



Business Plan  
2013-14 and  
Development  
Priorities  
2013-16

Herefordshire  
**Safeguarding Adults Board**

## Contents

Foreword by the Independent Chair .....	3
Introduction.....	4
HSCB's Vision, Mission and Values .....	5
Structural Arrangements.....	6
HSAB Development Priorities 2013-2016.....	8
DEVELOPMENT AREA 1: Improving the experience of adults at risk and their communities when they are supported in safeguarding systems .....	9
DEVELOPMENT AREA 2: Improving multi-agency case work.....	10
DEVELOPMENT AREA 3: Tackling evidenced safeguarding issues in Herefordshire.....	12
DEVELOPMENT AREA 4: Improving the functioning of Herefordshire's Safeguarding Boards.....	13

## Foreword by the Independent Chair

The last year has been a challenging one from which everyone involved in safeguarding activity in Herefordshire has learned a great deal. We learned that we need to be very clear about what beneficial difference the organisations that make up HSAB are making to the safety and welfare of our adults at risk. We need to be sure that all professionals having contact with adults who might be at risk are aware of signs and indicators of abuse and know how to report concerns, whether they relate to general care and welfare or possible abuse. Those directly involved in safeguarding adults at risk must be demonstrably working to the highest standards and the processes that are used to co-ordinate their work must be constantly monitored to ensure their effectiveness. We need to listen actively and carefully to the voices of service users and act on them to be responsive, constantly improving the way we work, individually and together to maximise positive impact.

Many organisations that make up the membership of HSAB are changing the way they structure themselves to be leaner and more efficient because of the current financial situation. Some will have to make hard decisions about work that they will no longer be able to do. HSAB has been re-structured to reduce the meetings that members attend and concentrate instead on getting the valuable work done to monitor and improve services for adults at risk. HSAB's agreed priorities have been identified with the collective conviction that we must focus on ensuring that we are getting the basics of safeguarding right before we widen our ambitions. I am completely satisfied that staff within all HSAB member organisations are working under enormous pressure and with huge commitment to safeguard adults at risk. However, despite some notable achievements last year, the Board committed to work that was not achieved and this was unacceptable. HSAB members have assessed this year's plan as fully deliverable within the resources available. They now need to use the Board to hold their own and other member organisations to account in delivering on our commitments.

The Ofsted Inspection of safeguarding arrangements was undoubtedly a catalyst for considerable fast track development in the safeguarding children agenda in Herefordshire. I believe that there is a risk that owing to the absence of such an inspection framework in relation to adults, the same focus is not brought to bear here. However, the commitment of the organisations in Herefordshire to securing safeguarding services of the highest quality and integrity however is evidenced by involvement in the sector led peer review and support approaches, during 2103/14. There is also a significant opportunity to take the learning from the development of our safeguarding children framework and adapt it to make the improvements necessary to evolve our safeguarding adults arrangements to successfully deliver on our plans. We must take this opportunity and, by doing so, I am confident that we can achieve our mission and ultimately, our vision; 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.



**David McCallum, Independent Chair**  
**Herefordshire Safeguarding Adults Board**



**Endorsed by Jo Davidson, Director**  
**of People's Services**

## Introduction

It is the mission of both Herefordshire Safeguarding Adults Board and Herefordshire Safeguarding Children Board to work together effectively, as organisations and with adults at risk and their communities and children and their families, to ensure that local services and arrangements are effective in promoting the well-being of adults at risk, their communities, children and young people in Herefordshire and keeping them safe from harm.

During the past year HSAB has worked to improve the experiences of adults at risk and their communities by supporting the development and implementation of multi-agency procedures and through identifying areas of concern in practice through its monitoring of safeguarding performance data. The Board has then worked together to resolve these areas of concern while increasing the expectations of organisations working with adults at risk to ensure that their staff are trained appropriately. In assessing its own effectiveness, the Board has also noted that further improvements need to be made in the way it functions to ensure a greater level of impact on adults at risk.

The Board's Business Plan for 2013-14 is ambitious as it expects its revised structure to enable it to deliver upon its strategic development priorities for 2013-2016. The Business Plan identifies the necessary actions that the Board and its members agree to undertake during the year in progressing its four Development Priorities:

- ✦ 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 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
- ✦ Herefordshire Clinical Commissioning Group
- ✦ West Mercia Police
- ✦ Wye Valley NHS Trust
- ✦ 2gether NHS Foundation Trust
- ✦ West Mercia Probation
- ✦ Adult education establishments
- ✦ Herefordshire Voluntary Organisations Support Service
- ✦ Hoople

## **HSCB's Vision, Mission and Values**

During 2012-13 Herefordshire Safeguarding Adult's Board developed its statement of purpose outlining its vision for adults at risk and their communities in Herefordshire, its mission as it works together to bring about that vision and the values that it works to.

### **Our Vision**

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.

### **Our Mission**

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.

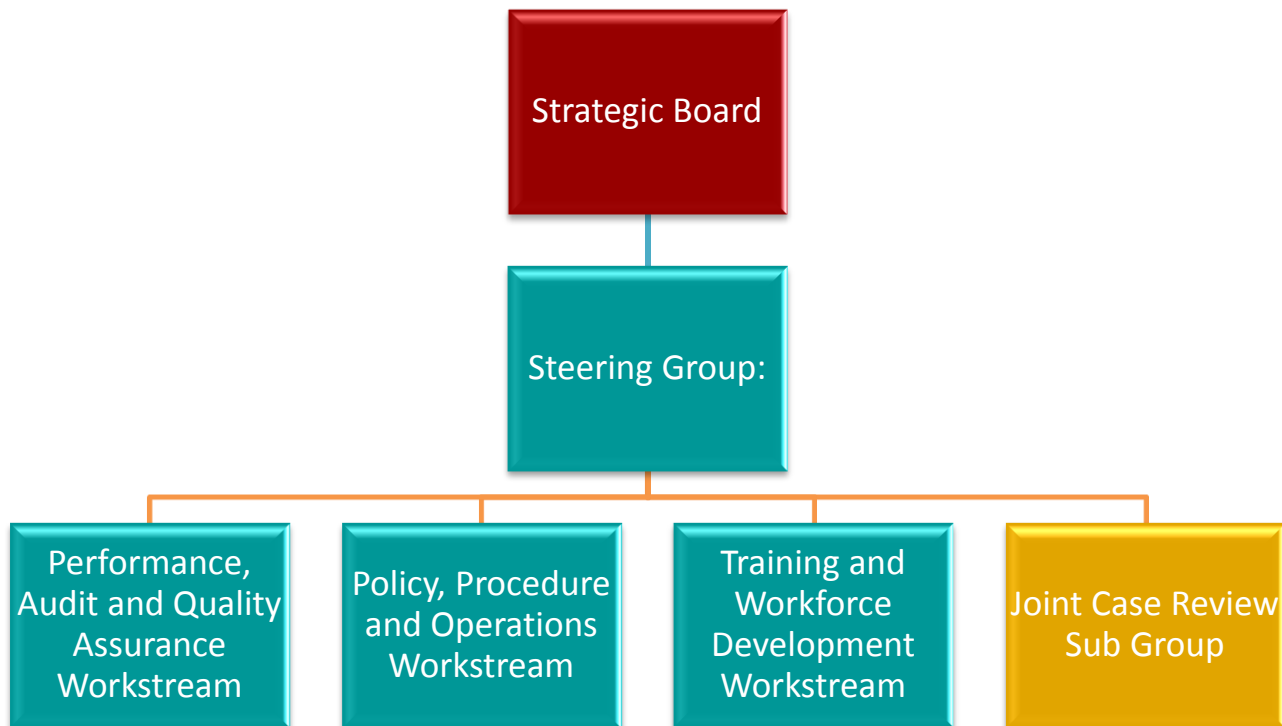
### **Our values**

- ✦ 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.

## Structural Arrangements

Herefordshire Safeguarding Adults Board works in close collaboration with Herefordshire Safeguarding Children Board and arrangements have been made to ensure they support each other's work and respond appropriately to their work and findings. These arrangements include the shared Independent Chair and Business Unit, Joint Case Review sub group, joint Risk Register and aligned development priorities.

The structure of Herefordshire Safeguarding Adults Board is as follows:



### Strategic Board

The Strategic Board sets the performance, policy and strategic priorities for Herefordshire Safeguarding Adults Board and is responsible for ensuring that statutory requirements are met and the quality of safeguarding practice is maintained and developed across its partners. Members of the Board include directors and senior managers with strategic and resource oversight of relevant agencies and organisations in Herefordshire who are in a position to commit resources and enable change within their organisations.

### Steering Group

Towards the end of the business year 2012-13, Herefordshire Safeguarding Adult Board decided to amalgamate its discrete sub groups into an operational Steering Group in order ensure a more joined up approach to its work, reduce duplication and to reduce the expectation of members to attend multiple meetings.

As the operational arm of the Board, the Steering Group ensures work is planned and progressed to meet the priorities set and monitored by the Strategic Board. As such, it is responsible for ensuring that the business plan for the Board is delivered. It tasks individual agencies and lead officers with responsibility for delivering key activities, in line with the overall aims of the Business Plan, and holds them to account for effective delivery of agreed actions.

The Steering Group meetings monitor progress on the following workstreams:

**Performance, Audit and Quality Assurance:** Responsible for providing assurance to the Strategic Board that all agencies, individually and collectively, are meeting their requirements to safeguard adults at risk. It has oversight of all multi agency and single agency audits and analysis of performance data about safeguarding within relevant agencies in Herefordshire. It is critical to the Board in assisting with its scrutiny and challenge role.

**Training and Workforce Development:** Responsible for producing a training strategy and ensuring any safeguarding adults training is quality assured.

**Policy, Procedure and Operations:** Responsible for ensuring that local standards, policies and procedures are in place in relation to safeguarding adults in vulnerable situations.

### **Joint Case Review Sub-Group**

In Herefordshire, a shared process has been agreed for learning from cases of concern involving cases where a child or adult at risk dies or it is thought that work between agencies was not effective and didn't prevent a child or adult at risk suffering considerable harm. The Joint Case Review sub group oversees this work.

The Joint Case Review sub-group receives nominated cases by professionals which might meet the threshold, and decides, in a multi-agency forum, whether a review is necessary and what kind of review is appropriate. The group then makes a recommendation to the Independent Chair who, after reviewing the evidence himself, makes a final decision. The group is then responsible for monitoring reviews as they are undertaken and the implementation of learning from them.

The group also functions as a sub group of the community safety partnership (which is incorporated into the work of Herefordshire Partnership Executive Group - HPEG) to review incidences of domestic homicide and make recommendation to HPEG upon whether to commission a domestic homicide review.

### **Multi-Agency Working Beyond Herefordshire Safeguarding Adult Board**

There is a positive culture of working together between board partners in Herefordshire who also work together in other settings. A significant proportion of partner agencies also work together under the remit of Herefordshire Safeguarding Children Board as well as through the Domestic Abuse Forum, Multi-Agency Public Protection Arrangements, Multi-Agency Risk Assessment Conferences and Herefordshire Partnership Executive Group.

## HSAB Development Priorities 2013-2016

Herefordshire Safeguarding Adults Board has identified the following development priorities for the next 3 years and highlighted action areas within those. Future years will be added to as the safeguarding agenda develops.

<b>DEVELOPMENT AREA 1: Improving the experience of adults at risk and their communities when they are supported in safeguarding systems</b>			
Develop a multi-agency response and implementation plan to relevant guidance and legislation regarding safeguarding adults at risk.	13-14	14-15	15-16
Every agency to ensure the voice of adults at risk and their communities is captured and used to improve services.	13-14	14-15	15-16
Improve the quality of reflective supervision and the involvement of management in case decision making.	13-14	14-15	15-16
Develop culture of settled caseloads for staff to ensure better relationships between professionals and the adults at risk they are supporting.	13-14	14-15	15-16
<b>DEVELOPMENT AREA 2: Improving multi-agency case work.</b>			
Improving the management and monitoring processes of safeguarding alerts.	13-14	14-15	15-16
Improving multi-agency case decision making.	13-14	14-15	15-16
Improving multi-agency case assessments within adult social care.	13-14	14-15	15-16
Improving multi-agency case assessments across agencies	13-14	14-15	15-16
<b>DEVELOPMENT AREA 3: Tackling evidenced safeguarding issues in Herefordshire.</b>			
Families affected by mental health wellbeing issues and families affected by substance misuse issues (lead by HSAB and involving HSCB)	13-14	14-15	15-16
Mortality Rates for Herefordshire County Hospital	13-14	14-15	15-16
Young adults transitioning from children's to adults' social care.	13-14	14-15	15-16
<b>DEVELOPMENT AREA 4: Improving the functioning of Herefordshire's Safeguarding Boards.</b>			
Develop the culture of constructive challenge within the Board.	13-14	14-15	15-16
Develop an evidence base of safeguarding casework across all agencies to demonstrate and learn from our good practice and show how we are meeting and exceeding our statutory responsibilities.	13-14	14-15	15-16
Agree a model of SCRs and significant case reviews within Herefordshire.	13-14	14-15	15-16
Develop the Board's processes for Qualitative and Quantitative reporting and analysis.	13-14	14-15	15-16
Develop our knowledge of the safeguarding adults at risk workforce and its development needs.	13-14	14-15	15-16
Undertake a peer learning process with a more established Board to identify areas for further Board development.	13-14	14-15	15-16



HSAB Business Plan 2013-14				RAG		
DEVELOPMENT AREA 1: Improving the experience of adults at risk and their communities when they are supported in safeguarding systems				Process	Completion	Impact
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency			
Action Area: <b>Develop a multi-agency response and implementation plan to relevant guidance and legislation regarding safeguarding adults at risk.</b>				Monitored by: <b>HSAB Steering Group (Policy, Practice and Operations Workstream)</b>		
CCG, David Farnsworth	Assurance will have been given to the Board that learning from The Mid Staffordshire NHS Foundation Trust Public Inquiry (Francis 2013) has been made and implemented.	July 2014	Midterm progress report to Steering Group.			
Herefordshire Council, Sarah Cox	Assurance will have been given to the Board that Mental Capacity Act policy is implemented and embedded across agencies.	Dec 2013	Completion report to Steering Group.			
CCG, Lynne Renton	Herefordshire multi-agency action plan implemented and reviewed in response to Transforming Care: A National Response to Winterbourne View Hospital	Jan 2014	Midterm progress report to Steering Group.			
Action area: <b>Every agency to ensure the voice of adults at risk and their communities is captured and used to improve services.</b>				Monitored by: <b>HSAB Steering Group (Performance, and Quality Audit Workstream)</b>		
HSAB PAQA Chair, Lynne Renton	All member agencies will have reported the mechanisms they are using for capturing the views of adults at risk and their communities and their families at all stages of their work to the PAQA sub group within their quarterly reports. delivered in Q4.	March 2014	Through PAQA Workstream reports to HSAB Steering Group.			



RAG Code	Process	An Agreed Process Is In Place	Plans In Place To Develop Process But Not Yet Agreed	No Progress In Agreeing Process
	Completion	Fully Completed	Risk Won't Be Completed Within Timescale	Failure To Complete
	Impact	No Judgement Will Be Made Until Audited To Assess Impact		

HSAB Business Plan 2013-14				RAG		
DEVELOPMENT AREA 2: Improving multi-agency case work.				Process	Completion	Impact
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency			
Action area: <b>Improving the management and monitoring processes of safeguarding alerts.</b>				Monitored by: <b>HSAB Steering Group (Policy, Practice and Operations Workstream)</b>		
Herefordshire Council, Head of Operations, Mandy Appleby	A report will have been delivered to the Board's Steering Group setting out how alerts are being managed, any delay in processing these on Frameworki and detailing planned improvements and how these will be measured.	July 2013	Report to come to the HSAB Steering Group meeting in July 2013.			
	A report will have been delivered to HSAB Strategic Board on the improvements that have been implemented, the outcome of audit and any further actions planned.	Nov 2013	Report and plan to be presented to November's Steering Group and then to the HSAB Strategic Board meeting in Dec13.			
	All actions will have been implemented and impact audit undertaken and reported to HSAB Strategic Board.	March 2014	Completion reports to Steering Group. Report presented to the HSAB Strategic Board meeting in March 2014.			
Action area: <b>Improving multi-agency case decision making.</b>				Monitored by: <b>HSAB Steering Group (Policy, Practice and Operations Workstream)</b>		
HSAB PPO Lead, Sarah Cox	A report will have been delivered to the Board's Steering Group on our safeguarding policy and procedures (including what we have, what we	August 2013	Report to come to the HSAB Steering Group meeting in August 2013.			



RAG Code	Process	An Agreed Process Is In Place	Plans In Place To Develop Process But Not Yet Agreed	No Progress In Agreeing Process
	Completion	Fully Completed	Risk Won't Be Completed Within Timescale	Failure To Complete
	Impact	No Judgement Will Be Made Until Audited To Assess Impact		

HSAB Business Plan 2013-14				RAG			
DEVELOPMENT AREA 2: Improving multi-agency case work.				Process	Completion	Impact	Progress Update and Planned Future Actions
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency				
	need to develop, what we need to update, and whether we do these for Herefordshire, or work with the regional procedures) with an action Plan for the agreed improvements.						
HSAB PPO Lead, Sarah Cox	A multi-agency priority plan for the implementation and embedding of procedures to underpin the regional procedures will have been agreed by the Strategic Board.	Nov 2013	Report to come to the HSAB Steering Group meeting in October 2013.				



RAG Code	Process	An Agreed Process Is In Place	Plans In Place To Develop Process But Not Yet Agreed	No Progress In Agreeing Process
	Completion	Fully Completed	Risk Won't Be Completed Within Timescale	Failure To Complete
	Impact	No Judgement Will Be Made Until Audited To Assess Impact		

HSAB Business Plan 2013-14				RAG		
DEVELOPMENT AREA 3: Tackling evidenced safeguarding issues in Herefordshire.				Process	Completion	Impact
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency			
Action area: <b>Families affected by mental health wellbeing issues (lead by HSAB and involving HSCB)</b>				Monitored by: <b>HSAB Steering Group</b>		
JCR Chair, Paul Meredith	Implement recommendations arising from the Bridgend LSCB serious case review of Family T.	Sept 2013	Reported as part of the half year ongoing reports from JCR to HSAB Steering Group.			
Action area: <b>Mortality Rates for Herefordshire</b>				Monitored by: <b>HSAB Steering Group</b>		
CCG, David Farnsworth	A review of Quality Indicators will be undertaken and findings reported to Strategic Board including Hospital Standardised Mortality Rates (HMSR) and Summary Hospital-level Mortality Indicators within Wye Valley NHS Trust.	Sept 2013	External report and action plan to HSAB Steering Group.			



RAG Code	Process	An Agreed Process Is In Place	Plans In Place To Develop Process But Not Yet Agreed	No Progress In Agreeing Process
	Completion	Fully Completed	Risk Won't Be Completed Within Timescale	Failure To Complete
	Impact	No Judgement Will Be Made Until Audited To Assess Impact		

HSAB Business Plan 2013-14				RAG		
DEVELOPMENT AREA 4: Improving the functioning of Herefordshire's Safeguarding Boards.				Process	Completion	Impact
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency			
Action area: <b>Develop the culture of constructive challenge within the Board.</b>				Monitored by: <b>HSAB Strategic Board</b>		
Business Manager, Andy Churcher	An effective system for documenting challenge across the Board to capture learning and good practice will be developed and maintained.	Sept 2013	Synopsis to be included in Steering Group's quarterly report to Strategic Board.			
HSAB TWD Lead, Ali Chambers	A training needs analysis with Board members will have been undertaken to ensure all members have appropriate training and development opportunities to support their role.	Sept 2013	Synopsis to be included in Steering Group's quarterly report to Strategic Board.			
Business Manager, Andy Churcher	All Board members to undertake training identified through the TNA.	March 2014	Synopsis to be included in Steering Group's quarterly report to Strategic Board.			
Business Manager, Andy Churcher	Attendance at all Board meetings will be monitored; an action plan to increase level and consistency of attendance of member agencies will have been developed and implemented.	Sept 2013	Synopsis to be included in Steering Group's quarterly report to Strategic Board.			
Business Manager, Andy Churcher	The Board's Induction Pack will have been refreshed and re-launched to support new (and existing) members at all levels of Board business.	Mar 2014	Synopsis to be included in Steering Group's quarterly report to Strategic Board.			



RAG Code	Process	An Agreed Process Is In Place	Plans In Place To Develop Process But Not Yet Agreed	No Progress In Agreeing Process
	Completion	Fully Completed	Risk Won't Be Completed Within Timescale	Failure To Complete
	Impact	No Judgement Will Be Made Until Audited To Assess Impact		

HSAB Business Plan 2013-14				RAG			
DEVELOPMENT AREA 4: Improving the functioning of Herefordshire's Safeguarding Boards.				Process	Completion	Impact	Progress Update and Planned Future Actions
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency				
Action area: <b>Agree a model of SCRs and significant case reviews within Herefordshire.</b>				Monitored by: <b>HSAB Steering Group</b>			
HSAB Chair of JCR Sub Group, Paul Meredith	Case reviews using alternative formats will have been evaluated by those involved in the processes and reported to Steering Group.	Sept 2013	Report and proposal to be presented to Sept's Steering Group.				
	The most appropriate format for reviews within Herefordshire will have been decided upon.	Sept 2013	Steering Group to report their recommendation to October's Strategic Board.				
Action area: <b>Develop the Board's processes for Qualitative and Qualitative reporting and analysis.</b>				Monitored by: <b>HSAB Steering Group</b>			
HSAB PAQA Lead, Lynne Renton	A multi-agency quarterly reporting and audit schedule to facilitate standardised presentation of qualitative and qualitative information and analysis and learning will be developed and implemented.	Nov 2013	Finalised reporting schedule to be presented to June's Steering Group. Bi-monthly monitoring of progress.				
HSCB, Business Manager Andy Churcher	A robust system of communicating qualitative and quantitative safeguarding performance information and analysis is established from the sub groups to the Strategic Board so that it can effectively monitor and challenge the effectiveness of child	Jan 2014	Monthly reports to be presented to Strategic Board members.				



RAG Code	Process	An Agreed Process Is In Place	Plans In Place To Develop Process But Not Yet Agreed	No Progress In Agreeing Process
	Completion	Fully Completed	Risk Won't Be Completed Within Timescale	Failure To Complete
	Impact	No Judgement Will Be Made Until Audited To Assess Impact		

HSAB Business Plan 2013-14					RAG			
DEVELOPMENT AREA 4: Improving the functioning of Herefordshire's Safeguarding Boards.					Process	Completion	Impact	Progress Update and Planned Future Actions
Lead Org & Officer	How impact and progress will be measured and how we will know when it is achieved	Time-scales	Monitoring Mechanism and Frequency					
	protection practice							
Action area: <b>Develop our knowledge of the people working with adults at risk and their development needs.</b>					Monitored by: <b>HSAB Steering Group (T&amp;WD Workstream)</b>			
HSAB, Chair of T&WD, Alison Chambers	TNA will have been undertaken across agencies and training needs catered for through the further development of the Board's Training Strategy.	Sept 2013	Findings to be included in the T&WD workstream quarterly report to November's Steering Group.					
Action area: <b>Undertake a peer learning process</b>					Monitored by: <b>HSAB Steering Group</b>			
HSAB Business Manager, Andy Churcher	A peer learning process will have been undertaken with a more established Board to identify areas for further Board development.	March 2014	Findings to be reported to Strategic Board Members following the process.					
HSAB Business Manager, Andy Churcher	An Action Plan to embed learning from peer learning process with have been written and implemented.	Sept 2014	Action plan to be finalised with Strategic Board at its June 2014 meeting with actions complete by Sept 2014.					



RAG Code	Process	An Agreed Process Is In Place	Plans In Place To Develop Process But Not Yet Agreed	No Progress In Agreeing Process
	Completion	Fully Completed	Risk Won't Be Completed Within Timescale	Failure To Complete
	Impact	No Judgement Will Be Made Until Audited To Assess Impact		