Group Representatives comprising of:

o SAB Central Team
o Clinical Commissioning Group
o Suffolk Constabulary
o Suffolk County Council

To be reviewed September 2019 or before if applicable.