2012-13

Annual Report

Herefordshire

Safeguarding Adults Board

Contents

Introduction

What Annual Reports should do?

Progressing through the legislative process is a government proposal to set local adults safeguarding boards on a statutory footing. Until then there is no statutory guidance for annual reports and not all local authority areas produce them. For the past three years, Herefordshire Safeguarding Adults Board has produced an annual report as a matter of good practice and to ensure its work and knowledge informs the commissioning and organisation of services supporting adults at risk in Herefordshire.

Based upon guidance for local safeguarding adults boards produce by the Association of Directors of Adult Social Services[1] and on the statutory requirements upon the production of the annual reports for local safeguarding children boards, Herefordshire Safeguarding Adults Board produces its annual report to:

- Assess the effectiveness of safeguarding adults at risk and the promotion of the welfare of adults at risk in the local area.
- Provide a rigorous and transparent assessment of the performance and effectiveness of local safeguarding arrangements.
- Identify areas of weakness, the causes of those weaknesses and the action being taken to address them as well as other proposals for action.
- Include lessons from reviews undertaken within the reporting period.
- List the contributions made to the Board by partner agencies and details of what the Board has spent including on Serious Case Reviews and other specific expenditure such as learning events or training.

Herefordshire Safeguarding Adults Board also uses its Annual Report to demonstrate what it is doing to:

- Develop policies and procedures for safeguarding and promoting the welfare of adults at risk.
- Communicate to persons and bodies in Herefordshire the need to safeguard and promote the welfare of adults at risk, raise awareness of how this can best be done, and encourage them to do so.

How Annual Reports should be used?

Organisations working with adults at risk can use this report to develop their understanding of Safeguarding in Herefordshire, the work HSAB is doing to support them and to be aware of the critical safeguarding issues relevant to their organisation. This is also a public document which will generate wider community engagement in safeguarding issues.

The annual report is published in relation to the preceding financial year in order to influence local agencies' planning, commissioning and budget cycles.

It is submitted to the Chief Executive of the Local Authority, Leader of the Council, the Local Police and Crime Commissioner and the Chair of the Health and Wellbeing Board.

[1] Safeguarding Adults: Advice and Guidance to Directors of Adult Social Services (March 2013) can be downloaded from www.adass.org.uk

The Board's Vision, Mission and Values

The Board works to the following shared vision, mission and values developed during 2012-13.

Vision

The Vision of HSAB is that Herefordshire's adults at risk are able to exercise choice and control in an environment in which their well-being needs are met and they are safe from harm.

Mission

Our Mission is to empower adults at risk and their communities and work together in effective partnerships to ensure that local services and arrangements are effective in promoting the well-being of; preventing harm to; and protecting adults at risk in Herefordshire.

Our Values as we work together are:

- The impact on the well-being and safety of Herefordshire's adults at risk will be at the centre of all HSAB activity.
- We will work with adults at risk and their communities to encourage and promote personal responsibility for their own safety while respecting an individual's right to personal choice.
- We will learn and develop, responding to local and national evidence and best practice to reduce the risk of abuse.
- We will work in an open and honest manner with adults at risk, their communities and with each other.
- We will address the well-being needs of adults at risk at the earliest opportunity and prevent the need for later safeguarding intervention whenever possible while supporting choice and control.
- We will work together being open to receive and bring constructive challenge as part of the process of developing.

Reviewing the Year: April 2012 – April 2013

This is the first full year over which I have chaired HSAB in conjunction with the safeguarding children board. Local safeguarding children boards are on a statutory footing with all relevant organisations being required to be members and contribute to local coordinated activity to safeguard children. It is planned that this will apply to safeguarding adults boards in the future although the timing of such plans reaching fruition have not yet been finalised. Ensuring strong links between the work of the boards is important because there are a number of cross cutting issues that are important to the successful functioning of each (e.g. Domestic and sexual violence, substance misuse and mental ill health).

Herefordshire Safeguarding Adults Board was established to ensure that safeguarding work carried out with all relevant organisations in relation to adults at risk would be coordinated and also effective. The critical imperative for safeguarding adults boards to achieve these objectives have been illustrated by recent high profile cases such as the abuse in the Winterbourne View Residential Care Home.

This annual report sets out the valuable achievements that have been made in the past year. Steps have been taken towards the implementation of a purposeful quality assurance process and there have been a number of significant developments such as the opening of the West Mercia sexual assault referral centre. However, In common with HSCB, there have been concerns over some important elements of safeguarding activity both within constituent member organisations and across the board itself. There is little sampling of the wishes and feelings of adults at risk or their families in relation to how services are delivered to them and how personalised and involving those processes are. There is not a process of regular case and thematic audit to test how well organisations are working together and how effective they are at resolving and mitigating the situations of adults at risk. The sub-groups of the board have not been well supported. When the structure was rationalised and the sub-groups were disbanded in favour of a steering group with work stream lead individuals, that steering group has not so far been well supported either. The board cannot be fully functional until these issues are appropriately addressed.

An independent audit was conducted in September 2012 and this looked at referral processes for those who wanted to report concerns for an adult at risk and the quality of case work and supervision. It must first be stated that this found examples of good practice. However, it also found that there was widespread misunderstanding of what a "safeguarding" matter was rather than a more general care concern. This led to a considerable over referring of cases to the safeguarding team and in turn to a lack of focus on the safeguarding cases that required an appropriate response. The audit also uncovered a number of problems in relation to social care practice in terms of recording and supervision that resonated with some findings in relation to social care work with children.

There was an excellent event in December 2012 in which the regional safeguarding procedures were launched in Herefordshire. It was well attended and represented a useful springboard from which to publicise the cause wolf safeguarding adults.

There is undoubtedly good work being done to safeguard adults at risk in Herefordshire both within safeguarding teams and across organisations and agencies. As a safeguarding board, however, our problem is that we do not know reliably how high the quality of our work is with enough certainty and we do not know how many vulnerable people might be being let down by systems that might not be working as we want them to. We do not know what service users who have used services locally think of them and how we might do better next time. We also do not have the range of accurate and comparable performance information that

allows us to judge our performance in relation to other statistically similar areas.

The engagement of HSAB members in the business of the Board is distinctly variable. All boards rely on a number of key members who drive forward the business and their energy provides the impetus to make the board effective. In Herefordshire at present, there are insufficient such members in my opinion and this is preventing the necessary forward strides being made. My observation is that there are too many members who regard the board as a series of meetings that have to be serviced rather than the forum to use in order to coordinate and develop services to safeguard those at risk. Many of the most important strategic leaders locally have service delivery responsibility for children and adults and it may be that activity related to the improvement of services for children has somewhat displaced the adults agenda. There is now a real opportunity to take learning from what is being achieved in safeguarding children in order to make similar improvements in services for adults at risk. In addition, the imminent recruitment of two additional members of staff to support the safeguarding boards' Business Unit should allow the unit to provide greater leadership support and training capacity to the Board. The adoption of our vision, mission and values is an important development and I believe that if we can truly live the values, we can be successful in achieving our mission and vision.

Dave McCallum, Independent Chair

How effective are our local Safeguarding arrangements?

Herefordshire Safeguarding Adult Board continues to facilitate the development of front line safeguarding practice in Herefordshire, where partners are answerable to each other as to how they discharge their safeguarding responsibilities. The Board is aware that there are currently significant financial pressures affecting the provision of adult social care services and health services in Herefordshire and it provides a forum for partners to agree priorities together and support each other through cooperation and challenge to provide high quality, safeguarding focussed services.

This report highlights areas in which safeguarding practice has developed well during the past year as well as acknowledging the fact the some of our development priorities have not been achieved as planned and work will continue during 2013-14 to meet those. It has been helpful during 2012-13 to develop a vision, mission and values[2] for HSAB which will ensure a common understanding for Board partners and organisations that the Board works with about the focus of the Board's work and the purpose of our working together. In addition, the agreement of three-year priorities for the Board, outlined in the *HSAB Business Plan 2013-14 and Development Priorities 2013-2016* will ensure a longer term focus for the development of the effectiveness of the Board and the effectiveness of safeguarding adults at risk in Herefordshire in the coming years. These priority areas are:

- Improving the experience of adults at risk and their communities when they are supported in safeguarding systems
- Improving multi-agency case work
- Tackling evidenced safeguarding issues in Herefordshire
- Improving the functioning of Herefordshire's Safeguarding Boards

Herefordshire Safeguarding Adults Board's primary mechanism for assuring itself of the effectiveness of safeguarding arrangements is through its quality assurance programme. The Board has been working to develop this programme during the past couple of years. Although there continues to be a need to develop this further, quarterly reports from partners have already revealed issues to the Board which have been acted upon to improve. A further development for the Board will be the implementation of an effective ongoing multi-agency audit regime within its quality assurance programme. This will give the Board a greater ability to assess safeguarding arrangements and bring challenge to the work of partners.

While the Board acknowledges that the quality assurance programme needs further development the evidence demonstrates that safeguarding arrangements in Herefordshire are increasingly effective. The Board had previously been concerned that the low number of safeguarding alerts being made in the county, which when supported by research, suggested that there was not enough knowledge of safeguarding processes across the practitioners and the public. The number of alerts being made has increased during the past few years. The data, when compared to national statistics and single agency audit work, suggests that the number of alerts being made is now around where it should be and therefore processes are generally known about and safeguarding concerns acted upon appropriately in Herefordshire.

During 2013-14, the Herefordshire Safeguarding Adult Board's quality assurance programme will be developed further to ensure consistent monitoring of the safeguarding work of partners, and to ensure the Board is collating the views of adults at risk and their communities, especially at the point of an alert being made.

[2] The Board's Vision, Mission and Values are detailed on page 4.

The Board launched the new regional procedures during the year following a process of ensuring they are localised to fit with the area's processes. The embedding of these safeguarding procedures across practitioners working with adults at risk further formalises safeguarding processes and ensures that safeguarding arrangements are more effective. The development of a full suite of procedures for Herefordshire, and the process of embedding these within practice, continues into 2013-14 but the work undertaken during 2012-13 has significantly enhanced work to safeguard adults at risk.

A further piece of work that has been undertaken during 2012-13 was Herefordshire Council People's Service's Quality Audit in adult social care. The Board fully supported this work and the implementations of its recommendations. The Quality Audit highlighted some key areas for development which have also enhanced the ability of services in Herefordshire to respond appropriately to safeguarding concerns.

The work of the Board contributed to the reconvening of the Domestic Abuse Forum during 2012-13 ensuring that multi-agency work to combat domestic abuse in Herefordshire is given appropriate support from Board partners. Domestic abuse is an issue of concern in Herefordshire and the forum provides an effective mechanism to progress work to support this.

In addition, the Board has developed its training offers to meet the needs of agencies and therefore increase the knowledge and understanding of safeguarding adults at risk across practitioners.

The 2011-12 Annual Report stated that "evidence presented to the Board through staff and user feedback and through case audit suggests that safeguarding arrangements in Herefordshire are generally effective". The work outlined in the 2012-13 Annual Report demonstrated clear developments within safeguarding practice and therefore continued improvements within the effectiveness of Herefordshire's safeguarding arrangements.

The context of safeguarding adults at risk in Herefordshire

Herefordshire is a rural county with a population of 183,600, and while it is not possible to calculate a single measure of the numbers of adults at risk there are a number of indicators that help us understand the context of safeguarding in Herefordshire.

The county's Integrated Strategic Needs Assessment, Understanding Herefordshire[3], provides an evidence base to inform commissioning decisions, particularly those relating to priority setting and resource allocation. Using a wide range of data, Understanding Herefordshire identifies the most significant concerns for the county as well as noting performance against historical issues of concern.

Understanding Herefordshire and the 2011 census include the following relevant indicators

- **Age:** There are 39 400 people aged 65 and over in Herefordshire; 21.5% of our total population compared to 16.5% across England and Wales.

  There are 5 400 people aged 85 and over in Herefordshire; 2.9% of our total population compared to 2.3% across England and Wales.
- **Social Isolation:** 60% of residents have contact with family, friends or neighbours most days of the week although for one in twenty the contact is once a month or less and a similar proportion (5%) felt lonely most or all the time.[4]
- **Dementia:** There are an estimated 3 000 people in Herefordshire who have dementia (two-thirds of whom are undiagnosed).
- **Personal Care:** 12% of adults are limited in their ability to bathe and dress themselves.
- **Poverty[5]:** Approximately one fifth of households live in poverty in Herefordshire, similar to the national average.

Further context is given by the Annual Vulnerable Adults return that Herefordshire Council has to make to the Department of Health every year:

- **Safeguarding Alerts:** During 2012-13 there were 3191 alerts made to social care by people concerned for the safety of adults. This is a significant increase on the 2180 made during 2011-12, a continuing trend that is understood to be the result of greater understanding across the public and professionals of safeguarding services rather than a significant increase of adults at risk.
- **Alerts progressing to Referral:** For a wide range of reasons not all alerts become a referral for intervention from the Safeguarding Team in Herefordshire. In 2011-12 738 alerts concerning adults at risk progressed to referral and needed investigation and intervention by the Safeguarding Team.
- The largest category of safeguarding referrals, with over one third of cases, was neglect and the majority of referrals referred to incidents and situations occurring in the adult at risk's own home.

Herefordshire Safeguarding Adult Board is aware of these issues and is working with partners to respond to therm. Where appropriate they have been included within the Board's Business Plan priorities or risk register for action and monitoring.

[3] Understanding Herefordshire is available at http://factsandfigures.herefordshire.gov.uk/1922.aspx
[4] This data came from the Herefordshire Quality of Life Survey 2012 and is based on a representative 5% sample of the population and accessed through Understanding Herefordshire.
[5] Poverty measures are explained at http://factsandfigures.herefordshire.gov.uk/1975.aspx

The Board's understanding of the context of safeguarding in Herefordshire is developed through its Quality Assurance Programme, overseen by the Performance, Audit and Quality Assurance Sub Group. The group has received regular submissions of data about safeguarding themes from a range of agencies, although submission of reports has not always been as regular as requested from partners. In addition to this, the Performance, Audit and Quality Assurance Sub Group gains assurance and intelligence about safeguarding in Herefordshire through audit reports from partners. This programme is effective in ensuring that the Board is aware of safeguarding issues, but it is understood that the Quality Assurance Programme needs continued development to ensure the Board is more fully informed of the state of safeguarding in Herefordshire and can act in a more dynamic and proactive manner.

Developing the HSAB's Quality Assurance Programme.

Further work needed

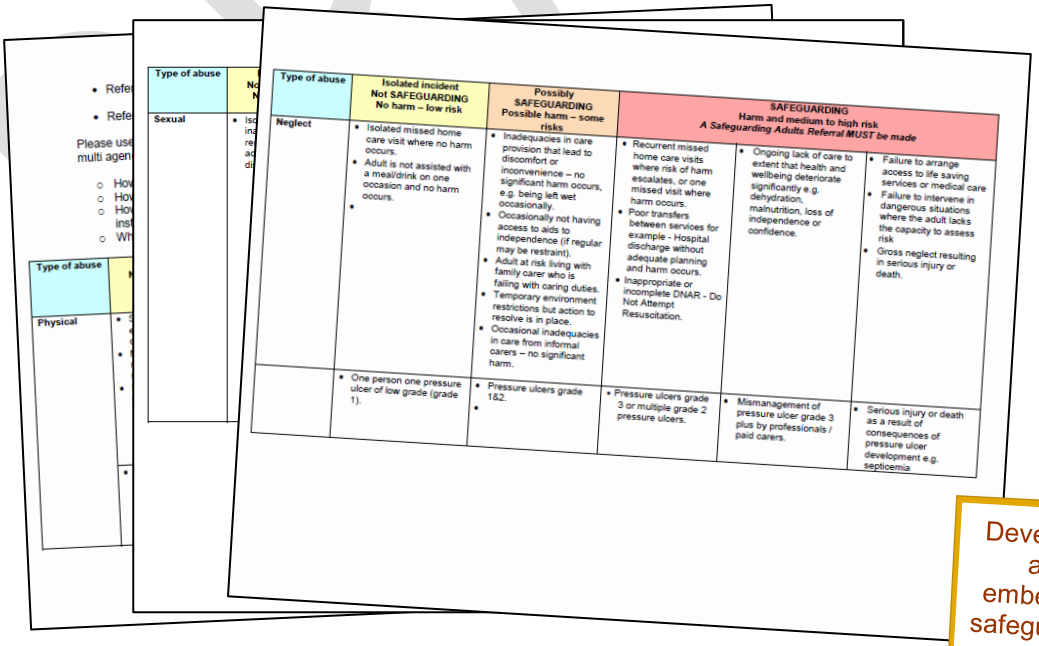
Further development of the Board's Quality Assurance Program is therefore necessary and is included in the 2013-14 Business Plan.

West Midlands Safeguarding Procedures and Adults Threshold Guidance

Herefordshire Safeguarding Adult Board, in cooperation with its regional partners, maintains multi-agency procedures[6] to safeguard and promote the wellbeing of adults at risk and with the aim of encouraging close working between agencies to facilitate early intervention and support to meet the needs of adults at risk and their communities.

The regionally agreed policies include the Adults Threshold Guidance which gives all practitioners across all our partner agencies clear guidance as to the situations which constitute abuse of adults at risk and what response is necessary, up to situations which warrant an immediate referral to the Safeguarding Team.

The guidance provides matrices to help practitioners make decisions about the appropriate response to situations involving physical, sexual, psychological, financial, institutional and discriminatory abuse and neglect. Further detail is available in the guidance documentation.



Type of abuse	Isolated incident Not SAFEGUARDING No harm – low risk	Possibly SAFEGUARDING Possible harm – some risks	SAFEGUARDING Harm and medium to high risk. *A Safeguarding Adults Referral MUST be made*		
Neglect	• Isolated missed home care visit where no harm occurs. • Adult is not assisted with a meal/drink on one occasion and no harm occurs. •	• Inadequacies in care provision that lead to discomfort or inconvenience – no significant harm occurs, e.g. being left wet occasionally. • Occasionally not having access to aids to independence (if regular may be restraint). • Adult at risk living with family carer who is failing with caring duties. • Temporary environment restrictions but action to resolve is in place. • Occasional inadequacies in care from informal carers – no significant harm.	• Recurrent missed home care visits where risk of harm escalates, or one missed visit where harm occurs. • Poor transfers between services for example - Hospital discharge without adequate planning and harm occurs. • Inappropriate or incomplete DNAR - Do Not Attempt Resuscitation.	• Ongoing lack of care to extent that health and wellbeing deteriorate significantly e.g. dehydration, malnutrition, loss of independence or confidence.	• Failure to arrange access to life saving services or medical care • Failure to intervene in dangerous situations where the adult lacks the capacity to assess risk • Gross neglect resulting in serious injury or death.
	• One person one pressure ulcer of low grade (grade 1).	• Pressure ulcers grade 1&2. •	• Pressure ulcers grade 3 or multiple grade 2 pressure ulcers.	• Mismanagement of pressure ulcer grade 3 plus by professionals / paid carers.	• Serious injury or death as a result of consequences of pressure ulcer development e.g. septicemia

Developing and embedding safeguarding policies.

Further work needed

HSAB is aware that while it is positive that these policies and procedures are in place, the Board need to do further work to ensure that they are used

[6] More information and the downloadable procedures are available by searching for 'Adult safeguarding policies' www.herefordshire.gov.uk

effectively by practitioners across organisations. In addition the Board are working during 2013-14 to ensure that all necessary additional policies exist in Herefordshire to support the regional policies.

The Adult Social Care Business Change Programme

Across the United Kingdom, the delivery of adult social care services is becoming more challenging as in general, the number of adults needing social care support is increasing while overall budgets are significantly reducing. Herefordshire Council, the main commissioner of adult social care services, is investing in its Adult Social Care Business Change Programme in order to ensure the funding of adult social care is sustainable in the coming years. While this is an important piece of work that the Board supports, the program has meant that development resources which might have been otherwise been available to progress the Board's priorities are focussed on business change. For example, the development of safeguarding performance reports for the Board has been delayed.

What have we done to improve the effectiveness of safeguarding adults at risk in Herefordshire?

a. Evaluating the effectiveness of Adult Safeguarding through performance monitoring.

Herefordshire Safeguarding Adults Board undertakes its role of performance monitoring of safeguarding practice in Herefordshire through its Performance, Audit and Quality Assurance sub group. Within in the 2012-13 Business Plan this sub group was also assigned to monitor the following specific development priorities:

- Increasing the number of alerts to safeguarding services which are made in accordance with people's wishes and feelings whilst achieving the balance on the Duty of Care. This is a requirement within the West Mercia Multi- Agency Safeguarding Policies and Procedures and is a specific question within the revised alert form which was introduced at the start of the 2012-13 year. The requirement is also included in safeguarding training for front line practitioners. The reporting of performance data on safeguarding referrals has been inconsistent during the year and this is something that the Board, Herefordshire Council and Wye Valley Trust have been working to improve. Towards the end of the reporting year there was an increased level of confidence around the data, but the data only regularly focussed upon the basic safeguarding information, and did not give the opportunity to analyse how people's wishes and feelings were being taken into account when alerts were made. This is something for further development during 2013-14.
  All care homes receive an annual quality visit from commissioners where adherence to safeguarding procedures is monitored, including ensuring the wishes of adults at risk are taken into account within their work.

  Monitoring how the wishes of adults at risk are taken into account. Further work needed

- The development of Personal Budgets for service users of social care and the outcomes for them. The development of Personal Budgets in Herefordshire has not progressed as expected during the year. Therefore, the monitoring of outcomes has not been undertaken due to the cohort size. The current Adult Social Care Business Change Programme being undertaken by Herefordshire Council includes the development of Personal Budgets and the ability to monitor outcomes for service users. Herefordshire Safeguarding Adults Board will monitor these outcomes when it becomes practicable to do so.
- The development of an HSAB dataset of indicators relevant to the business and priorities of the Safeguarding Adults Board. It was envisaged that during the year a dataset could be finalised and quarterly reports received from each partner agency. Although items for the dataset and quarterly reports have been agreed, the submission of quarterly reports from all agencies has not been consistent. For that reason it has not been possible to create a data dashboard for the Board to receive. This work will continue into 2013-14.

  Quarterly reports from agencies to inform the HSAB dataset. Further work needed

- Embed the process of on-going case audits to assure the Board of the quality of safeguarding adults practice and to identify areas for further development to improve recording, reporting and outcomes. During 2012-13 case audits were undertaken and resulting action plans completed. Audits of adult safeguarding within the CCG and across Wye Valley Trust have also been undertaken.

- Intelligence about levels of exposure to domestic abuse in Herefordshire from multi-agency audit focussing on the needs of Children reporting to both Boards. The Domestic Abuse Forum has undertaken a multi-agency audit on domestic abuse with the involvement of members of Herefordshire Safeguarding Adults Board. The findings have been made available to members of the Board and a needs assessment is being developed from the audit which will inform further work and commissioning. Work will continue in conjunction with the Domestic Abuse Forum, which has been reconvened during the year, in part due to pressure being put on key agencies by both safeguarding boards in Herefordshire.

- The implementation of all of the recommendations from the Hidden Harm work stream in 2011 and embedding of them in practice. This was completed during the year and a report was presented to Herefordshire Safeguarding Children Board who signed off on the findings on behalf of both Boards.
- Undertake a multi-agency audit on mental health in Herefordshire resulting in the development of action plans for both HSAB and HSCB. This work has been significantly delayed through the year, although preliminary work was undertaken towards the end of the year within 2gether NHS Trust, Herefordshire's provider of mental health services.

Further performance monitoring during the year came through Adult Social Care's Quality Audit and subsequent improvement work. This piece of work was led by Herefordshire Council who worked in partnership with the Board to ensure the recommendations were actioned across agencies as appropriate. Work is ongoing, but there have been concerns that the recommendations haven't been implemented as quickly as originally planned. The Board will continue to monitor inter-agency implementation.

b. Learning and Improvement through Case Reviews.

The sub group of the Board that oversees learning and improvement through case reviews started the year as the Serious Case Review (SCR) Sub Group providing advice and management of SCRs for both Adult and Children's Safeguarding Boards. The group makes initial decisions about case reviews and makes a recommendation to the Independent Chair of Herefordshire Safeguarding Adults Board who will make a final decision on the review process in each case.

During 2012-13 the group developed to take on a similar role for Domestic Homicide Reviews on behalf of the Community Safety Partnership as well as the management of cases which do not meet the criteria for an SCR but which do merit review. The sub group is now known as the Joint Case Review group.

The meeting had seven cases referred during the year as follows and of those, three were adults as follows. In addition, a domestic homicide review was commissioned by the group.

Outcome of Referral	Children	Adults
Independently chaired multi-agency review	1	1
Internally chaired multi-agency review	0	1
Single Agency Review	2	1
Did not meet criteria for review.	1	0

During 2012-13 no case met the agreed criteria, as recommended by the Association of Directors of Adult Social Services[7], for a Serious Case Review to be commissioned. Serious Case Reviews are large scale reviews following a set process which are independently chaired. As detailed in the table above, the Joint Case Review sub group decided that two cases were of significant concern to warrant independent facilitation, but were not appropriate to be the subject of a Serious Case Review.

The Joint Case Review sub group, following the Government's response to the Munro review of child protection[8], in which there is a spirit to move away from the traditional Serious Case Review methodology to a more systems approach, commissioned Review Consulting to facilitate a review through their Significant Incident Learning Process (SILP). One child case review has been undertaken using this methodology and initial feedback has been very encouraging and a structured evaluation is underway. Towards the end of the year it was agreed that an adult case would be reviewed under SILP methodology. This review is now underway.

In order to improve the effectiveness of learning from case reviews, during 2012-13 a more robust system for monitoring the progress and outcome of cases and reviews was been introduced. This is enabling greater scrutiny of review processes and reducing the possibility of any drift in the timeliness of decision-making around referred cases and the management of reviews. It is also providing enhanced feedback from all types of reviews making it much easier to analysis outcomes and emerging themes.

The Board now maintains a composite learning and improvement action plan, overseen by its Steering Group, which includes all the agreed actions arising from the case reviews alongside those which have resulted from the Board's thematic and case audit programme.

[7] Guidance is in ADASS's 2005 publication 'Safeguarding Adults' available to download from the Publications page at www.adass.org.uk.

[8] A Child-Centred System: The Government's response to the Munro review of child protection, July 2011 is available for download from www.education.gov.uk/childrenandyoungpeople/safeguardingchildren/protection/b00219296/munro

c. Workforce Development: Training and Communication.

Herefordshire Safeguarding Adult Board communicates with organisations across Herefordshire through it's:

- Members from partner organisations
- Business Plan and Annual Report
- Training
- Events
- Webpages on the Herefordshire Council website

Herefordshire Safeguarding Adults Board progresses the County's joined-up approach to safeguarding in Herefordshire by bringing together directors and strategic leaders across organisations working with adults at risk. Organisations represented include:

- Herefordshire Council, incorporating Adult Social Care commissioning services
- Herefordshire Voluntary Organisations Support Service
- Hoople
- Wye Valley Trust
- 2gether NHS Foundation Trust
- Further Education establishments
- West Mercia Police
- West Mercia Probation

Further third sector organisations are represented as appropriate within the Board's sub groups. Members of the Board and its sub groups have a range of responsibilities as laid out in its Constitution including representing the HSAB within their organisation and ensuring that the organisation is meeting its obligations to safeguard and promote the welfare of adults at risk.

Therefore, members of the Board have a responsibility to ensure that their organisations understand what the Board is doing and is working towards the priorities of the Board.

The development and publishing of the Board's Business Plan also supports members in ensuring the Board's priorities are promoted among partner agencies.

The Board also provides inter-agency safeguarding training through Hoople as well as providing additional training to meet the needs of Herefordshire through which it maintains an on-going line of communication to front line staff across the adults at risk workforce in Herefordshire.

Herefordshire Safeguarding Adults Board oversees its planning and provision of training through its Training and Workforce Development sub group. Within in the 2012-13 Business Plan this sub group was also assigned to monitor the following specific development priorities:

New training offers were developed to meet agency needs.

Success Story

- Include mandatory awareness training on appropriate safeguarding for vulnerable adults, young people and children, in induction training for all staff in any agency. This indicative content was included within the development of the new training strategy to ensure that all providers were aware of the required content. A Train the Trainers course was developed which can be accessed by independent/voluntary providers and includes the requirements to record all training that can be collated and sign up to a quality assurance scheme. As a result quarterly reports will be available to HSAB on basic training in these areas.
- Multi-agency safeguarding practice development sessions to be run in each locality to provide practitioners across agencies with a forum for developing evidence based practice and work together. Practitioner Forums were launched in Nov 2012 and are run every other month. In 2012-13 there were 3 sessions 63 people attending, representing Wye Valley NHS Trust, 2gether and Herefordshire Council.

- Staff understand positive risk taking and the current legal framework and relevant case law for safeguarding. Significant communications and training has been undertaken with safeguarding staff across statutory agencies (social care, health and police) to ensure positive risk taking and balancing people's wishes and feelings whilst achieving the balance on the Duty of Care.

Further achievements of the group include the development and delivery of training to support the implementation of the West Mercia Multi- Agency Safeguarding Policies and Procedures. There has also been targeted training provided on the requirements of the Public Sector Equality Duty and training sessions on Understanding New Communities.

d. Developing and maintaining Policies and Procedures[9].

HSAB's Policy, Procedures and Operations sub group's role within the Board is to plan and implement the development and review of policies and procedures across agencies working with adults at risk.

During the first half of 2012-13, Herefordshire Safeguarding Adults Board, worked with its regional partners to develop the West Mercia Multi-Agency Safeguarding Policies and Procedures. This shared set of procedures aims to ensure that the needs and interests of adults at risk are respected while a timely, professional and ethical response is made to any adult at risk who may be experiencing abuse. Once agreed by the regional partners, each safeguarding adults boards had to localise the procedures to ensure they fitted with local processes and organisational structures. This task was completed during the autumn and in December 2012 HSAB held a launch conference attended by over 200 people from adult social care, health services, care providers and the police. At the same time, the extensive policies and procedures were published on Herefordshire Council's website. Subsequent work was then undertaken through the remainder of the year to ensure that the regional procedures, including the Threshold Guidance, are built into working practice.

HSAB will continue to work during 2013-14 to assess the further development work necessary and to ensure the new policies are embedded in practice across agencies.

The Policy, Procedures and Operations sub group lacked consistent leadership and focus through two changes in chair persons and a number of cancelled meetings that affected attendance. It was therefore unable to progress the other priorities of the Board assigned to it from the 2012-13 Business Plan, but members of the Board ensured the priorities were picked up in other forum where possible:

- The development of contractual arrangements to include minimum safeguarding standards has begun through discussions with Herefordshire Council's contracts department. Discussions are ongoing into 2013-14 and research into best practice examples from other areas has been completed to inform the work.
- The Adult Social Care Business Change Programme being undertaken by Herefordshire Council has picked up the development of a strategic pathway and set of standards to support risk enablement and is also focussed on ensuring that safeguarding practice isn't negatively affected by the current rounds of organisational change.

[9] More information and the downloadable procedures are available by searching for 'Adult safeguarding policies' www.herefordshire.gov.uk

2012/13 Strategic Priorities

The HSAB Business Plan 2012/13 set out the Board's strategic aims and specific objectives. The strategic priorities were based on the Board's analysis of priority areas for development and improvement. This section describes the progress made against these specific priorities.

Priority Improvement Area 1:

We said we would improve multi-agency safeguarding arrangements.

How we said we would achieve this:

- Ensure that adults at risk of harm are supported to reduce their risks and have safe services delivered, while ensuring independence, choice and control.
- Ensure people who need safeguarding support receive a multi-agency approach from a competent workforce.
- Ensure people receive good quality assessments of their needs.
- Deliver effective arrangements for sexual assault examinations

What did we do?

- Developed and launched the regional multi-agency policies and procedures and threshold guidance which give clear guidance to practitioners about assessing need and taking appropriate action and outlines how professionals across agencies should work together to make decisions about appropriate action.
- Developed the Board's ability to monitor the safeguarding work of partners through its quality assurance programme, including quarterly performance data from partners.
- Work started during 2012-13 to ensure that all contracts between Board partners and organisations working with adults at risk include minimum safeguarding standards.
- Oversaw the contractual arrangements and implementation of the Herefordshire Sexual Assault Referral Centre ensuring it became operational in line with planned timescales.

What difference has this made?

- There is clarity for people working with adults at risk about how and when they should be making safeguarding alerts. This has supported the increases in appropriate alerts being made to Herefordshire's safeguarding team.
- Monitoring performance data has enabled to Board to challenge partners around specific safeguarding issues and hold them to account for improvements.
- Victims of sexual assault are supported in an appropriate, comfortable environment which also facilitate the collection of forensic evidence that can enable prosecution.

Priority Improvement Area 2:

We said we would improve data quality, assurance and analysis

How we said we would achieve this:

- Improve interrogation of performance information

- Develop the use of Understanding Herefordshire to identify needs and strengthen service planning across agencies

What did we do?

- Developed the Board's quality assurance programme to ensure quarterly reporting from Board partners in order to inform the Board's understanding of the effectiveness of safeguarding arrangements in Herefordshire.
- Ensured that the Health and Well Being Board, established during the year, had sufficient links with Herefordshire Safeguarding Adults Board and safeguarding issues are highlighted to them to ensure an appropriate focus.

What difference has this made?

- Herefordshire Safeguarding Adults Board has been able to challenge partners and hold them to account in instances where their performance data has highlighted issues that need action.

Priority Improvement Area 3:

We said we would improve joint safeguarding arrangements with Herefordshire Safeguarding Adult Board

How we said we would achieve this:

- Implement joint priorities with the Safeguarding Children Board to tackle domestic abuse.
- Develop coordinated support for adults and children in families affected by mental health wellbeing issues and adults and children in families affected by substance misuse issues.

What did we do?

- The Board supported the development of a group of senior officers from agencies working across Herefordshire which began a comprehensive needs assessment based on quantitative and qualitative information to assess the current scale of domestic abuse and violence and to understand the current services available.
- The recommendations from the Hidden Harm work of 2011 were fully implemented.

What difference has this made?

- Developments in services to tackle domestic abuse are a longer term priority for the Board and improvements in existing services and the commissioning of new services will make a difference in future years.
- Services improved for families affected by mental health issues.

Appendix 1: HSAB Membership at March 2013

Role/Job Title	Agency
Director of Quality	2gether NHS Foundation Trust
Specialist Practitioner for Safeguarding	2gether NHS Foundation Trust
	Care Quality Commission
Director	Herefordshire Carers Support
Director of Personnel, Representing FE Colleges	Herefordshire College of Technology
Lead Member for Safeguarding	Herefordshire Council
Director of Nursing and Transformation	Herefordshire Wye Valley Trust
Head of Quality & Safety (Adults)	Herefordshire Wye Valley Trust
Service Unit Director	Herefordshire Wye Valley Trust
Head of Operational Adult Safeguarding	Herefordshire Wye Valley Trust
Senior Manager Mandatory Training	Hoople Ltd
Safeguarding Trainer	Hoople Ltd
Independent Chair	HSAB
Head of Safeguarding	NHS Herefordshire
Assistant Director of Public Health	People's Services, Herefordshire Council
Assistant Director, Adult Commissioning	People's Services, Herefordshire Council
Director of People's Services	People's Services, Herefordshire Council
Head of Safeguarding and Review	People's Services, Herefordshire Council
Senior Equality, Integration and Partnership Officer	Places and Communities, Herefordshire Council
Housing Manager	Places and Communities, Herefordshire Council
Community Safety Manager	Places and Communities, Herefordshire Council
Assistant Director, Homes and Communities	Strategic Housing, Herefordshire Council
Housing Solutions Manager	Strategic Housing, Herefordshire Council
Head of Public Protection	West Mercia Police
Inspector	West Mercia Police
Training Lead	West Mercia Police
Head of Service	West Mercia Probation Trust
Safeguarding Lead	West Mercia Women's Aid

Membership Key	Strategic Board	Sub Groups	Both

Appendix 2: HSAB Budget Summary

Herefordshire Safeguarding Adults Board and Herefordshire Safeguarding Children Board share a joint Business Unit and joint budget. The existing budgets were therefore combined. The tables below summarise the combined budget for 2012-13 but it should be highlighted that the pre-existing budget for Herefordshire Safeguarding Adults Board was a £20, 000 contribution from Herefordshire Council.

The following table states how our member organisations contribute financially to the work of the Board.

Agency contributions	**2012/13**
Herefordshire Council	*£124,835*
NHS Herefordshire	*£45,203*
West Mercia Police	*£30,165*
Youth Offending Service	*£645*
West Mercia Probation	*£4,612*
CAFCASS	*£550*
Funding Carried Forward	*£12,685*
Total income	***£218,695***

Expenditure	**2012/13**
Independent Chair	*£27,295*
Business Unit Staff and Costs (Manager and Development Officer)	*£67,866*
Training and development (including HSCB Trainer)	*£62,274*
Independent Case Review and Auditing	*£6,000*
Meeting expenses	*£1,942*
Publicity, information provision and participation	*£1,396*
Funding Carried Forward	*£38,306*
Accounting Processes: unassigned expenditure[10]	*£13,616*
Total expenditure	***£218,695***

[10] As at July 1st 2013, the Business Unit is working with the Boards' accountant in Hoople to understand and assign this spending.