



East Sussex Safeguarding Adults Board Strategic Plan 2021 - 2024



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Introduction from Graham Bartlett, East Sussex Safeguarding Adults Board Independent Chair



I'm pleased to present the Strategic Plan for the East Sussex Safeguarding Adults Board (SAB) for 2021 – 2024. This strategic plan is a statement of the SAB's vision and priorities over the next three years and details how we will work as a partnership to keep people safe from abuse and neglect.

The Care Act 2014 sets out the statutory responsibilities of SABs to work together to safeguard adults and prevent and reduce the risk of abuse and neglect. Of crucial importance, it also outlines that agencies must enable people involved in safeguarding interventions to have choice and control over decisions about risk and safety.

As chair of the SAB I am keen to ensure that people who live and work locally in East Sussex are clear about our vision and the important role the SAB has to play in supporting an effective partnership response to abuse and neglect. Safeguarding is everyone's business. By helping people to understand what abuse and neglect is, how to report concerns and what steps agencies will take to respond to these concerns we aim to build resilience and empower communities.

Over the course of 2020 the Covid-19 pandemic presented turmoil and challenges beyond anyone's expectations. During 2021 the East Sussex SAB is working under the expectation that Covid-19 and responses to it will continue over this next year and possibly beyond, and therefore there will be specific areas of work for the SAB which directly relate to Covid-19.

Our strategic priorities for the next three years will be delivered through our annual business plan, which will be reviewed and revised regularly to ensure we are achieving what we said we would do and that safeguarding needs are being addressed across East Sussex.

A handwritten signature in black ink, appearing to read 'G. Bartlett'.

Graham Bartlett

Independent Chair, East Sussex Safeguarding Adults Board

About us

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. The SAB provides leadership and strategic oversight of adult safeguarding work across East Sussex.

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

The work of the SAB is underpinned by the Care Act 2014. The SAB has the overarching purpose of ensuring that agencies work in partnership to deliver joined up services that safeguard adults with care and support needs from abuse, neglect, and exploitation. We do this by:

- Gaining assurance that local safeguarding arrangements are in place as defined by the Care Act and its statutory guidance.
- Gaining assurance that the principles of Making Safeguarding Personal (MSP) are central to safeguarding, and practice is person-centred, and outcome focused.
- Working collaboratively to prevent abuse and neglect, where possible.
- Ensuring partner agencies are effective when abuse and neglect has occurred and give timely and proportionate responses.
- Striving for continuous improvement in safeguarding practice and that this enhances the quality of life of adults in East Sussex.

SABs are required to publish a strategic plan, which sets out how the Board will seek to prevent abuse and neglect and how it will help and protect adults with care and support needs from abuse, neglect and exploitation.

The strategic plan has 2 main purposes:

- To specify the actions required by the SAB and its member agencies to implement the strategy.
- To inform the local community and all interested parties about the work programme of the SAB.

Our strategic plan sets out:

- **Our vision:** the outcomes we want to achieve for the people of East Sussex.
- **Our strategic plan for 2021 – 2024:** our aims and objectives to achieve our vision.

- **Our annual work plan:** the key actions and targets we will undertake to achieve our strategic plan.

Partnership working across Sussex

The SAB has formal links with a number of other strategic partnerships in East Sussex, including the East Sussex Safeguarding Children Partnership, Safer Communities Partnership, Children and Young People's Trust and the Health and Wellbeing Board.

The Board also works closely with the neighbouring Brighton & Hove and West Sussex Safeguarding Adults Boards and many of our policies, protocols and procedures are adopted on a pan-Sussex basis.

Our vision

Our vision is for all agencies across East Sussex to work together and effectively build resilience and empower communities in responding to abuse, neglect and exploitation, and to widely promote the message that safeguarding is everybody's business in that:

- Abuse is not tolerated.
- People know what to do if abuse happens.
- People and organisations are proactive in working together to respond effectively to abuse.

Making Safeguarding Personal

The East Sussex SAB is committed to the principles of Making Safeguarding Personal (MSP) and this ethos is embedded in all our strategic objectives. MSP means that any safeguarding interventions should promote a strengths-based approach and be informed by what the adult or their representative would like to achieve, and which enhances involvement, choice and control as well as improving quality of life, wellbeing and safety.

Our Strategic Plan 2021 – 2024

Strategic theme 1: Accountability and leadership

SAB priority: To ensure the SAB provides strategic leadership to to embed the principles of safeguarding and contribute to the prevention of abuse and neglect.

Desired outcome: To provide assurance to the people of East Sussex that effective safeguarding arrangements are in place across the partnership so that people have confidence in multi-agency safeguarding responses.

Strategic objectives:

- Ensure there is effective governance in place so that all Board members understand their roles and responsibilities under the Care Act 2014.
- Ensure robust mechanisms are in place for partners to be held to account for their safeguarding practice.
- Ensure that there is appropriate representation from partners and organisations on the SAB and its subgroups.
- Ensure clear and transparent annual budget plans are in place for all SAB activities.
- Develop arrangements with other Boards to be responsive to specific safeguarding themes, including in relation to self-neglect, coercion and control, criminal exploitation, modern slavery including cuckooing, young people at risk and transitions from childrens to adults services and homelessness.
- Review our links and strengthen joint working arrangements with partnerships across Sussex including with children safeguarding partners following the implementation of the new Safeguarding Children Partnership arrangements in 2019.
- Ensure risk and impact on safeguarding from Covid-19 is evaluated and monitored, and lessons are learnt to strive for continuous improvement.

Strategic theme 2: Policies and procedures

SAB priority: To have assurance that multi-agency safeguarding policies and procedures are regularly reviewed and reflect up to date legal frameworks, policy and guidance and that this are easily accessible and used effectively by frontline staff.

Desired outcome: Our partners work within a framework of policies and procedures that keep people safe from abuse and neglect.

Strategic objectives:

- Ensure robust feedback mechanisms on safeguarding policies and procedures are in place, to ensure safeguarding practice is in line with current best practice and the Care Act 2014.
- Undertake assurance activity to test compliance and effectiveness of the implementation of the Sussex Safeguarding Adults Policy and Procedures.
- Raise awareness of safeguarding policies and procedures related to specific local safeguarding themes and challenges.
- Raise awareness of the Sussex Safeguarding Adults Review (SAR) Protocol and its referral process and to support robust and consistent decision making.
- 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.

Strategic theme 3: Performance, quality and audit, and organisational learning

SAB priority: Assure learning from SAB and SAR activity is effectively embedded into practice to facilitate organisational change across agencies, refocus quality assurance mechanisms and better use safeguarding data to define SAB priority areas of business.

Desired outcome: Confidence that services are learning and improving in their safeguarding practice and in managing needs and risks collaboratively.

Strategic objectives:

- Ensure learning from SARs, other reviews and multi-agency audits are effectively embedded into practice and facilitate organisational change.
- Ensure the SAB has effective arrangements for the commissioning of SARs to ensure these reviews are precise in form and focus and take into account a range of case and contextual factors so as to shape learning and continuous improvement.
- Ensure the SAB has robust multi-agency safeguarding data to shape learning, awareness and practice.
- Ensure a culture of openness and transparency is adopted to promote learning and celebrate success.
- Share learning with neighbouring Boards and relevant national links, such as the National SAB Managers Network.

Strategic theme 4: Prevention, engagement and Making Safeguarding Personal

SAB priority: Adults, carers and the local community as well as professionals assisting to shape the work of the SAB and to ensure safeguarding practice is person-centred.

Desired outcome: Local communities have a good awareness of safeguarding, and clients and professionals feel empowered for their voices to be heard in safeguarding practice and policy development.

Strategic objectives:

- Develop a culture where all agencies engage adults in conversations from the outset as to how best to respond to and progress safeguarding concerns and achieve their desired outcomes.
- Develop processes to enable meaningful feedback to the SAB from adults and carers who have experienced safeguarding interventions.
- Build the resilience of those who may be at risk of abuse and neglect, including young people who are transitioning from childrens to adults services, and those who are homeless to improve wellbeing.
- Continue to develop approaches to safeguarding which recognise the value of prevention and early intervention.
- Produce information for the community which is easily accessible and raises awareness of adult safeguarding and increases confidence in raising concerns.
- Ensuring communication and engagement strategies consider the diversity of local communities and reflect changing demographics.

Strategic theme 5: Integration, and training and workforce development

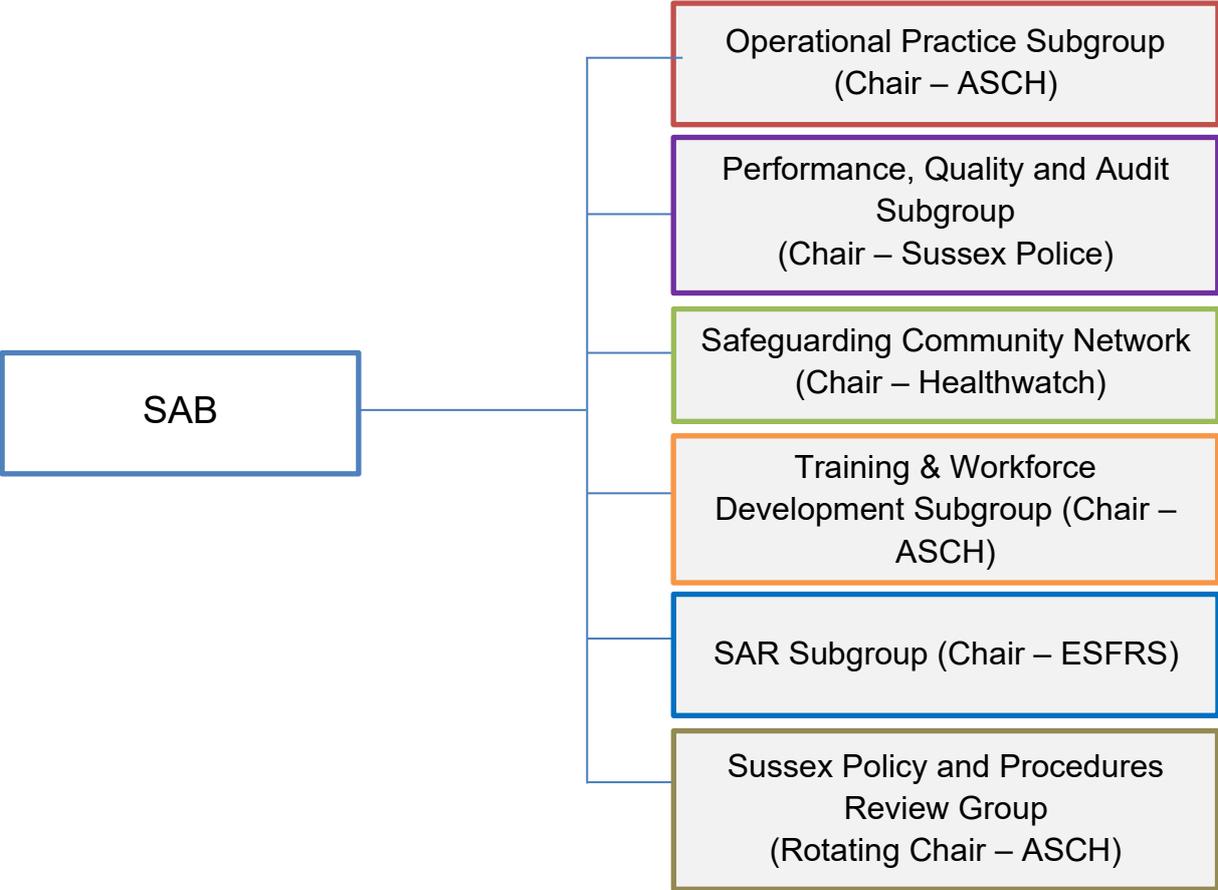
SAB priority: Ensure the workforce is equipped to support adults appropriately where abuse and neglect are suspected. This is to include emerging local safeguarding issues.

Desired outcome: Adults are supported by a skilled and competence workforce.

Strategic objectives:

- Ensure the workforce is equipped to support adults effectively where abuse and neglect takes place.
- Ensure there are mechanisms to review the impact and effectiveness of training, including in response to the Covid-19 pandemic.
- Explore opportunities for multi-agency training delivery that promote equality and diversity.
- Continue to implement delivery of the Sussex Learning and Development Strategy 2019 – 2022, which provides a Sussex-wide approach to sharing training resources and learning from SARs and other reviews.

Our Annual Business Plan 2021 - 2022



Key priority areas for the East Sussex SAB 2021 – 2022

- 1. Embedding the Mental Capacity Act in practice
- 2. Safeguarding transitions for young people at risk
- 3. Working with multiple complex needs

SAB

Objectives for 2021 – 2022

- Oversee the work of the subgroups and monitor progress of the strategic plan and business plan to ensure the SAB's core duties under the Care Act are met.
- Ensure the effectiveness and transparency of the SAB to oversee and lead safeguarding activities that contribute to the prevention of abuse and neglect.
- Establish a subgroup chairs meeting which will meet on a 6 monthly basis with the aim of strengthening links and communication across the subgroups of the SAB and opportunities for peer support and reciprocal challenge.
- Develop a Board members pack outlining constitution arrangements, terms of reference and quoracy of the SAB.
- Ensure SAB budget plan reflects fair and appropriate partner contributions, evidenced by a report on budget spend given annually.
- Ensure key partners within homecare, residential and nursing care, housing providers and the voluntary and community sector are engaged with for strategic leadership to be achieved.
- Monitor the LADO's activity in 2021 – 2022 and ensure there is clarity on the response to allegations about people in a position of trust.

SAR Subgroup

Objectives for 2021 – 2022

- Ensure the core business of managing SARs and other reviews is delivered in line with statutory duties.
- Raise awareness of the Sussex SAR Protocol with the aim of improving the quality of SAR referrals and ensure the threshold for decision making is applied consistently across Sussex.
- Support and embed the learning from the SAR National Analysis, including developing core standards for SAR reports.
- Ensure that learning from SARs locally and nationally is regularly considered and supported.
- Ensure mechanisms are in place to share learning across SARs, Child Safeguarding Practice Reviews (CSPRs), Domestic Homicide Reviews (DHRs) and the Learning Disabilities Mortality Review (LeDeR) Programme.

Performance Quality and Audit Subgroup

Objectives for 2021 – 2022

- Ensure the SAB has robust multi-agency data to shape practice and priorities, and effect change when required.
- Through the Performance, Quality and Audit Framework support partner agencies to monitor, assess and improve safeguarding adults' arrangements.
- Provide an overview of local and regional safeguarding transitions pathways to the SAB and develop mechanisms to address the gaps for supporting young people at risk of exploitation as they transition from children's to adults services.
- 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.
- Receive assurance on the implementation of the Domestic Violence and Abuse Strategy from April 2021 and how this informs recommissioning and developments in specialist domestic violence services.

Operational Practice Subgroup

Objectives for 2021 – 2022

- Seek assurance from partners on organisational arrangements to ensure compliance in relation to the Mental Capacity Act.
- Ensure the effectiveness of joint working, including information sharing and consolidation of standards for safeguarding across agencies.
- Develop a multi-agency risk management framework to enhance partnership working in supporting adults with multiple complex needs.
- Strengthen mechanisms and tools to feedback to individuals and agencies who raise safeguarding concerns to increase knowledge and confidence of safeguarding pathways.
- Review and update protocol and guidance documents to ensure they remain relevant and up-to-date for safeguarding practice. Over this financial year, this will include reviews of the Sussex Information Sharing Guide and Protocol and the Adult Death Protocol.
- Implement the Financial Abuse Strategy for 2021 – 2024 to ensure a coordinated partnership response to financial abuse.
- Ensure compliance with the Liberty Protection Safeguards (LPS) ahead of implementation in April 2022.

Training and Workforce Development Subgroup

Objectives for 2021 – 2022

- 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.
- Develop awareness amongst the workforce of the importance of an understanding of trauma within the context of safeguarding and ensure this embedded within safeguarding training.
- Keep informed on developments with Liberty Protection Safeguards (LPS) and ensure training programmes are developed ahead of implementation in April 2022.

Safeguarding Community Network

Objectives for 2021 – 2022

- Develop a communication and engagement strategy to ensure greater adult and carer representation within the SAB.
- Expand lay member representation to support effective links between the SAB and the local community and to independent insight on behalf of the public into the work of agencies and the Board.
- Develop the arrangements to maximise involvement and engagement across the membership of the SCN to take into account the diversity of needs and perspectives in relation to safeguarding.

Appendix 1: Board membership

Partners of the East Sussex SAB 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 and 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