



Keeping Adults Safe
in Shropshire
Board

Keeping Adults Safe in Shropshire Board *Strategic Plan* 2015 – 18

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Foreword from the Independent Chair

The Care Act and related Guidance came into force in April 2015. This gives definition to the status, role and function of our Safeguarding Adults Board and we have done a great deal of work to understand the changes required of us and have the important elements in place. We are starting from a good position. Whilst the Board is newly established, it has an Independent Chair and has strong commitment from its members, many of whom benefit from their experiences on the joint board with Telford and Wrekin. We also welcome our new members who bring fresh enthusiasm, energy and innovation.

We face new challenges ranging through the inclusion of self-neglect as a category of abuse, the requirement for public involvement in the production of this Strategic Plan, through to changes in Board membership and accountabilities. Some of these we can address and deliver quickly. Others will need commitment and more work during the first year of this strategy and will form a definitive element in years two and three.

The prime focus of the work of the Board is to ensure that safeguarding is consistently understood by anyone engaging with adults who may be at risk of or experiencing abuse or neglect and that there is common commitment to improving outcomes for them. This means understanding how to support and empower people at risk of harm, anti-social behaviour, hate crime and other types of harm to resolve the circumstances which put them at risk. We want to develop and facilitate practice which puts the person in control and generates a more person-centred set of responses and outcomes. This includes being confident that effective advocacy services are in place for anyone who may need them at any point during a safeguarding episode. We call this Making Safeguarding Personal.

When things go seriously wrong and people die or are permanently affected by abuse, we have a responsibility to look into this thoroughly by means of a Safeguarding Adult Review. This process seeks to identify and report on learning so that multi-agency practice will improve. Equally important, is our role in promoting good practice and giving our residents confidence that concerns can be expressed and will be responded to effectively.

All working in adult safeguarding have the difficult task of understanding risk, assessing the level of this for the individual concerned and constructing a plan with the person affected to manage this which works for the person and is understood by those around them. This demands sound grasp of the legal basis for the work along with effective listening and communication. This often presents a challenge in a society where there is a pressing tendency to avoid rather than to manage risk. A key task for the Board is to evaluate the quality of risk management in safeguarding in Shropshire and assure all of us that the right balance is being struck.

This Strategy sets our tone and purpose for the coming three years. It is not a fixed document and will be reviewed and developed annually but gives definition to what is important for adult safeguarding in Shropshire and how your Safeguarding Adults Board will work to ensure that everything is being done to prevent abuse and that a timely and proportionate response is made when it occurs.

Ivan Powell
Independent Chair



What is Safeguarding?

The Care Act Statutory Guidance (section 14.7) describes adult safeguarding as *“protecting an adult’s right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adult’s wellbeing is promoted including, where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action. This must recognise that adults sometimes have complex interpersonal relationships and may be ambivalent, unclear or unrealistic about their personal circumstances”*.

A local strategy

Whilst the production of a strategic plan is a statutory requirement (Care Act Guidance, section 14.107) a local strategy is key to supporting our aim to work with Shropshire people and with partners to ensure that adults with care and support needs who may be at risk of abuse or neglect are:

- living as safely as they can
- fully involved in the safeguarding process and the development of any ongoing safeguarding plan if required.
- receiving effectively co-ordinated services

Since the publication of ‘No Secrets’ in 2000, we have worked to promote an understanding and actions that “safeguarding is everybody’s business”. The development of this strategy marks a commitment for a shared vision and actions that will keep adults at risk safe and protected from abuse and neglect.

Background

The Care Act 2014 provides the legal framework for adult safeguarding, setting out the responsibilities of local authorities and their partners. It places a duty on Local Authorities to establish Safeguarding Adults Boards and also stipulates local authorities’ responsibilities, and those with whom they work, to protect adults at risk of abuse or neglect.

The role of a Safeguarding Adults Board is to help and protect adults in its area by co-ordinating and ensuring the effectiveness of what each of its members does and each Board may do anything which appears to it, to be necessary or desirable for the purpose of achieving its objective.



The Care Act Guidance details the statutory requirement to have a Safeguarding Adults Board (SAB) and that the Board has three primary functions:

1. It must publish a strategic plan for each financial year that sets how it will meet its main objective, and what the members will do to achieve these objectives. The plan must be developed with local community involvement, and the SAB must consult the Local Healthwatch organisation.
2. It must publish an annual report detailing what the Board has done during the year to achieve its main objective and implement its strategic plan, and what each member has done to implement the strategy as well as detailing the findings of any Safeguarding Adults Reviews or any on-going reviews.
3. It must conduct any Safeguarding Adults Review.

Additionally the Care Act specifies core membership for the Board and suggests wider membership is desirable. There is clarity about the formal delivery and oversight of the Boards objectives through strategic and business planning. The Board has responsibility for setting the vision for safeguarding locally and ensuring delivery of this Strategic Plan along with its annual update.

The Keeping Adults Safe in Shropshire Board has previously been a joint board with colleagues in Telford and Wrekin Council. This has provided a good foundation upon which to move forwards. Keeping Adults Safe in Shropshire Board members have been involved in a development day which has helped shape the board structure, membership and its strategic priorities in this document.

The Vision for Shropshire

“Shropshire is a place where adults with care and support needs as well as children live a life free from abuse or neglect”.

Our “Business as Usual Activity”

Shropshire recognises that safeguarding adults is not just about reacting when abuse has been identified but it is very important to prevent abuse from happening in the first instance. Safeguarding is a range of activity and the development of a culture that promotes good practice and caring within services. The person at the centre of the concern should feel safe in their homes and in their communities.



The following areas are identified as business as usual activities for the Keeping Adults Safe in Shropshire Board. They should be reflected in the structure of the Board and its business plan:

- a. assurance and challenge
- b. ensure the effective undertaking safeguarding enquires (including section 42 enquires which we have to do if a person has care and support needs and they are experiencing or are at risk of abuse).
- c. undertaking safeguarding adult reviews and changing practice as a result of what we learn from them
- d. audit and performance (including identifying trends from our communities and using our experience to constantly improve what we do)

Our strategic priorities

In addition to our business as usual activity, to deliver our vision we have identified the following priority areas to work on over the next three years:

1. preventing abuse from occurring – we need to do this for three main reasons:
 - to develop a culture of caring for others
 - to stop harm from happening to people and
 - to minimise the impact of dealing with abuse on our services
2. Making Safeguarding Personal and implementing personalisation – personalisation means giving people as much control as possible over their lives. The Keeping Adults Safe in Shropshire Board needs to be confident that this practice is embedded in all services. The Board also needs to be confident that when a safeguarding concern has been raised, the person affected is part of all decisions that are made.
3. public and workforce awareness of their responsibility to safeguard people and report concerns if necessary – the public and the workforce are essential if we want to stop abuse happening in the first instance and respond effectively if it has happened. Everyone needs to understand their responsibility at all stages.
4. establishing effective working relationships with other strategic Partnerships – The Shropshire Safeguarding Board should not work in isolation. In order to be effective and achieve as wide a reach as possible, other strategic partnerships need to be clear about their role in Safeguarding adults with care and support needs from abuse.



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Keeping Adults Safe in Shropshire Board Resources 2015-16

Still under development.



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Keeping Adults Safe in Shropshire Board Business Plan 2015-16

This section sets out in detail how our strategic priorities will be met. Each sub-group will be expected to develop a business plan that clearly demonstrates how the Board priorities will be met. The Keeping Adults Safe in Shropshire Board's performance dataset, audit programme and other associated learning and improvement activity will enable the Keeping Adults Safe in Shropshire Board to evaluate the impact of its priorities. The priorities and the impact of the plan will be reported in the Keeping Adults Safe in Shropshire Board Annual Report.

It is to be recognised that this is a starting point for much of the work that lies ahead, and some of the priorities will need to be developed further as additional statutory guidance is issued and reviews of the Business Plan are completed. There will be an increasing requirement going forwards to scrutinise individual agency performance, which will then be reported upon in future Keeping Adults Safe in Shropshire Board Annual Reports.



Business Plan

Year: 2016/17

What do we need to do?	Why do we need to do it?	What difference will it make?	Who is responsible for making it happen?	When will it be done by?	Letter/no. of KASiS strategic priority	RAG Rating R – Red A – Amber G - Green
Ensure continued engagement with the agreed Membership of the KASiSB Learning & Development Sub Group	Engage with all relevant partners; meet the agreed Terms of Reference. Ensure deputies are nominated where appropriate and information is shared across partner agencies	Maintain the momentum and commitment to the objectives of the Learning and Development Group to ensure its effectiveness. Meet the expectations of the KASiSB in terms of fulfilling role and responsibilities, having the maximum impact across partner organisations in Shropshire.	Learning and Development Sub Group Chair, Vice Chair and all Sub Group members	On going to be monitored	3,4	A
Terms of Reference (ToR)	To direct work of the Learning and Development Sub group.	Enable the group to develop appropriate work streams and be accountable for these.	Learning and Development Sub Group Chair, Vice Chair and all Sub Group members.	ToR agreed, review annually	3,4	G



<p>Training Strategy</p>	<p>A Training Strategy is necessary in order to ensure localised training meets identified requirements. Driven by the KASISB. The work of the Learning and Development Sub Group will ensure continuity of the current training programme, have oversight of the training programme and will commence a scoping exercise to identify what additional work is required and signpost relevant information; referenced against national guidance</p>	<p>A comprehensive learning and development programme will be identified and any resource issues or barriers reported to the Executive Group and the KASiSB. Gaps identified and addressed to ensure a comprehensive range of learning and development opportunities exist or are signposted in Shropshire. Work to prevent abuse by increasing awareness of individual roles and responsibilities as safeguarding is everybody's business. Offer guidance to all stakeholders regarding learning and development needs and how these can be met.</p>	<p>Training Strategy has been drafted by Learning and Development Sub Group to be ratified on 3rd May 2016.</p>	<p>3/5/16</p>	<p>1, 2, 3, 4.</p>	<p>G</p>
<p>Learning and Development Programme</p>	<p>The purpose of the programme is to provide KASISB with assurance regarding the array and</p>	<p>The L&D group aims to help promote, develop and signpost a range of training opportunities that</p>	<p>Learning and Development Sub Group Chair/Vice Chair took the Learning and</p>	<p>The KASiSB has endorsed the Learning and Development programme (Recognised</p>	<p>1,2,3,4</p>	<p>G</p>



(Recognised Training programme)	quality of training in Safeguarding that is available to all safeguarding stakeholders in Shropshire.	provide high quality training that is up to date and contributes to preventing harm and abuse by equipping practitioners and others with the skill to detect potentially abusive situations and have the confidence to act earlier to promote the best outcomes for the individuals	Development Programme (Recognised Training programme) to the KASiSB on 28th April 2016 for oversight and endorsement	Training programme) created by the L&D Sub group. Endorsed, review on an annual basis or when a need for development arises. For instance, changes in local need, national learning from Safeguarding Adults Reviews or research indicating a need for new learning opportunities.		
Safeguarding Adults Competency Framework	Develop a Framework to enable individuals and managers to identify required skills, knowledge and competency for various roles. This has incorporated the national tools produced by the National Centre for Post Qualifying Social Work Practice at Bournemouth University and Department of Health Intercollegiate guidance for NHS employees. To enable individuals to be aware of their own	Support individuals and managers to identify required skills, knowledge and competence required for role. To support the development of accountability around these areas. To engage with the prevention agenda, making individuals clear on expected skills, knowledge and competency. To provide guidance on where to locate advice	Development of the Framework in line with the Care act (2014) is being addressed by the Learning and Development Sub Group Chair and Vice Chair. All KASiSB members have received drafts for comment. All Learning and Development Sub Group members have received current versions of this document for comment	Safeguarding Adults Competency Framework went to the KASiSB meeting on 28th April 2016 for oversight and endorsement	1,2,3,4	G



	responsibilities, rights and good practice. For managers to be accountable for addressing skills, knowledge and competency requirements across their workforce.	and information for remedial learning.				
Safeguarding Adults Competency Framework Assessment Tools	Support individuals and managers to demonstrate competence and identify additional learning needs.	Consistent approach to the development of skills, knowledge and competency. Provides a mechanism by which gaps in knowledge, skills and competency may be addressed	Learning and Development Sub Group Chair and Vice Chair leading on this piece of work. Taking Part will support the development of an easy read assessment tool for Role A. All sub group members will be asked to comment on the assessment tools to ensure the content and lay out is appropriate and can be used for various purposes including revalidation for registered professionals	End June 2016 for Assessment Tools A – E. The remaining Tools will be added over the Year. An easy read version of Assessment Tool A is being developed with Taking parts Leadership group.	1,2,3,4	A
Contribute to Annual Report	Learning and Development is core to the business of KASISB.	To provide assurance to the KASISB and all stakeholders in Shropshire that service users and those who	Members of the Learning and Development Sub Group.	Deadline and format to be determined by KASiSB.	1,2,3,4	G



		provide care and others have learning and development opportunities'				
Work closely with the relevant subgroups of other Boards including the Telford and Wrekin Safeguarding Adults Board so that opportunities for shared learning can be identified and actioned.	In order to take a collaborative approach to sharing good practice.	Allow local practice to keep abreast of national and local developments	All Learning and Development Sub Group members and the KASiSB through their oversight	On-going	1,2,3,4	A
Share learning from local and National SAR's in order to inform learning and Development programmes	To learn the lessons, to be a repository of action learning and to share best practice. Liaised with NHSE and other agencies to ascertain the situation regarding national repositories of information that will support learning. The Learning and Development Sub Group will also monitor the regional repository of SAR's to identify themes, trends and learning in relation to mental health service users.	To provide an opportunity for national learning to inform local practice.	All stakeholders in safeguarding.	On-going	1,2,3,4	A



Reflect the Making Safeguarding Personal Agenda in the work of the Learning and Development Sub Group and all learning and Development activity.	Must do in the Care and Support statutory guidance AND is based on what service users have identified as important to them in discussions with professionals	This approach will put adults with care and support needs at the centre of safeguarding.	A must do approach for all safeguarding stakeholders	On-going	1,2,3,4	A
Evaluate the 2016 recognised KASiSB Learning and Development Programme to ascertain further need for Learning and Development opportunities in Shropshire.	Ensure the recognised programme supports the development of appropriate skills, knowledge and competence across all sectors in Shropshire. Care and support statutory guidance states "Each SAB should: promote multi-agency training and consider any specialist training that may be required". (DoH, 2016:14.139	Ensure the culture of all safeguarding work in Shropshire is carried out inline the principles contained in the Care and Support Statutory Guidance. Ensure that training available in Shropshire reflects recognised good practice and opportunities deemed good practice elsewhere.	Scoping exercise to be carried out at a KASiSB Learning and Development Sub Group Meeting in 2016/17	March 2017	1,2,3,4	A
Engage with the development of public awareness materials by the KASiSB.	The KASiSB must raise awareness in the public in order to enable communities to engage in the prevention and identification of abuse and neglect. Furthermore, the	Reach members of the public who may be in a position to prevent, identify or respond to abuse and neglect. Meet requirements as outlined in the Care and support statutory guidance.	Learning and Development Sub Group Chair and Vice Chair to clarify with the KASiSB plans for the development of public awareness materials and the ability of the Learning and	Steer from KASiSB required in terms of engagement required and timeframes.	1,2,3,4	A



	KASiSB should provide evidence of awareness in the community concerning abuse and neglect, including arrangements for responding (DoH, 2016).		Development Sub Group to engage with this piece of work			
Determine membership of the KASiSB Audit & Performance sub group	Ensure the group is able to work as an effective sub group of the KASiSB. Engage with all relevant partners; meet the agreed Terms of Reference	Ensure the Sub Group can effectively carry out its role and responsibilities, having the maximum impact across partner organisations	The Audit and Performance Sub Group Chair prior to the initial meeting. To be agreed and actioned by all members at the first subgroup meeting	January 2016	3,4	G
Terms of Reference (ToR)	To direct work of the Audit and Performance Sub group.	Enable the group to develop appropriate work streams and be accountable for these.	Audit and Performance Sub Group Chair, Vice Chair and all Sub Group members.	January 2016	3., 4	G
Contribute to Annual Report	Audit and Performance is core to the business of KASiSB.	Ensure that the Board are compliant with the Care Act and assure the public of the Boards activity	Members of the Audit and Performance Sub Group.	Deadline and format to be determined by KASiSB.	1., 2. 3., 4.	G
Development of audit framework and audit tools	To audit the Board activity; self-assessment audit individual agencies; Themed safeguarding case audit	Tier 1 – audit of the board – discussion took place regarding what the board would be audited against, there are some existing audit tools that	Drafted by Audit and Performance Sub Group on 29.01.16.	August 2016		G



		<p>have been developed by ADASS however it was felt that it may be more appropriate for the Board to be audited by the LA as part of the LA's on-going audit schedule. This would ensure independence and provide far greater scrutiny than the board auditing its self.</p> <p>Tier 2 – self assessment audit individual agencies – the meeting discussed the proposal of developing an audit tool for partners to self assess themselves against this would look at</p> <ul style="list-style-type: none">• Safeguarding accountability• Policies• Training• MSP etc. <p>Tier 3 – Themed Safeguarding Case File Audit</p>	Local Authority			
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		Themed audit i.e. self-neglect				
Identification of multi-agency performance data set	<p>The group decided that a minimum data set was required that could provide meaningful data to the board and this could be built on over time. The three areas that were identified that would be required to inform the board of the multi-agency performance were</p> <ul style="list-style-type: none"> • Demand • Timeliness • Making people safer • Reducing risk 		<p>Each member of the meeting has been asked to identify what data they could provide to cover their areas of business, under these sub headings.</p> <p>The performance data that will be collected will require some analysis the board will need to consider if there are any resources that can support this to enable the board to complete its function.</p>	August 2016		G
Service User, Carer and public involvement with the Board	Set up a Reference Sub Group to the board with members being experts by experience.	Ensure communication and engagement with public groups. Direct experience to inform Board action plan and decision making.	Healthwatch to Chair the Reference Sub Group and inform all Board Groups	August 2016	1,2,3,4	G