

**East Sussex
Safeguarding Adults Board
Strategic Plan 2018 – 21**



Who we are

The East Sussex Safeguarding Adults Board (SAB) is a multi-agency partnership of key statutory and voluntary agencies in East Sussex, as well as lay members.

A full list of the partners of the East Sussex SAB is included as [Appendix 1](#).

What we do

We work together to ensure that people in East Sussex are safeguarded from harm and can live their lives independently, free from abuse and neglect.

The work of safeguarding adults boards is directed by legislation – the Care Act 2014. The Act sets out the core purpose of the board as ensuring that local safeguarding arrangements are effective and take account of the views of the local community.

Our strategic plan

Our strategic plan sets out:

- **Our vision** This sets out the vision of the SAB and the outcomes we want to achieve for the people of East Sussex.
- **Our strategic plan for 2018 – 21** This outlines our aims and objectives to achieve our vision. The strategic plan provides direction and continuity to our annual work plan.
- **Our annual work plan** This includes key actions and target timescales to achieve our strategic plan.

Our vision

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Our vision is for all agencies to work together effectively to enable the citizens of East Sussex to live free from abuse and neglect, and to promote widely the message that safeguarding is everybody's business.

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To achieve this vision, the Board will:

- Actively promote collaboration and commitment between organisations.
- Work together on prevention strategies.
- Listen to the voice of adults with care and support needs and carers to deliver positive outcomes.

The East Sussex SAB is committed to the principles of Making Safeguarding Personal ie. to listen to what the adult or their representative would like to achieve, and by ensuring the most appropriate support is available.

Our three-year strategic objectives

1: Accountability and leadership

Strategic objectives

- To ensure the SAB provides strategic leadership to embed the principles of safeguarding and contribute to the prevention of abuse and neglect.
- To ensure robust mechanisms are in place so that partners are held to account for their safeguarding practice.
- To ensure clear and transparent annual budget plans are in place for all SAB activities.
- To develop arrangements with other Boards to be responsive and adapt to emerging safeguarding themes. Currently, these include domestic abuse, modern slavery, cuckooing, exploitation and abuse of those transitioning from children's to adult services, and safeguarding rough sleepers.
- To ensure key partners within homecare, residential and nursing care, and housing providers are engaged with in order for strategic leadership to be achieved.
- To ensure risk and the impact on safeguarding from reduced services within East Sussex County Council and other partner agencies are monitored.

Our progress so far

- Peer challenge events were introduced in 2017 as a mechanism for holding partner agencies to account.
- We have adopted multi-agency chairing for some of our sub-groups to embed safeguarding principles across partnerships and to increase the sense of 'ownership' of safeguarding.
- All members of the SAB have signed up to our Terms of Reference. These require members to champion safeguarding practice, and ensure appropriate policies and procedures are in place to protect adults from abuse and neglect.

Future plans

- We will update our work plan each year to make sure it is in line with our strategic objectives and reflects progress made with key milestones to effectively evaluate this progress.
- We will ensure appropriate seniority of people representing their agency at the SAB in order for decisions to be made and to hold partners to account.
- We will gain feedback from Healthwatch and the local community on the content and accessibility of our plans and annual reports.
- We will ensure communication between the SAB, Local Safeguarding Children's Board (LSCB), Health and Wellbeing Board (HWB) and the Safer Communities Board is clear and transparent to avoid duplication of work. We will do this by reviewing and embedding the Partnership Protocol to ensure plans are clear on activities where there are overlapping priorities.
- We will assess whether there are any gaps in provision for transition cases where there may be a risk of exploitation.
- We will review the chairing arrangements of all of our sub-groups to ensure a stronger multi-agency approach.
- We will seek to understand the impact a reduction in services has across the system, and proactively work with commissioners and providers to ensure that statutory duties continue to be met.
- An action plan has been developed by Adult Social Care & Health to address areas for improvement highlighted by the South East ADASS East Sussex Safeguarding Adults Peer Review. Recommendations to address the areas for improvement have been identified and comprise the core elements of the action plan. The action plan will be implemented in July 2018 and will take nine to 12 months to complete.

2: Policies and procedures

Strategic objectives

- To establish robust feedback mechanisms for safeguarding policies and procedures, to ensure safeguarding practice is in line with the Care Act 2014. This includes 'road testing' policies and procedures amongst frontline staff.
- To raise awareness of the Safeguarding Adults Review (SAR) process, and ensure threshold decision making is consistent across Sussex.
- To ensure feedback is given consistently, where appropriate, to those who have raised a safeguarding concern, and that referrers are supported to understand the decisions made.

Our progress so far

- A monthly SAR sub-group has been established to consider SAR referrals, and a shared SAR protocol has been adopted across Sussex.
- A Sussex-wide SAR learning event has been held to consider threshold decision making and to develop consistency of approach across the county.
- Members of the SAB have been asked to provide feedback on updates to their internal safeguarding policy and procedures to make sure they comply with the Care Act.

Future plans

- The updated Sussex Safeguarding Adults Policy and Procedures will be launched. They include emerging safeguarding themes such as domestic abuse, modern slavery and cuckooing. Feedback from staff and adults will be sought to review the effectiveness of the policy and procedures in practice.
- The Sussex self-neglect guidance will be updated.
- The SAB will ensure mechanisms are in place for feedback to be given consistently to referrers of safeguarding concerns.
- The SAB will raise awareness of the SAR protocol via member agency networks, including those supporting rough sleepers.

3: Performance, quality and audit / organisational learning

Strategic objectives

- To ensure learning from reviews is effectively embedded into practice, and to facilitate organisational change across agencies.
- To ensure the SAB has robust multi-agency safeguarding data to shape training, awareness and practice, and effect change when required.
- To ensure a culture of openness and transparency is adopted to promote learning, and to celebrate success.

Our progress so far

- A learning briefing was developed and events were held following the SAR undertaken for Adult A, to ensure the recommendations for improvements across agencies were acted upon.
- A Quality Assurance & Learning Development Officer has been appointed. The post is shared between the East Sussex and Brighton & Hove SABs and focusses on implementation of learning and action plan improvements. Multi-agency audits on responses to modern slavery and on best interests decision making have been co-ordinated by this post holder.
- Sussex-wide peer challenge events have supported a culture of openness and transparency across agencies.
- The first iteration of a multi-agency dataset framework was presented to the SAB in 2017.

Future plans

- We will take part in a research project, alongside the University of Sussex, aimed at exploring ways of embedding organisational change following reviews.
- We will develop a programme of multi-agency audits and involve adults with care and support needs in these audit processes, where possible.
- We will continue to develop learning

- We will continue to develop learning briefings following reviews and audits and hold reflective learning events to learn from local and national reviews.
- We will set aspirational targets relating to advocacy, safeguarding outcomes and rates of adult feedback following enquiries.
- We will strengthen the role of partner agencies in providing data to the SAB to determine priorities.

4: Prevention, engagement and Making Safeguarding Personal

Strategic objectives

- To ensure adults are involved and consulted in the process of helping them to stay safe and agreeing goals to achieve.
- To involve adults and carers in shaping the work of the SAB and safeguarding responses.
- To produce information and reports for the local community that are easily accessible and raise awareness of adult safeguarding and how concerns can be raised.
- To build the resilience of those who may be at risk of abuse and neglect, including rough sleepers, to assist prevention and promote wellbeing. This will involve partners working closely together and sharing information to identify those at risk of abuse or neglect.

Our progress so far

- The local Healthwatch chairs a sub-group of the Board, aimed at strengthening the voice of adults and carers in safeguarding practice. There is now representation from an adult who has experienced a safeguarding enquiry.
- Healthwatch roadshows and listening tours have enabled safeguarding discussions to be held with members of the public.
- Adult Social Care & Health seeks feedback from adults and / or their representatives by way of interviews or questionnaires following a safeguarding enquiry.
- Lay members have been recruited to the SAB as a further mechanism to build stronger links with the community and enable the voice of local people to be heard.
- A [Making Safeguarding Personal](#) booklet has been produced, with assistance from Healthwatch volunteers and an adult who has experienced a safeguarding enquiry.

Future plans

- The safeguarding network chaired by Healthwatch will review its Terms of Reference and accessibility to include wider representation of adults and carers and will work with community groups representing vulnerable adults. The network will provide regular feedback on safeguarding policy and practice in East Sussex.
- We will review how we conduct meetings and produce reports, to increase opportunities for involvement of adults and carers.
- We will explore options for increasing rates of adult feedback, and the ways to offer feedback, following safeguarding enquiries, such as assistance from Healthwatch.
- We will produce an Easy Read version of the Making Safeguarding Personal booklet and consider other Easy Read safeguarding leaflets.
- We will ensure there is continued and active engagement with the voluntary and community sector, building on the links made via the Speak Up representative of the SAB. This will include regular dialogue on safeguarding systems and arrangements and understanding their impact on frontline delivery.
- We will make links with the Rough Sleepers Project Co-ordinator to ensure the safeguarding needs of rough sleepers are met.
- We will discuss with partners potential options for an effective prevention strategy.

5: Integration, training and workforce development

Strategic objectives

- To ensure the workforce is equipped to support adults appropriately where abuse and / or neglect are suspected.
- To ensure the training strategy includes mechanisms to review the impact and effectiveness of training.

Our progress so far

- A wide range of safeguarding training courses is available to staff working for the agencies and organisations represented on the SAB. This is evidenced through the SAB self-assessment audit assurance process.
- Safeguarding competencies and Mental Capacity Act competencies, for Adult Social Care & Health staff, are being used through supervision and appraisal processes.
- Multi-agency self-neglect and domestic abuse training is in place.

Future plans

- The SAB training strategy will be reviewed to include opportunities for multi-agency Mental Capacity Act, modern slavery, and coercion and control training. The strategy, in consultation with other Sussex SABs, will include mechanisms to review the impact of training e.g. online surveys.
- A multi-agency policy and procedure for mental capacity will be put in place. This will include a mechanism for challenging mental capacity assessment decisions where this is required.

Our annual work plan 2020 - 2021

Strategic Aim 1: Accountability and leadership

SAB Priority 1.1: Ensure the SAB provides strategic leadership to embed the principles of safeguarding across agencies and contribute to the prevention of abuse and neglect.

Desired outcome for clients: Confidence in multi-agency safeguarding responses, and to be safeguarded from abuse and neglect.

Action / Measure	Lead	Target date	Progress	RAG rating
Ensure the impact of the Coronavirus upon services within East Sussex are evaluated, that recovery measures are monitored, and the learning is shared both in relation to the opportunities and challenges this period has created.	SAB	February 2021	Agencies have shared information and updates at the July SAB to provide assurance on measures in place to respond to the impact of the pandemic and report on individual recovery plans, including in relation to emerging safeguarding issues.	Amber
Ensure all agencies sign up to the new pan-Sussex Information Sharing Guide and Protocol and embed its use in multi-agency safeguarding. This will be evidenced by completion of agency declarations, through reviews, multi-agency audits and within data set reports.	SAB	October 2020	Protocol published in August 2020 following agreement across SAB partner agencies.	Green
Ensure SAB budget plan reflects fair and appropriate partner contributions, evidenced by a report on budget spend given annually.	SAB	October 2020	A review and negotiation of contributions has commenced between statutory partners.	Green

Review of current SAB subgroup multi-agency chairing arrangements to ensure effectiveness on delivery of work plans, with regular feedback to SAB on progress.	SAB	January 2021	Meetings to review arrangements set up for October and November 2020.	Amber
Develop Strategic Plan 2021 – 2024, outlining our vision, aims and objectives to support effective partnership working in safeguarding adults, in line with the principles of Making Safeguarding Personal.	SAB	March 2021	To use contributions from SAB Business Development Day held in March 2020 to inform priorities.	Amber

SAB Priority 1.2: Develop arrangements with other Boards to respond to and capture emerging safeguarding themes, including domestic abuse, modern slavery, cuckooing, exploitation and abuse of those transitioning from children’s to adult services and safeguarding rough sleepers.

Desired outcome for clients: Confidence in multi-agency safeguarding responses, and to be safeguarded from abuse and neglect.

Action / Measure	Lead	Target date	Progress	RAG rating
Refresh the Partnership Protocol (between the SAB, ESSCP, HWB and Safer Communities Partnership) giving specific examples of joined-up practice with overlapping themes, for example in relation to domestic abuse, modern slavery and cuckooing.	OPS	January 2021		Amber

SAB Priority 1.3: Ensure that robust mechanisms are in place so that partners are held to account for their safeguarding practice.

Desired outcome for clients: Confidence in multi-agency safeguarding responses, and to be safeguarded from abuse and neglect.

Action / Measure	Lead	Target date	Progress	RAG rating
<p>Ensure the SAB has a consistent framework to support partner agencies to monitor, assess and improve their safeguarding adult arrangements.</p> <p>This will be evidenced by:</p> <ul style="list-style-type: none"> (1) oversight of the remaining actions of the safeguarding assurance action plan developed from the Peer Challenge event in July 2019. (2) Reviewing and updating the self-assessment process for 2021, responding to feedback received on the 2019 process. 	SAB / PQA	<p>December 2020</p> <p>March 2021</p>	Progress on the action plan has been made by partner agencies in several areas, including updating safeguarding policy documents and reviewing internal safeguarding training courses.	Amber

SAB Priority 1.4: Ensure key partners within homecare, residential and nursing and housing providers are engaged with in order for strategic leadership to be achieved.

Desired outcome for clients: Confidence in multi-agency safeguarding responses, and to be safeguarded from abuse and neglect.

Action / Measure	Lead	Target date	Progress	RAG rating
Ensure flexible links are in place with all relevant agencies and sectors. Over this next year, our focus will be on making stronger links with homecare providers and with the Care Quality Commission. This will be evidenced by appropriate representatives attending SAB meetings and activities.	OPS	October 2020	OPS / SAB membership includes representation from the Residential Care Association and Care and Support Services from Southdown Housing.	Amber
Continue to build and expand links with across the range of voluntary and community sector organisations in East Sussex to ensure effective two-way communication with the SAB. This will enable regular feedback to be given to the SAB on policies, plans and priorities.	SAB / SCN	Ongoing		Amber

Strategic Aim 2: Policies and procedures

SAB Priority 2.1: Establish robust feedback mechanisms for safeguarding policies and procedures, to ensure safeguarding practice is in line with the Care Act 2014.

Desired outcome for clients: Safeguarding policy and practice is flexible to support those requiring support.

Action / Measure	Lead	Target date	Progress	RAG rating
Review and update the Sussex Safeguarding Adults Policy and Procedures to reflect up to date guidance, case law, legislation and learning / recommendations from SARs.	Sussex Policy and Procedures Review Group	January 2021	Review of procedures planned to commence in autumn 2020. The updates will include more detailed guidance on transition from Children to Adult Services and issues of consent where there are concerns about coercion and control.	Amber
Review and update the Sussex SAR Protocol to provide to support a consistent approach to the process and practice in undertaking SARs across Sussex that follows both statutory guidance and local policies.	SAB / SAR	August 2020	Updated SAR Protocol published in August 2020.	Green
SAB agencies to raise awareness of the revised Sussex SAR Protocol and the process throughout their networks. This will be evidenced by better quality SAR referrals being submitted to the SAR subgroup that reflect a clear application of the SAR criteria.	SAB / SAR	January 2021		Amber

Strategic Aim 3: Performance, quality and audit / organisational learning

SAB Priority 3.1: Ensure learning from reviews is effectively embedded into practice to facilitate organisational change across agencies.

Desired outcome for clients: Confidence that services are learning and improving in their safeguarding practice.

Action / Measure	Lead	Target date	Progress	RAG rating
The SAB will develop an action plan to respond to the findings of the research project undertaken by the University of Sussex 'Organisational Learning from Research and SARs in Self-Neglect' and ensure this informs future practice developments. This will support an evaluation of the effectiveness of the revised self-neglect procedures on practice.	PQA / TWD	March 2021	Action plan agreed by PQA / TWD in October. Actions in progress.	Amber
Learning events to be developed following SARs to share and embed learning across agencies, considering opportunities to support Sussex wide learning where appropriate.	SAB / TWD	February 2021	SAB Conference being planned as virtual event to be held jointly with Brighton & Hove SAB.	Amber

Strategic Aim 4: Prevention, engagement and Making Safeguarding Personal

SAB Priority 4.1: Adults, carers and the local community assisting to shape the work of the SAB and safeguarding responses.

Desired outcome for clients: Adults to feel empowered that their voices will be heard in safeguarding practice and policy development.

Action / Measure	Lead	Target date	Progress	RAG rating
Recruit additional lay member representation on the SAB to enable effective ties to be maintained between the SAB and the local community and ensuring the work of the SAB is transparent and accessible. This will be supported by Healthwatch.	SAB / SCN	March 2021		Red
Review and evaluate the impact of the high-risk financial abuse strategy and update to include any new issues and considerations directly resulting from Covid-19, e.g. Coronavirus scams, impact of financial hardship caused by the pandemic etc.	OPS	September 2020		Green

SAB Priority 4.2: To produce information and reports for the local community that are easily accessible and raise awareness of adult safeguarding and how concerns can be raised.

Desired outcome for clients: People are aware of safeguarding and know what to do if they have a concern.

Action / Measure	Lead	Target date	Progress	RAG rating
Launch updated SAB website with improved accessibility to increase engagement with the public around the work of the SAB and safeguarding issues. Success will reflect an accessible and interactive website, linked with partner agencies and Sussex SABs for consistent safeguarding messaging.	SAB	August 2020		Green
Develop and enhance use of SAB's social media, including Twitter to promote broader community engagement.	SAB	Ongoing		Green
Produce quarterly newsletters to share news about the work of the SAB and share relevant learning and information and to raise awareness of adult safeguarding issues.	SAB	Ongoing		Green
Review and update the SAB Communication Strategy to highlight the vital role of the SAB in ensuring accessible information is available to the public, staff working across partner agencies, adults with care and support needs and informal carers.	SCN	January 2021		Red

Strategic Aim 5: Integration / training and workforce development

SAB Priority 5.1: Ensure that all people involved in safeguarding have the appropriate skills, knowledge and competencies.

Desired outcome for clients: Consistency received in safeguarding responses.

Action / Measure	Lead	Target date	Progress	RAG rating
Continue to support the delivery and review of all SAB multi-agency training courses. In response to the impact of Coronavirus, this will include consideration of different virtual methods of delivering training and SAB events.	TWD	March 2021		Amber
Provide an overarching framework for adult safeguarding training and workforce development in all three Sussex SABs, which sets out a shared approach to the promotion of safeguarding competency frameworks and analysis of learning outcomes from SARs. This will be supported by a review of the Sussex Learning and Development Strategy 2019 – 2022.	TWD	January 2021		Amber

Key

SAB	Safeguarding Adults Board
SAR	Safeguarding Adults Review
PQA	Performance, Quality & Audit subgroup
OPS	Operational Practice subgroup
TWD	Training and Workforce Development subgroup
SCN	Safeguarding Community Network
ESSCP	East Sussex Safeguarding Children Partnership
HWB	Health & Wellbeing Board

Appendix 1 – Partners of the East Sussex SAB

Partners of the East Sussex Safeguarding Adults Board are:

- East Sussex Adult Social Care & Health (ASCH)
- NHS East Sussex Clinical Commissioning Group (CCG)
- Sussex Police
- Care for the Carers
- Care Quality Commission (CQC)
- Change, Grow, Live (CGL)
- District and borough council representation
- East Sussex Fire & Rescue Service (ESFRS)
- East Sussex Healthcare NHS Trust (ESHT)
- East Sussex Safeguarding Children Partnership (ESSCP)
- Healthwatch
- HMP Lewes
- Homecare representatives
- Kent, Surrey, Sussex Community Rehabilitation Company (KSS CRC)
- Lay members
- National Probation Service (NPS)
- NHS England
- Registered Care Association (RCA)
- South East Coast Ambulance Service NHS Foundation Trust (SECAmb)
- Sussex Community NHS Foundation Trust (SCFT)
- Sussex Partnership NHS Foundation Trust (SPFT)
- Trading Standards
- Voluntary and community sector representation