



**Herefordshire Safeguarding
Adults Board**

**Business Plan
2012-2013**

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Foreword by the Independent Chair

The focus of the HSAB over the last year has been raising awareness of safeguarding issues in relation to adults, effective co-ordinated multi-agency working and ensuring that services meet the needs of vulnerable adults in Herefordshire. This emphasis will continue through this year.

HSAB has a vital role in monitoring and constantly improving how effectively we really work together to safeguard those adults most vulnerable in our communities. Our success in achieving this depends on our ability to collect, share, analyse and interpret accurate information and use it to learn and develop across services within a mature inter-agency culture that is positive, inclusive, realistic, hard edged and challenging. Further developing our ability to do this well will be a priority this year. It has long been recognised that there are many factors that adversely affect the welfare and safety of both children and adults, such as domestic abuse, mental ill health and drug and alcohol abuse. To address these issues effectively, there must be co-ordination between services for both children and adults. One part of bringing this work together in Herefordshire is my appointment as chair of both Safeguarding Children and Adults Boards. We are now looking to maximise the opportunities to work cohesively across children and adults services to protect those most vulnerable in our communities.

Finally, we live in very challenging times, with considerable change of staff and structures and some contraction being managed across services. Such change and associated uncertainty can bring opportunities but also risks adversely influencing our collective ability to work positively together in collaboration. Throughout the flux, there must remain a consistent golden thread of focused commitment across all agencies and organisations to prioritise the protection of vulnerable people in our communities.

David McCallum, Independent Chair

Herefordshire Safeguarding Children Board

Endorsed by Jo Davidson, Director of People's Services

Introduction

Both the HSAB and the HSCB strive to ensure that all Herefordshire citizens are safe and well and that all agencies responsible for promoting the welfare of vulnerable children, young people and adults are supported to do so in accordance with statutory and local guidance.

2011-2012 has been a year of continued consolidation for Herefordshire Safeguarding Adults Board (HSAB) building on the changes and learning made in the previous year.

In developing its business plan for 2011-2012, the HSAB concentrated on those improvements recommended by the Care Quality Commission's inspection of safeguarding services in 2012.

The key outcome improvements areas were assigned to the Board's sub groups enabling a multi-agency approach to developments.

Much progress has been made by the HSAB in these areas against a backdrop of an exponential increase in safeguarding alerts and referrals impact upon services and resources across all agencies. However, this increase can demonstrate that positive practice is being embedded to safeguard adults in Herefordshire.

The outcome the Board is seeking to achieve is to increase the effectiveness of multi-agency arrangements in Herefordshire.

The priority action areas therefore are:

- Improve multi-agency working
- Developing data quality
- Joint arrangements for the boards

Additionally the actions areas will be further developed through the year as the developmental agenda unfolds.

Herefordshire Safeguarding Adult Board progresses the County's joined-up approach to safeguarding vulnerable people in Herefordshire by bringing together directors and strategic leaders across organisations working with vulnerable adults.

Organisations represented include:

- | | |
|---|----------------------------------|
| ✧ Herefordshire Council | ✧ West Mercia Probation Service |
| ✧ Wye Valley NHS Trust | ✧ WM Ambulance Service NHS Trust |
| ✧ 2gether NHS Foundation Trust | ✧ Clinical Commissioning Group |
| ✧ Herefordshire Housing | ✧ Care Quality Commission |
| ✧ West Mercia Police | ✧ Hoople |
| ✧ Hereford and Worcester Fire and Rescue Service | |
| ✧ Care Home Provider Forum Representation | |
| ✧ Herefordshire Voluntary Organisations Support Service | |

Context

National

The quality of care home provision will need to be monitored by the Board, set against the current economic situation and the financial viability of service providers to provide safe care. Additionally, the Board will need to assess any risk to service users that may result from the possibility that residential and nursing homes have to close.

Nationally and locally the population of older people is increasing significantly and the pro-rata statistical increase of vulnerable people therefore, and impact on local services will need to be monitored by the Board.

The responsibility for Deprivation of Liberty transfers to the local authority in 2013 and the Board will need to assure itself that there are appropriate arrangements in place.

As the national Personalisation agenda is further developed locally, the Board will need to ensure that there is a risk enablement policy and set of standards in place and that these are appropriate used.

The white paper for adult social care is out for consultation and seeks to place adult safeguarding on a statutory footing, including local safeguarding adult boards. If finalised this is likely to be implemented during 2013. During this year HSAB will be preparing a response to the consultation and preparation work.

Nationally driven developments of local structures provide new opportunities for the improvement of strategic links between HSAB, the Health and Wellbeing Board and the Clinical Commissioning Group. It will be important for HSAB to deepen its relationships with these two groups during the year.

Regional

Now that the arrangements for West Mercia procedures have been agreed, work will take place to localise and implement these in Herefordshire.

Local

Following the Abuse of Vulnerable Adults statutory return to government in 2011, it was recognised that work was needed in separating safeguarding alerts from referrals and refreshing the safeguarding workflows within the electronic case management system. These changes will need to be monitored into 2012-13.

The Board is aware that transitions to adulthood arrangements would benefit from improvements and the Board will be seeking and challenging reports to show these improvements.

The Board will need to concentrate this year on development of awareness raising activity in the communities within Herefordshire and how a prevention strategy might support this focus. The Board will also be further enhancing its performance and quality measures in addition to clarifying the structure, membership and roles of the various groups within the Board.

Achievements

What did we do well last year?

- Introduced a new multi-agency alert referral form which has led to improved quality of referrals
- Developed a local 'Levels of Need' document which has led to a common understanding of the thresholds for safeguarding decisions and where an individual's needs are best met.
- Refreshed the safeguarding workflows to enable staff to improve the quality of assessments and plans
- Delivered requirements of the performance management framework, including agency performance reporting and single and multi-agency audits
- Worked with other authorities across West Midlands to develop a West Midlands approach to safeguarding adults.
- Continued to develop the Quality Concerns processes enabling support and oversight to be given to those care providers who are experiencing difficulties with providing good quality care.
- Developed board expectations with regards to restraint processes and a template to support providers in producing their own guidance.

Structural Arrangements

In 2011-12 Herefordshire Safeguarding Adult Board reviewed its operations and put in a place a joint business unit supporting both the adults and children safeguarding boards. Options for more joint work between the Boards have been agreed and will be implemented through 2012-2013. The procedure is now in place for the joint adults and children's serious case review and domestic homicide sub group setting out how this will work and accountability and reporting lines.

The structure of the Board in Herefordshire is as follows:

Strategic Board

The Strategic Board, with an independent chair, sets the performance, policy and strategic priorities for Herefordshire Safeguarding Adult Board and is responsible for ensuring that statutory requirements are met and resources are in place to meet these. Its membership comprises Directors and senior managers with strategic and resource oversight of relevant agencies in Herefordshire including the voluntary and independent sector.

Performance, Audit and Quality Assurance Sub Group

This group is 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 also tracks implementation of serious case review action plans. It is critical to the Board in assisting with its scrutiny and challenge role.

Training and Workforce Development Sub Group

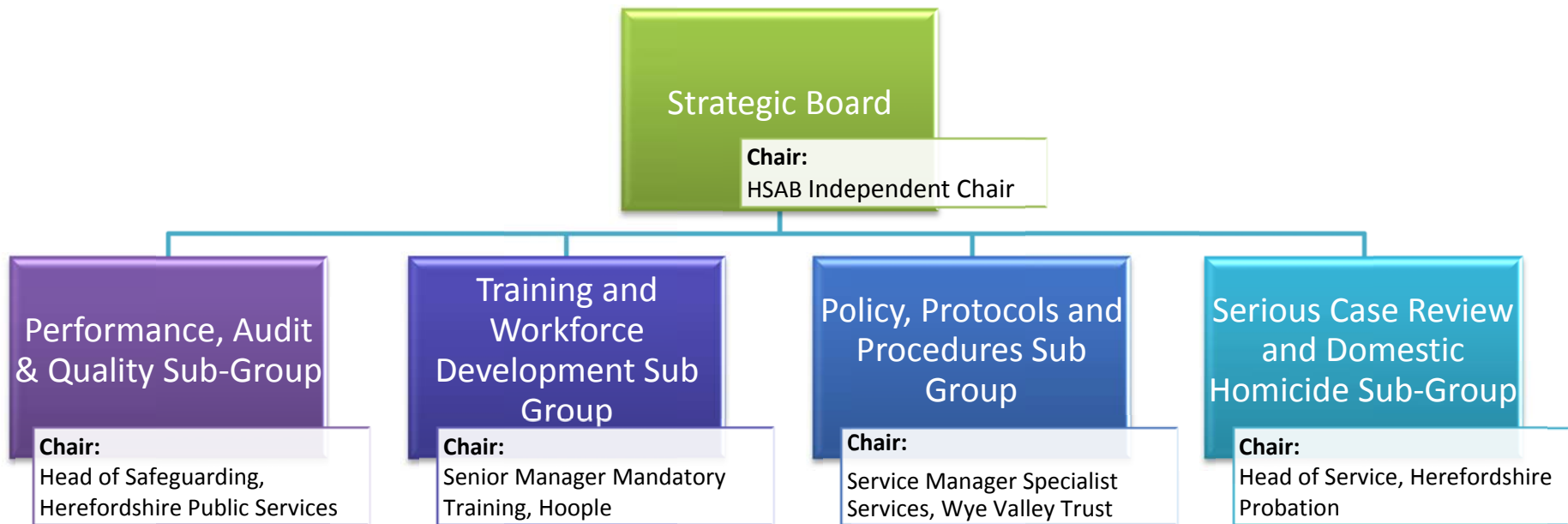
This group is responsible for producing a training strategy and ensuring any safeguarding adults training is quality assured.

Policy, Protocols and Procedures Sub Group

This group is responsible for ensuring that local standards, policies and procedures are in place in relation to safeguarding adults in vulnerable situations.

Serious Case Review and Domestic Homicide Sub-Group

This group is responsible for recommending to the Independent Chair whether cases, both children's and adults, meet the criteria for consideration of a SCR and, if so whether they should be subject to a SCR or an alternative internal management review.



HSAB Priorities 2012-2013

In developing its business plan for 2012-2013, the HSAB has agreed to align its priorities with the safeguarding children board to continue to develop joint safeguarding arrangements.

The core business of the Board including training, policies and procedures and serious case reviews continues with individual officers holding the accountability for these areas.

Key outcome area:	Effective multi-agency Safeguarding arrangements for vulnerable adults in Herefordshire		
Priority improvement areas:	Multi-agency safeguarding arrangements	Improving data quality, assurance and analysis	Joint safeguarding arrangements
Action areas:	<p>People at risk of harm are supported to reduce their risks and have safe services delivered, while ensuring independence, choice and control.</p> <p>People who need safeguarding support receive a multi-agency approach from a competent workforce.</p> <p>People receive good quality of assessments of their needs</p> <p>Deliver effective arrangements for sexual assault examinations</p>	<p>Improve interrogation of performance information</p> <p>Develop the use of <i>Understanding Herefordshire</i> to identify needs and strengthen service planning across agencies</p>	<p>Implement joint priorities with the Safeguarding Adults Board to tackle domestic abuse</p> <p>Develop coordinated support for adults and children in families affected by mental health wellbeing issues.</p>
Core business:	<p>Policy and professional development</p> <p>Levels of Need</p> <p>Information sharing</p> <p>Serious case reviews</p> <p>Quality assurance and learning from audit</p> <p>Joint Safeguarding Board arrangements</p>		

PRIORITY IMPROVEMENT AREA 1: Multi-agency safeguarding arrangements			
Lead officer	Monitored by	Key milestones	Timescales
Action area: People at risk of harm are supported to reduce their risks and have safe services delivered, while ensuring independence, choice and control.			
Lynne Renton	PPP Sub Group	✘ A strategic pathway and set of standards are developed to support risk enablement.	November 2012
Anne Carswell	PPP Sub Group	✘ All contractual arrangements to include minimum safeguarding standards. ✘ An awareness raising campaign is developed and implemented with a focus on prevention in line with feedback from service users.	March 2013 February 2013
Jackie Noble	PPP Sub Group	✘ User experience is central to any development and evaluation of safeguarding practice, including changes in Safeguarding provision resulting from organisational change.	March 2013
Lynne Renton	PAQ Sub Group	✘ 100% of alerts to safeguarding services are made in accordance with people's wishes and feelings whilst achieving the balance on the Duty of Care. ✘ Quarterly monitoring of all provider services, including at least annual audits, to ensure compliance to contractual requirements.	November 2012 January 2013
Jackie Noble	PAQ Sub Group	✘ The HSAB to receive regular assurance about the outcomes for service users who receive personalised budgets.	December 2012
Action area: People who need safeguarding support receive a multi-agency approach from a competent workforce.			
Ali Chambers	T&WD Sub Group	✘ Induction training for all staff in any agency, including contracted out arrangements, will include mandatory awareness training on appropriate safeguarding for vulnerable adults, young people and children. ✘ Multi-agency safeguarding practice development sessions to be introduced in each locality to provide practitioners across agencies with a forum for developing evidence based practice and work together. ✘ Staff understand positive risk taking and the current legal framework and relevant case law for safeguarding.	January 2013 October 2012 October 2012

Barbara Lloyd	PPP Sub Group	✘ Herefordshire safeguarding procedures which will sit under the West Midlands Safeguarding procedures are developed.	January 2013
		✘ Develop multi-agency practice guidance on people who self-neglect and self-harm linking to the Herefordshire safeguarding procedures.	March 2013
Lynne Renton	PPP Sub Group	✘ Ensure that Herefordshire's Levels of Need guidance is understood and embedded in practice across all agencies and ages (joint work with HSCB).	December 2012
Action area: People receive good quality of assessments of their needs			
Jackie Noble	PAQ Sub Group	✘ Consent and capacity should form the basis of all assessments, which should be shaped by the views of service users, carers and their representatives.	December 2012
	PPP Sub Group	✘ Roll out an information sharing awareness campaign to increase the flow of information about service users at appropriate levels and reduce the number of unnecessary multiple assessments.	March 2013
		✘ Practitioners are supported to take a professional judgement-based approach to assessment, planning and service delivery rather than a purely process driven approach.	January 2013
Action area: Deliver effective arrangements for sexual assault examinations			
Lynne Renton	Strategic Board	✘ Commission to interim arrangements for SAEs	July 2012
		✘ Complete tender process for permanent arrangements	July 2012
		✘ SARC implemented	January 2013

PRIORITY IMPROVEMENT AREA 2: Improving data quality, assurance and analysis			
Lead officer	Monitored by	Key milestones	Timescales
Action area: Improve interrogation of performance information			
Andy Churcher	PAQ Sub Group	<ul style="list-style-type: none"> ✦ Develop an HSAB dataset of indicators relevant to the business and priorities of the Safeguarding Adults Board. ✦ 100% of quarterly reports to the Board presented as a data dashboard which is an agreed subset of the HSAB dataset supported by a clear exception report. 	<p>October 2012</p> <p>January 2013</p>
Lynne Renton	PAQ Sub Group	<ul style="list-style-type: none"> ✦ Finalise the Board's Assurance Framework ensuring regular quarterly reports are developed across agencies which capture the voice of the service user and the carer or representative. ✦ 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. 	<p>December 2012</p> <p>April 2013</p>
Action area: Develop the use of Understanding Herefordshire to identify needs and strengthen service planning across agencies			
Andy Churcher	Strategic Board	<ul style="list-style-type: none"> ✦ Assure the Board that agencies have access to and understand Understanding Herefordshire which incorporates the Integrated Needs Assessment. ✦ Identify gaps in service planning in response to Understanding Herefordshire. 	<p>September 2012</p> <p>October 2012</p>
Anne Carswell	Strategic Board	<ul style="list-style-type: none"> ✦ Appoint a member of the Board to act as Safeguarding Champion on the Health and Well Being Board. ✦ Each member organisation should appoint a Champion for adult Safeguarding in their own agency. 	<p>November 2012</p> <p>December 2012</p>

PRIORITY IMPROVEMENT AREA 3: Joint safeguarding arrangements

Lead officer	Monitored by	Key milestones	Timescales
Action area: Implement joint priorities with the Safeguarding Children Board to tackle domestic abuse			
Lynne Renton	Strategic Board	✦ Develop appropriate strategic links between the Board and the three partner groups with responsibilities around Domestic Abuse: Herefordshire Partnership Executive Group, Sustainable Communities within Herefordshire Council and the Health and Well Being Board.	November 2012
	HSCB QA Sub Group	✦ Intelligence about levels of exposure to domestic abuse in Herefordshire from multi-agency audit focussing on the needs of Children reporting to both Boards.	December 2012
Action area: 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.			
Sarah Cox	HSAB PQA Sub Group	✦ Multiagency audit on mental health in Herefordshire with additional regard to the needs of Children reporting to both Boards.	February 2013
		✦ Action plans developed for both HSCB and HSAB on the development of work with families affected by mental health issues.	March 2013
Lynne Renton	HSAB PQA Sub Group	✦ 100% of recommendations from Hidden Harm work stream in 2011 implemented and embedded in practice across agencies.	December 2012