

WAKEFIELD & DISTRICT
**safeguarding
adults board**

Wakefield and District

Safeguarding Adults Board

Strategic Plan 2018 to 2021

Introduction

This Strategic Plan for 2018-21 sets out the aims of the Wakefield and District Safeguarding Adults Board during this time period.

The Strategic Plan has four parts:

- The Vision of the Safeguarding Adults Board
- The Statement of Intent
- Strategic objectives
- The detailed Work Plan for the next twelve months

The Vision

THE VISION FOR ADULT SAFEGUARDING

People are able to live in safety, free from abuse and neglect, in communities where

- *there is a culture of not tolerating abuse*
- *people work together to prevent abuse*
- *people know what to do when abuse happens*

To make this vision a reality it is essential that agencies that support adults at risk of harm work together to:

- prevent harm and reduce the risk of abuse or neglect to adults with care and support needs;
- safeguard adults in a way that supports them in making choices and having control about how they want to live;
- promote an approach that concentrates on improving life for the adults concerned;
- raise public awareness so that communities as a whole, alongside professionals, play their part in preventing, identifying and responding to abuse and neglect;
- provide information and support in accessible ways to help people understand the different types of abuse, how to stay safe and what to do to raise a concern about the safety or well-being of an adult; and
- address what has caused the abuse or neglect.

Statement of Intent

The Wakefield and District Safeguarding Adult Board will provide strong and effective leadership to co-ordinate and ensure the effectiveness of the work done by agencies for the purpose of safeguarding and promoting the wellbeing of adults who have needs for care and support (whether or not the local authority is meeting any of those needs).

Wakefield and District Safeguarding Adult Board is clear that safeguarding and promoting the wellbeing of adults is 'Everyone's Business'. We will achieve our vision through:

- Ensuring that everyone, both individuals and organisations, are clear about their roles and responsibilities
- Working collaboratively between agencies to improve safeguarding practice and creating strong multi-agency partnerships that provide timely and effective prevention of and responses to abuse or neglect
- Monitoring, and where necessary, challenging the performance of agencies in relation to safeguarding and responding effectively to safeguarding concerns deriving from the poor quality or inadequacy of service provision
- Developing and implementing effective policies, guidance and procedures and supporting the development of a positive learning environment across the partnerships
- Carrying out effective Reviews when required to inform practice.
- Promote awareness of safeguarding within agencies and in the wider community as a preventative measure. Enabling people to access community resources that can reduce their social and physical isolation and reduce the risk to their safety
- Promote both accessibility and understanding of the principles of safeguarding through a dialogue with the differing communities that Wakefield Local Authority serves. Ensuring that these actions are grounded in an understanding of the different perspectives of these communities in relation to the concept of safeguarding.

Strategic Objectives

The following are our key objectives. As well as ensuring compliance with the Care Act 2014 they are designed to enable us to achieve our vision by developing ways of working that are focused on the best interests of adults with care and support needs. The objectives are:

1. Board members will champion active and effective adult safeguarding within their own organisations and ensure that commissioning processes have strong safeguarding themes.

2. Board partners to have an approach to safeguarding that is firmly based on the outcomes that adults want to achieve in their lives.
3. Use information and data to have an overview on how well adult safeguarding is working and taking responsibility for actions to make any improvements needed
4. Making sure that the local workforce is skilled and knowledgeable and that there is a culture of continuous learning and development to ensure service delivery is effective
5. Effective governance and close working relationships with the Children's Safeguarding Board, the Health and Wellbeing Board and the Community Safety Partnership

The Role of the WDSAB Sub Groups and Task and Finish Groups

The Wakefield and District Safeguarding Adult Board has three standing Sub Groups that co-ordinate and/or implement the work that the Board has chosen to undertake. The Sub Groups are as follows:

- Quality and Performance Sub Group (Q&P)
- Learning & Development Sub Group (L&D)
- Quality Intelligence Group (QIG)
- Safeguarding Adults Review (SAR) Sub Group (only convened when required)

Each is chaired by a WDSAB member or nominated representative approved by the Board. The Q&P and L&D sub groups formally report to the Safeguarding Adult Board at every meeting. The QIG reports to the Q&P and provides an annual report to the Board. In addition there are Task and Finish Groups set up to carry out short term pieces of work as required by the WDSAB or its Sub Groups.

Actions within the Strategic Plan are 'owned' by the board members or the relevant Sub Group, which will be responsible, through its Chair, for driving progress, monitoring implementation and reporting to the WDSAB either directly or through the 'parent' Sub Group. Relevant actions will be incorporated into the work plan for each Sub Group.

Following ratification of the Strategic Plan, each Sub Group will be required to produce its own Work Plan for the forthcoming year, detailing its objectives and actions based on those contained within the Strategic Plan.

Governance

The WDSAB governance framework holds the Sub Groups to account for the development of work plans aligned to this business plan, requiring provision of assurance and ongoing risk assessment.

Financial Arrangements

The Local Authority funds a board Business Manager and Administrator at a FTE cost of £73,613.00.

In addition to this the Care Act Statutory partners to the Board have agreed the following contributions to ensure the Board can fulfil its statutory functions and achieve the objectives of the partnership strategic safeguarding plan.

- Local Authority £20,000
- Wakefield Clinical Commissioning Group £20,000
- West Yorkshire Police. £5,680 (5% of the WDSAB total budget)

A financial report is presented to each quarterly SAB meeting regarding the financial position of the board.

Strategic Objective 1:

Board members will champion active and effective adult safeguarding within their own organisations and ensure that commissioning processes have strong safeguarding themes.

Outcomes: Achievement of Board Vision; capacity building; greater collaboration; improved safeguarding practice

Lead Responsibility: WDSAB Chair and WDSAB members

Sub-Objective	Actions Required	Responsible Person	Monitoring Mechanism	Target Date	Completion Date	Progress
1.1 The WDSAB must have representation from the Care Act statutory members and other relevant partners committed to the Board objectives.	Constitution to reflect how the WDSAB operates and the objectives the Board seeks to achieve.	SABBM	Constitution document and minutes of WDSAB meetings.	Constitution update January 2018	.Constitution updated and presented to January Board meeting.	
	Constitution to be signed off annually by the WDSAB member representing agency at the meeting.	WDSAB Members	Constitution to be standing agenda item for sign-off at the January WDSAB meeting.	April 2018	Updated Constitution signed off by Board members January 2018	
1.2 The Board members will champion adult safeguarding within their organisations.	Board members to ensure all statutory requirements for adult safeguarding are addressed within	WDSAB members	WDSAB audit tool and challenge events.	March 2019		

	their respective organisations. This includes awareness, understanding procedures, and where necessary progressive and specialist training.					
1.3 Board members who commission services for adults to ensure that commissioning processes have strong safeguarding themes.	Contracts for commissioned services to contain safeguarding clauses which facilitate action to protect adults.	All SAB members who commission services	WDSAB adult tool and challenge events.	March 2019		
1.4 Capacity Building.	The WDSAB requires sustainable funding to ensure it can undertake the statutory activity required.	All WDSAB members but principally the statutory agencies identified in the Care Act	Quarterly budget reports to the WDSAB	April 2018		
			Funding agreement made. All statutory partners contributing.	April 2018		

			Clear rationale' for any board spending decisions.	January 2018		
1.5 Produce an annual report for 2017/18 before the end of September 2018.	Board members to provide a summary of their adult safeguarding activity for the year by April 2018. Report to go to July Board for approval and final version available by September.	SABBM	Report to WDSAB and through governance process	September 2018		
1.6 Undertake adult safeguarding Reviews when required as per the Care Act guidance.	Written SAR procedures keeping up to date on regional developments regarding SAR processes.	Chair of WDSAB	All decisions and updates on Reviews to be reported to the WDSAB.	April 2018 onwards		
1.7 Produce a three year strategic plan.	Produce a plan agreed by members and reviewed annually. Consult with Healthwatch and	SABBM and all members	Minutes of SAB meetings. Plan available on web site.	April 2018		

	available community consultation.					
	RAG rated plan to be considered at each October meeting	SABBM and all members	RAG rated plan and minutes of meetings.	October 2018		
1.8 To ensure relevant safeguarding information is shared by agencies to support and protect where necessary the adult subject to any S42 safeguarding enquiry.	The General Data Protection Regulations (GDPR) comes into effect in May 2018.	All WDSAB members	Highlight reports from WDSAB members regarding GDPR training and any information sharing issues which come to light after the changes in May 2018.	March 2019	March 2019	
	Partners will be training their staff on the new regulations which place a personal liability on individuals sharing information.	SABBM	Legal advice to be obtained if there is a disagreement between agencies.	May 2018 onwards		

<p>1.9 Housing providers are a key agency in safeguarding.at both strategic and operational level for effective working relationships.</p>	<p>The Local Government Association has published its latest report on what good might look like for MSP and housing. The SABBM to continue to encourage participation from WDH wherever possible.</p>	<p>WDH are represented at the L&D sub group and remain committed operationally to good safeguarding practice</p>	<p>Minutes of meetings and evidence of WDH activity..</p>	<p>March 2019</p>		
	<p>WDH has been invited to join the board or to lead housing and safeguarding discussion at a board meeting.</p>	<p>SABBM to maintain open invitation For WDH to join the Board / lead a discussion</p>		<p>March 2019</p>		

Strategic Objective 2:

Board partners to have an approach to safeguarding that is firmly based on the outcomes that adults want to achieve in their lives.

Outcomes: Consistent good practice and outcomes for service users

Lead Responsibility: Quality and Performance Sub Group Chair and all members of the Group

Sub-Objective	Actions Required	Responsible Person	Monitoring Mechanism	Target Date	Completion Date	Progress
2.1 Quality aspect of safeguarding to be reported upon through the Making Safeguarding Personal (MSP) programme.	To oversee all the required work in terms of policy, guidance, training and practice which is required by the MSP work stream and identified in the MSP Action plan.	Chair of Quality Sub Group	MSP progress to be reviewed at each Q&P meeting until embedded. Regular updates to WDSAB and quality results as part of the performance information.	April 2018 onwards		

2.2 MSP to become a demonstrable working practice of all board partners.	The MSP changes are based on the Mental Capacity Act and promoted in the Care Act. They are about empowering the individual to make decisions for them-selves and to support them to do this. This needs to be central to all board partners working practices with adults at risk.	All WDSAB members	Highlight reports to the WDSAB from members.	April 2018 onwards		
			Safeguarding adults self - assessment audit tool.	December 2018		
			Board challenge events examining members safeguarding policies and practice.	December 2018 to March 2019		

2.3 Ensure that the well-being of adults who have care and support needs and who are in residential or nursing settings is safeguarded	Intelligence is shared between professionals so co-ordinated action can be taken to support providers to ensure a safe and effective quality service is provided.	Chair of Quality Intelligence group and members	Regular reports to Quality and Performance group and Annual report to SAB.	On- going January 2018		
2.4 Monitor the progress of Perfect Ward and transition into mainstream funding	The WDSAB has agreed to fund Perfect Ward in 2018 to finalise its development.	Board Chair QIG chair	Update reports to WDSAB by QIG chair	October 2018		
	Continuation of Perfect Ward will require mainstream partner funding with budgets identified in 2018 for take up in 2019.			January 2019		

2.5 Monitor the risk presented by shortages in key health and care staffing roles re patient / resident safety.	Safe staffing levels are a feature of CQC inspections in both acute health and residential care settings.	SABBM to invite CQC to make annual presentation.	Report by CQC to the WDSAB and recorded in the minutes.	October 2018		
	Health and LA Board member service providers to update the SAB on any CQC inspections of their services linked to safety.			April 2018 onwards		

Strategic Objective 3:

Use information and data to have an overview in how well adult safeguarding is working and taking responsibility for actions to make any improvements needed.

Outcomes: WDSAB confidence that practice is in line with procedures and that outcomes for service users are good; a 'learning culture' is in place

Lead Responsibility: Quality and Performance Sub Group Chair and all members of the Group

Sub-Objective	Actions Required	Responsible Person	Monitoring Mechanism	Target Date	Completion Date	Progress
3.1 Performance information which contains both quantitative and qualitative data to be considered by the sub group with relevant performance information supplied for full WDSAB consideration.	Continued development of presenting relevant quantitative and qualitative data to both the Q&P and WDSAB	Quality and Performance Sub Group Chair	Performance reports presented to WDSAB meetings	April 2018 onwards		

	<p>The ADASS regional performance group has produced a safeguarding recording framework to support regional benchmarking data being available in 2019.</p> <p>LA systems are being configured to meet the framework requirements from April 2018 onwards.</p>	Q&P chair	The performance information supplied to the board to include any available regional benchmarking data from 2019 onwards.	April 2019		
	Information based on outcomes and the voice of the adult to reassure and influence practice where appropriate.			April 2018 onwards		
3.2 A multi-agency case file audit (MACFA) by which	Two MACFA to be conducted each reporting year with	Quality & Performance Sub Group Chair	Reports to Q&P and WDSAB meetings.	April 2018 onwards		

success and challenge areas can be identified.	representation from the three statutory partners – Police CCG & LA.					
3.3 Safeguarding in prisons with detainees having care and support needs.	Invite the Prison staff to lead a discussion on this at a Board meeting in 2018.	Prison representative SABBM	Discussion and record of WDSAB meeting.	October 2018		
3.4 A Healthwatch member of staff supporting the SAB for 3 hours per week who will develop a relationship between the SAB and local VCS organisations working with	1. Provide a direct link to support co-production or review of documents including running small focus groups with service users when needed;	Healthwatch & SABBM	Reports to WDSAB	October 2018		

potentially at risk individuals. The purpose of this relationship will be to:	2 To provide independent service user stories to the Board sourced directly from VCS organisations, statutory organisations and/or service users	Healthwatch & SABBM	Reports to WDSAB	October 2018		
	3 To gather broader intelligence and insight from VCS partners in relation to safeguarding issues (gaps, problems and good practice) provided on a six monthly basis.	Healthwatch & SABBM	Reports to WDSAB and relevant sub groups	October 2018		

Strategic Objective 4:

Making sure that the local workforce is skilled and knowledgeable and that there is a culture of continuous learning and development to ensure service delivery is effective.

Outcomes: Staff are legally literate and operate in a person centred manner

Lead Responsibility: Training Sub Group Chair

Sub-Objective	Actions Required	Responsible Person	Monitoring Mechanism	Target Date	Completion Date	Progress
4.1 New Safeguarding Adult's Policy and Procedures.to be embedded in all organisations.	All members to ensure their safeguarding training is compliant with the new policy and procedures	Chair L&D Subgroup	Training return collated by Board Administrator for the L&D group. Self - Assessment and Challenge events.	April 2018 onwards		
4.2 Support Multi-agency safeguarding training.	The board budget to be used for partnership training and members encouraged to release their staff to this training.	Chair L&D subgroup	Training return collated by L&D group.	April 2018 onwards		

<p>4.3 Identify areas for shared learning which will support professionals to apply the skills and knowledge to achieve improved outcomes for service users.</p>	<p>Themed Network Events to promote Adult Safeguarding aimed at professionals and service provider staff. To include using WDSAB budget where necessary for key speakers.</p>	<p>Chair of Learning & Development Sub Group</p>	<p>Learning & Development Sub Group report to SAB on activities.</p>	<p>To hold two events by March 2019.</p>		
	<p>The Police have identified the need for continued training on financial abuse for their safeguarding team due to staff turnover.</p>	<p>SABBM</p>	<p>Reports to the WDSAB on the arrangements made to deliver the necessary training.</p>	<p>March 2019</p>		

4.4 Ensure the Public information and advice on Adult Safeguarding is up to date and disseminated.	Leaflets and posters produced by agencies to be disseminated by them as appropriate.	Chair of L&D Sub Group	L&D Sub Group report to SAB on activities.	On-going from April 2018		
	Ensure all WDSAB partner web sites are as informative as possible in relation to adult safeguarding information or have hyper-links to the WDSAB web page.	WDSAB Administrator and all SAB members WDSAB Chair	Checked as part of challenge events to self-assessments.	On-going from December 2018 to March 2019		
4.5 Monitor the links to safeguarding practice in the new Connecting Care Hubs	The Hubs are multi-agency work places supported by a specialist safeguarding team.	SABBM to invite Council lead on the Hubs to present how the hubs are working and links to safeguarding	Presentation and minutes of the meeting	October 2018		

Strategic Objective 5:

Effective governance and close working relationships with the Children’s Safeguarding Board, the Health and Wellbeing Board and the Community Safety Partnership.

Outcomes: Achievement of Board Vision; improved understanding and working relationships across agencies with a ‘think family’ mind-set

Lead Responsibility: WDSAB Chair, WDSAB members and WDSAB Business Manager

Sub-Objective	Actions Required	Responsible Person	Monitoring Mechanism	Target Date	Completion Date	Progress
5.1 Annual Report to be taken through relevant Governance process to ensure accountability.	SAB members to take report through their own internal governance structures.	All SAB members	SAB minutes.	September 2018		
	Report to be presented to the Health and Well Being Board.	LA Corporate Director for Adults Health & Communities	HWB Board minutes and feedback to SAB.	October 2018		
	Report to be presented to the Council Overview and scrutiny committee.	SAB chair and any support required by the chair	OSC minutes and feedback to SAB.	November 2018		

5.2. Effective working relationships between the WDSAB and other partnership boards contributing to activities supporting the wider safeguarding adult agenda	For the WDSAB to be represented at other relevant partnership forums.	SABBM	Minutes of respective meetings.	January 2018 onwards		
	Provide financial support to enable safeguarding work led by the community cohesion team accessing the 'seldom heard' groups who may be particularly vulnerable to abuse and exploitation.	SABBM	Report from community cohesion on activity with 'seldom heard' groups	March 2019		
	Provide both financial and material support to the Learning Disabilities and Autism Partnership Board (LD&APB) in terms of engagement on keeping safe	SABBM Chair Q&P	Reports on activity to WDSAB and in the Annual Report	March 2019		

	themes with adults, carers and advocates					
	To support other partnership boards but be clear that the SAB's prime role is to prevent and respond to adult safeguarding.	SABBM	Where representing the WDSAB.	April 2018 onwards		
		Sub group chairs	In core roles and where representing the WDSAB.	April 2018 onwards		
5.3 Co-ordination of respective partnership board activities with clear lines of service delivery and which partnership holds the delivery to account.	The partnership co-ordinators or managers meet regularly to map out the strategic objectives linked to the District Outcomes Framework to determine ownership of the objectives and who and how delivery will be held to account.	Chair SABBM Statutory core members.	Reports to the Board.	April 2018 onwards		
5.4 Local autonomy and control	Monitor / consider the impact / respond			April 2018 onwards		

	to any proposed changes in terms of local or regional safeguarding structure changes in terms of cost and efficiency.					
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