

# **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

“

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.

”

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 & 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 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 2018-2019

### 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 safeguarded from abuse and neglect**

Action / Measure	Lead	Timescale	Progress	RAG
Ensure flexible links are in place with all relevant agencies and sectors in order to provide strategic leadership to embed safeguarding principles. This will be done by making stronger links with homecare, residential and nursing, and housing providers, evidenced by appropriate representatives attending SAB meetings and activities.	SAB	December 2018	Registered Care Association, and Homecare provider reps currently on the SAB.  Further links need to be made with wider homecare providers, and housing providers.	A
Ensure SAB budget plan reflects fair and appropriate partner contributions, evidenced by a report on budget spend given annually.	SAB	Ongoing	Budget agreed for 2018-19.  Review and negotiation of contributions for 2019 – 20 to be completed.	G
Review seniority of people representing their agencies at the SAB. This will be evidenced by confirmation from each agency to the SAB Chair, that decisions can be made and partners held to account, by the representatives in place	SAB	October 2018		A

Review the SAB Information sharing agreement and ensure all agencies sign up to this and embed its use in multi-agency safeguarding. This will be evidenced by way of audit returns, case audits and successful development of a multi-agency data set.	SAB	October 2018	Information Sharing Agreement currently being reviewed in line with GDPR; SAB members requested to sign up to this.	A
Implement robust mechanisms for stakeholders to be held account for their safeguarding practice. This will be evidenced by completion of action plans following peer challenge events, presented and discussed at the SAB for scrutiny.	PQA / SAB	October 2018	Action plans following peer challenge events being implemented by relevant agencies, overseen by the SAB Quality Assurance officer. Full updates to be given at the SAB in October 18.	G
Social Care Institute for Excellence review to be undertaken to reflect commitment to continual improvement and transparency. The proposed focus would be wider than the remit of the SAB, covering all section 42 arrangements and how partnership arrangements are working. Success criteria for this action will reflect a focus on development needs within this review and a clear plan of how improvements will be made by all agencies.	SAB/ Ops	March 19	Now to be carried out in Summer 2019, to allow time for peer review action plan to be completed.	A

**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 joined up safeguarding responses, and safeguarded from abuse and neglect**

Action / Measure	Lead	Timescale	Progress	RAG
Review the Partnership Protocol (between the SAB, LSCB, HWB, & Safer Communities Board), giving specific examples of joint up practice with overlapping themes of Modern Slavery, Domestic Abuse, and Cuckooing. This to include a review of the structures used to progress priorities.	SAB	December 2018	Review process has started	A
Undertake a needs analysis for the cohort of 18-25 year olds who may be at risk of exploitation to identify any current gaps in service provision	PQA	December 2018	To be discussed at PQA subgroup	A
Develop and embed appropriate local safeguarding pathways for cases of suspected modern slavery, taking account of Police initiatives, national guidance for local authorities, and findings from case audits.	Ops	October 2018	Scoping has started	A

## Strategic Aim 2 – Policies & Procedures

### SAB Priority 2.1 Establish robust feedback mechanisms on safeguarding policies and procedures

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

Action / Measure	Lead	Timescale	Progress	RAG
Sussex Safeguarding Adults Policy and Procedures to reflect up to date guidance, case law and legislation and enable staff to undertake Care Act safeguarding duties effectively. This will be evidenced by 'Road testing' the updated	SPPRG	December 2018	Rewrite of Sussex Safeguarding Adults Policy and Procedures launched June 18. This includes more detailed information and	A

procedures, gaining feedback from professionals and clients and carers, by way of survey monkeys and case studies presented by frontline professionals.			guidance on Domestic Abuse, Modern Slavery, and Cuckooing.  Feedback and evaluation process to occur in Autumn 18.	
Feedback to be given consistently where appropriate to referrers of safeguarding concerns, including information on why a safeguarding enquiry may not be taken forward. This will be tested and evidenced by a random sample of referrers completing feedback forms on their experience. Included within peer review action plan.	Ops	December 2018		A
SAB agencies to raise awareness of the SAR Protocol v2.0 throughout their networks. This will be evidenced by feedback to the SAB on actions taken, and by SAR Referral rates increasing. Feedback to be given on outcomes of SAR referrals.	SAB	March 2019	SAR Learning event held in A SAR learning event was held in March 18 to start raising awareness. Referral rates have started to increase in East Sussex.	A
Sussex Self-neglect guidance to be updated, with involvement of frontline managers and practitioners, taking account of learning from Safeguarding Adult Reviews across Sussex.	Ops	December 2018	Working group has been established for this task.	A

## 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	Timescale	Progress	RAG
The SAB will take part in a research project alongside the University of Sussex exploring ways of embedding organisational change following reviews. This will include use of survey monkeys, questionnaires, and engagement with frontline practitioners.	SAB/Ops	March 2019	First two learning set meetings have been held; outcomes of research project expected March 2019.	A
Learning briefings to be developed and disseminated following SARs, other reviews, and case audits, to enable easily digestible learning. SAB members will be asked to feedback how they have shared the briefings and to who, in order to evidence it has reached frontline staff.	PQA	Ongoing	Learning briefings from SAR for Adult A has been widely distributed. Learning briefings from Best Interests audit and Modern Slavery audit to be launched July 18.	G
The SAB will continue to work in partnership with the Office of the Public Guardian to promote the OPG Safeguarding strategy, and awareness of the role of the OPG and Court of Protection. This will be evidenced by briefings produced and disseminated on these roles.	PQA	October 2018	Quality Assurance officer in partnership with OPG has started process of developing briefings	G
Learning events to be held following current SAR being undertaken by the SAB, to share and embed learning across agencies.	SAB	March 2019		A

**SAB Priority 3.2 Ensure the SAB has robust multi-agency safeguarding data to inform training and practice.**

**Desired outcome for clients: Influence over service delivery**

Action / Measure	Lead	Timescale	Progress	RAG
<p>Second iteration of the SAB Multi-agency Data set will be developed and presented to the SAB to shape practice and priorities. The SAB will hold partner agencies to account to contribute to the data set.</p>	PQA	October 2018	To be presented to SAB in October 18.	A
<p>Consider and keep under review opportunities to promote effective risk assessment and decision making at initial concern stage, based on available data. Peer review being planned will also consider current arrangements and opportunities</p>	Ops	December 2018	<p>Data over the past year for referrals to and from Children’s Single Point of Advice (SPOA) and Health and Social Care Connect (HSCC) has been collated. At this point, there is not enough activity to warrant moving resources from Adult services in the Children’s Multi-Agency Safeguarding Hub (MASH). This will be kept under review with further data collated to inform future planning alongside integration opportunities as part of the Accountable Care Model.</p>	

## Strategic Aim 4 – Prevention, engagement & 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: Feel empowered for their voices to be heard in safeguarding practice and policy development**

Action / Measure	Lead	Timescale	Progress	
Increase the feedback rate from adults and carers on their experience of safeguarding interventions, with a target of 100% offered the opportunity to give feedback, unless there are safety and risk factors to consider in offering this. This will be measured against the actual rate of feedback achieved, to identify any barriers to overcome.	Ops/CCSAN	March 2019	The Safeguarding Development Team in ASCH already has a mechanism in place to gain feedback following safeguarding enquiries.  To explore with Healthwatch and other partners the role they can play to increase feedback rates, and the range of ways to offer feedback.	A
The Clients and Carers Safeguarding Advisory network will review its terms of reference and accessibility to include wider representation from adults, carers, and community groups. This will enable regular feedback to be given SAB policies, plans, and priorities, and will be fed back directly to the SAB. This will include videos developed by adults on their safeguarding experiences.	CCSAN	December 2018	Review meeting planned for September 18.	A

SAB to review format of meetings for greater accessibility and input from adults and carers	SAB	October 2018	Initial discussions held in Business planning morning; further ideas to be discussed in AB meetings.	A
Ensure all adults supported through a safeguarding enquiry receive the Making Safeguarding Personal Leaflet. This will be checked and evidenced by feedback process sought at end of enquiry by ASCH and Healthwatch.  Easy Read version of the leaflet to be developed.	Ops/CCSAN	December 2018		A
Ensure all adults assessed as lacking capacity with regards to safeguarding interventions are supported by a formal or informal advocate. This will be evidenced by a 100% rate in safeguarding returns. This will be achieved by reinforcing this message in learning briefings following case audits, and in training, including referral pathways to the advocacy provider.	Ops	March 2019	The rate achieved at end of 2017-18 was 96% (same as 2016-17). Nationally, 73% receive support.	A
The SAB to increase engagement with the Voluntary and Community Sector by way of key information being included in newsletters and promoting the message of raising concerns and offering feedback. Progress will be reported via Speak Up representative on the SAB.	SAB/CCSAN	December 2018	SAB will be represented at Speak Up event in September 18.	A
Embed the financial abuse strategy to have an informed and uniformed approach to all aspects of financial abuse.	Ops	Ongoing	Financial abuse strategy launched in April 2018. Evaluation to be completed	G

			in 2018-19.	
Evaluate impact of resilience project to support people post section 42 safeguarding enquiry, promoting opportunities for self-protection, and linking with other community services available to support adults	Ops	October 2018	Additional responses within and post safeguarding enquiries are being actively explored and tested within the resilience pilot. Adult Social Care & Health is running this in partnership with East Sussex Fire and Rescue Service. The pilot aims to support adults who may be vulnerable to abuse or neglect or have been involved in a safeguarding enquiry to regain their resilience and confidence. . The pilot has now been extended to the Lewes and Wealden areas, and will be kept under review by the Operational Practice subgroup.	A
Promote use of website and social media to increase engagement with public and accessibility of the SAB.  Success criteria will reflect an accessible and interactive website, and social media linked with all partners for consistent safeguarding message.	SAB	Ongoing	SAB Twitter account now established	G

**Strategic Aim 5 – Integration / Training and Workforce Development**

**SAB Priority 5.1 Ensure the workforce is equipped to support adults appropriately where abuse and neglect are suspected. This to include emerging themes of coercive control and domestic abuse, modern slavery, cuckooing, and safeguarding rough sleepers.**

**Desired outcome for clients: Have confidence in the support being offered**

Action / Measure	Lead	Timescale	Progress	
SAB members to adopt National Safeguarding Competency framework and/or Health Intercollegiate document, within induction and ongoing supervision arrangements, as evidenced by audit returns.	Ops/TWD	December 2018	SAB members have received the competency framework and encouraged to adopt with staff.	A
SAB members to adopt National MCA Competency Framework.	Ops/TWD	December 2018	To be promoted through upcoming MCA Multi-agency training.	
Multi-agency MCA Policy and Procedure to be developed, that includes a mechanism for challenging MCA assessment decisions	Ops	December 2018	Working group established for this task.	A
SAB Training strategy to be reviewed to include opportunities for multi-agency MCA, Modern Slavery and Coercion and control training. The strategy is to include mechanisms to review the impact of training, including online surveys.	TWD	December 2018	Working group established to review Sussex wide.	A
SAB to review number of adult services staff (across all agencies) attending the Domestic Abuse training, and establish reasons for low attendance	TWD	October 2018		A
Support the role of the named GP for safeguarding	SAB	Ongoing		A

to raise the profile of adult safeguarding within primary care, as evidenced by regular updates given to the SAB, for any further support required to be identified.				
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- Key:**
- SAB Safeguarding Adults Board;
  - PQA Performance, Quality & Audit Sub-group
  - Ops Operational Practice Sub-group;
  - CCSAN Client & Carer Safeguarding Advisory Network
  - TWD Training & Workforce Development subgroup
  - SPPRG Sussex Policy and Procedures Review Group

## Appendix 1 – Partners of the East Sussex SAB

Partners of the East Sussex Safeguarding Adults Board are:

- East Sussex Adult Social Care & Health
- Eastbourne, Hailsham & Seaford Clinical Commissioning Group
- Hastings & Rother Clinical Commissioning Group
- High Weald Lewes Havens Clinical Commissioning Group
- Sussex Police
- Care for the Carers
- Change, Grow, Live (CGL)
- District and borough council representation
- East Sussex Fire & Rescue Service
- East Sussex Healthcare NHS Trust
- Healthwatch
- HMP Lewes
- Homecare representatives
- Kent, Surrey, Sussex Community Rehabilitation Company
- Lay members
- Local Safeguarding Children's Board
- National Probation Service
- NHS England
- Registered Care Association
- South East Coast Ambulance Service NHS Foundation Trust
- Sussex Community Foundation Trust
- Sussex Partnership NHS Foundation Trust
- Trading Standards
- Voluntary and community sector representation