

Hampshire Safeguarding Adults Board Strategic Plan

April 2016 to March 2019

“Safeguarding is everyone’s responsibility”



Hampshire Safeguarding Adults Board Strategic Plan 2016 -2019

About the Hampshire Safeguarding Adults Board



The Hampshire Safeguarding Adults Board (HSAB) is a statutory, multi-organisation partnership coordinated by the local authority, which oversees and leads adult safeguarding across the Hampshire County Council (HCC) area. HSAB's main objective is to gain

assurance that safeguarding arrangements locally and its partner organisations act work effectively individually and together, to support and safeguard adults in its area who are at risk of abuse and neglect.

The HSAB also has an interest in a range of matters that contribute to the prevention of abuse and neglect including the safety of patients in its local health services, quality of local care and support services, effectiveness of prisons and approved premises in safeguarding offenders and awareness and responsiveness of further education services.

Our purpose

HSAB's remit is to set priorities, agree objectives and to co-ordinate the strategic development of adult safeguarding across the HCC area. It is the key mechanism for agreeing how local agencies will work together effectively to safeguard and promote the safety and wellbeing of adults with care and support needs who are at and/or are in vulnerable situations. Under the Care 2014, HSAB is required to publish a strategic plan (developed in consultation with local communities) and an Annual Report. The HSAB also acts as an important source of advice and assistance, for example in helping others to improve their safeguarding mechanisms.

Our membership

The Board has an independent chair that is responsible for ensuring that all organisations contribute effectively to the work of the Board. The Chair provides accountability for the work undertaken by the HSAB by way of reports to relevant strategic committees and boards. The HSAB is made up of wide range of statutory, community and voluntary organisations which includes representatives from Hampshire County Council, police, clinical commissioning groups, NHS providers, emergency services, district and borough councils, independent care providers, housing, advocacy, service users and carers, etc.

SAB also has links with a wide range of other strategic forums and partnerships including the Hampshire Children's Safeguarding Board, Community Safety Partnerships, PREVENT Board, Domestic Abuse Partnership, Modern Slavery Partnership, Learning Disability Partnership, Health and Wellbeing Board and Health Watch in recognition of the strong synergies between the work of the HSAB and many of these forums and to minimise duplication and maximise efficiencies, particularly as objectives and membership are likely to overlap.

The HSAB aims to promote the involvement and contribution of service users on the Board and will continue to explore a range of approaches to achieve meaningful involvement of service users and other stakeholders and also ensure that the Board is informed by the voice of stakeholders in general.

Our vision

The HSAB works to promote a zero tolerance culture of abuse and neglect of adults who are vulnerable and its work is underpinned by the following ethos and principles:

- Living a life free from harm and abuse is a fundamental human right of every person;



- Safeguarding adults at risk and their carers is everyone's business and responsibility;
- All organisations and local communities have a responsibility to ensure that they foster a culture which takes all concerns seriously, and enables transparency, reporting of concerns and whistleblowing;
- All staff and volunteers in whatever the setting have a key role in preventing abuse or neglect occurring and in taking prompt action when concerns arise;
- Adults at risk and their families, carers or representatives must have access to information regarding the standards, quality and treatment they can expect to receive from any individuals (paid or unpaid), services or organisations involved in their lives;
- A 'Making Safeguarding Personal' approach is essential in order to ensure that any support offered or provided is person centred and tailored around the needs, wishes and the outcomes identified by the adult. The person at risk at the centre of any safeguarding process must stay as much in control of decision making as possible';



- Personalised support is for everyone but some people will need more support than others to make choices and manage risks. Making risks clear and understood is crucial to empowering and safeguarding adults;
- All organisations must have processes aimed at preventing abuse from occurring in the first instance and to enable support to be offered at an early stage.
- When abuse does take place, it must be identified early and dealt with swiftly and effectively, and in ways that are the least intrusive and most proportionate.
- People supporting adults with care and support needs and/or their carers must the appropriate level of skills, knowledge and training to safeguard adults from abuse; and
- It is vital that clear processes are in place to identify learning from serious cases so that lessons can be used to improve partnership working in order to prevent a similar event in the future.

Six Principles from the Government Policy on Adult Safeguarding (Department of Health May 2013)

The Government has published principles to be used by local authority adult social services, the NHS, Police and other agencies for both developing and assessing the effectiveness of their local adult safeguarding arrangements. These also describe, in broad terms, the desired outcomes for adult safeguarding, for both individuals and agencies.

These principles have been formally adopted by the Hampshire Safeguarding Adult Board and its partner agencies with safeguarding responsibilities and they are incorporated into the local multi-agency adult safeguarding policy and guidance:

Six Safeguarding Principles

Principle	Description	Outcome for Adult at Risk
Empowerment	Presumption of person led decisions and informed consent.	<i>"I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens."</i>
Prevention	It is better to take action before harm occurs.	<i>"I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help."</i>
Proportionality	Proportionate and least intrusive response appropriate to the risk presented.	<i>"I am sure that the professionals will work for my best interests, as I see them and will only get involved as much as needed and I understand the role of everyone involved in my life."</i>
Protection	Support and representation for those in greatest need.	<i>"I get help and support to report abuse. I get help to take part in the safeguarding process to the extent to which I want and to which I am able"</i>
Partnership	Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse.	<i>"I know staff treat any personal and sensitive information in confidence, only share what is helpful and necessary. I'm confident professionals will work together to get the best result for me."</i>
Accountability	Accountability and transparency in delivering safeguarding.	<i>"I understand the role of everyone involved in my life."</i>

Our assurance and accountability framework

The Board has developed a framework for gaining assurance about the effectiveness of local safeguarding arrangements. This builds on the Government's six safeguarding principles and provides a number of key standards against which local agencies will be held to account:

Prevention and early intervention

- a) The Care Act 2014 places a duty on local safeguarding adults' boards to develop and implement a clear strategy around the prevention of abuse or neglect of adults at risk. Prevention is one of the core principles of safeguarding and as such forms a fundamental part of local adult safeguarding policy framework and arrangements.
- b) Critical to the vision in the Care Act 2014 is that the care and support system works to actively promote wellbeing and independence, and does not just wait to respond when people reach a crisis point. It is vital that the care and support system intervenes early to support individuals, helps people retain or regain their skills and confidence, and prevents need or delays deterioration wherever possible. This approach applies equally to adult safeguarding.

- c) HSAB will maintain an overview of the prevention work taking place in the area and will maintain links with other strategic forums and plans to ensure this work ties in with their work. These include links with the Health and Wellbeing Board, Hampshire Safeguarding Children's Board, Quality Surveillance Group, Community Safety Partnerships, Police and Crime Commissioner's Office and the Care Quality Commission.
- d) In May 2015, HSAB published a strategy on prevention and early intervention which recognises there are a number of essential building blocks relating to prevention and early intervention which it will use to gauge the effectiveness of local agencies:
 - People are informed of their rights to be free from abuse and supported to exercise these rights, including access to advocacy;
 - Access to good universal services, such as community safety services;
 - Needs and risk assessments undertaken to inform people's choices;
 - Availability of a range of options for support to keep safe from abuse tailored to people's individual needs;

- A well informed public which has confidence that concerns will be responded to and appropriate support provided;
- Availability and use of a range of approaches and tools to identify risks at an earlier stage and to prevent situations developing to a crisis point;
- Availability of clear confidentiality and information sharing arrangements within and across agencies to enable concerns to be shared appropriately and in a timely way; and
- Commissioning for better outcomes and effective quality monitoring.

An effective safeguarding system

- a) The Care Act 2014 creates a new legal framework for how Local Authorities and other parts of the system should work together to protect adults at risk of abuse or neglect. Partners must agree how they will work together and the roles they will play, to keep adults at risk safe. This policy, guidance and toolkit outlines the local response to this requirement.
- b) In Hampshire, the main statutory agencies - Local Authorities, Police and NHS organisations – are committed to working together to both promote safer communities in order to prevent harm and abuse and to deal with suspected or actual cases effectively. We believe that people at risk are best protected when procedures between statutory agencies are consistent across local agencies.

- c) The HSAB has outlined below what it considers are the essential building blocks of an effective safeguarding system and will use these to gauge the effectiveness of local agencies:

- An open, transparent and learning culture within and across organisations;
- A well trained workforce operating in a culture of zero tolerance of abuse;
- Staff awareness and training to improve recognition of abuse and reporting including whistleblowing policies;
- All organisations appropriately report and act on safeguarding concerns;
- Adherence to national and locally agreed (single and multi-agency) frameworks and policies;
- Availability of a range of approaches and tools to promote prevention and early intervention to prevent situations developing to a crisis point e.g. wellbeing trigger tools and multi agency risk management framework, etc.;
- All organisations appropriately report and act on safeguarding concerns;
- Availability of an effective framework for confidentiality and information sharing across agencies to enable the appropriate and timely sharing of concerns;

- Meaningful service user and family involvement and engagement in the safeguarding process with the Making Safeguarding Personal approach embedded in everyday practice across all organisations;
- A balance is achieved between protecting people and respecting their right to make decisions for themselves;
- Adherence to the 'duty of candour' and all adverse incidents are appropriately reported and investigated;
- The safeguarding process is proportionate and used appropriately and is not used as a substitute for:
 - The responsibilities of care providers' to provide good quality and safe care;
 - Commissioners regularly assuring themselves of the quality and safety of the services they commission;
 - Effective governance arrangements within local services
 - Regulators ensuring regulated providers meet required standards and taking timely enforcement action when necessary and
 - The core duties of the police and other agencies to prevent and detect crime and protecting life and property.

Governance and learning

- a) HSAB believes that when service users experience poor outcomes it is important that all services reflect on the quality of their services both internally and collaboratively, so that they are able to learn from their practice and that of others in order to improve local safeguarding practice.
- b) The essential building blocks of effective governance arrangements are outlined below and will be used gauge the effectiveness of local agencies:
 - Robust internal quality monitoring and governance systems to detect and respond to poor care the outcomes of which lead to improvements in service delivery;
 - Availability of a joint NHS Serious Incident Requiring Investigation (SIRI) process to enable an overarching investigation across more than one health organisation.
 - Commissioners have robust quality monitoring and oversight processes which identify under/over reporting, repeating patterns, thematic reviews to capture patterns and learning;
 - Alignment of governance processes - internal care governance processes are linked up with other and with HSAB multi-agency learning and review processes;

Governance and learning

- Availability of thematic and trend information highlighting emerging themes relating to a range of client groups with information used to inform service planning and development and to undertake targeted work;
 - Service users' experiences and their feedback is used to inform service planning and development;
 - Effective single and multi-agency learning and review processes to identify learning from serious cases;
 - Governance processes are aligned and streamlined to avoid duplication and to provide a multi agency perspective and holistic picture - an integrated approach will identify multi-agency learning and improvements;
 - Mechanisms are in place to share learning and to apply this in practice;
 - Agencies evaluate the impact of learning from investigations and reviews and this includes an analysis of the lessons identified,
- There is evidence that changes and improvements have been made to services as a result of lessons gained from reviews leading to improved outcomes for service users;
 - Effective communication and joint working across health and adult social care commissioning organisations in response to critical events; and
 - Relevant local and national frameworks are used to support the delivery of action plans developed in response to serious events.



Making Safeguarding Personal

- a) HSAB has adopted the principle of 'no decision about me without me' and means that the adult, their families and carers are working together with agencies to find the right solutions to keep the person safe and to support them in making informed choices.
- b) A person led approach leads to services which are: person centred and focused on the outcomes identified by the individual; planned, commissioned and delivered in a joined up way between organisations; responsive and which can be changed when required.
- c) Personalised care and support is for everyone, but some people will need more support than others to make choices and manage risks. A person led approach is supported by personalised information and advice and where needed, access to advocacy support.
- d) Making Safeguarding Personal (MSP) is about responding in safeguarding situations in a way that enhances involvement, choice and control as well as improving quality of life, wellbeing and safety. It is about seeing people as experts in their own lives and working alongside them with the aim of enabling them to resolve their circumstances and support their recovery.
- e) MSP is also about collecting information about the extent to which this shift has a positive impact on people's lives. The essential building blocks of an effective Making Safeguarding Personal approach are:
 - The person is involved from the beginning of the enquiry (unless there are exceptional circumstances that would increase the risk of abuse);
 - The outcome the person is seeking is addressed from the start of, and throughout, the safeguarding process. At the end of the process, the person is asked if all their outcomes have been met prior to the safeguarding enquiry being closed;
 - Adults who have substantial difficulty in being involved, and where there is no one appropriate to support them, have access to an independent advocate;
 - The adult is helped to understand their situation and what is needed to keep him or herself safe now and in the future in order to build the person's resilience and capacity to protect themselves from harm should a similar situation arise in the future; and
 - The support needed by the adult to recover from the abuse experienced is actively addressed as part of the safeguarding process.

Priorities for 2016 - 2019

This Plan highlights the HSAB's strategic priorities and objectives over the next three years. A number of factors have helped to shape and influence these priorities including:

- The Board's review and evaluation in March 2016 of its progress in achieving its stated objectives in the HSAB Business Plan. This review highlighted a number of 'wrap around' themes and areas requiring further development;
- Response to national and local events which provide a focus on governance including the Mazar's review, national mortality reviews relating to adults with a learning disability, the Transforming Care Programme, etc.;
- Requirements in the Care Act 2014 relating to Making Safeguarding Personal and the need to embed this approach within and across organisations;
- The findings of a survey (undertaken by HSAB in January 2016) of local people on their views about adult safeguarding generally and the key issues they feel the Board needs to focus on. Over 175 organisations (and individuals) took part in this survey and their responses highlighted further work is needed around improving awareness of adult abuse and neglect and how to report concerns. Feedback from the survey also highlighted a wide range of barriers to disclosing or reporting adult abuse. Greater support for informal carers and also the victims of abuse was flagged as an area the Board should be focusing on including the availability of advocacy and access to counselling services, information about support networks as a means of supporting victims in their recovery from abuse. The majority of respondents felt that the public and local communities have a key role to play in tackling adult abuse with one respondent summing this up as follows: "we need to invest in rebuilding community spirit and caring for others". In response to this feedback, HSAB has incorporated objectives around communication and engagement in the strategic plan.

The Hampshire Safeguarding Adults Board will achieve its vision through the working out of the following strategic priorities and objectives:

No.	Priority	Key actions	Enablers	Lead
1.	Wide awareness of adult abuse and neglect and its impact and engaging local communities	<ul style="list-style-type: none"> a) Review HSAB's communication plan and publicity material to reflect the issues highlighted in the 2016 Survey. b) Undertake theme based awareness campaigns to develop community awareness and engagement of adult abuse and neglect and its impact. c) Establish a calendar of events and reboot the 4LSAB communication network. d) Build networks and engage with community level organisations – Neighbourhood Watch, Citizens Advice, e) Focus on breaking down barriers to reporting, personal responsibilities to speak out, 'building confidence' to report concerns and that the 'system' will respond. f) Development of the 'Safeguarding Adult Lead' Network and targeted work in the independent care provider, housing and further education sectors. g) Align activities with mainstream community safety approaches - disability hate crime, Prevent, domestic abuse, modern slavery, mate crime, honour based violence. h) Links with education services to develop a schools' awareness programme to address the inter-generational aspects of adult abuse and neglect. 	<p>HSAB Website</p> <p>Publicity materials</p> <p>HSAB multi-agency training programme</p> <p>Safeguarding Adult Lead Network</p> <p>Stakeholder events</p> <p>Existing links with other strategic partnerships</p> <p>Established Stakeholder Group</p> <p>Communication Network</p>	Stakeholder Group

No.	Priority	Key actions	Enablers	Lead
2.	Prevention and early intervention – promoting well being and safety and acting before harm occurs	<ul style="list-style-type: none"> a) Board activity aligned with wider initiatives aimed at promoting well being, prevention and early intervention b) Work with partners to ensure prevention/safeguarding are included in new and emerging models of funding & service delivery (direct payments, care accounts, strengths based approach). c) Promote initiatives aimed at addressing social isolation and loneliness. d) Joint work with partner agencies to embed the 4LSAB multi-agency risk management framework. e) Alignment of Board activities with the broader health and well-being agenda and to deliver accountability to the wider local strategic partnership - Health & Wellbeing Board. Healthwatch. f) Adopt LGA/Age UK guidance on tackling loneliness and isolation and include this topic in the HSAB multi-agency training programme. g) Partners to audit against the HSAB Prevention Strategy in order to explore further opportunities to promote wellbeing, prevention and safety within business as usual activity. 	<p>Supportive Communities (HCC)</p> <p>Think Family approach (HCC)</p> <p>Wellbeing Trigger Tool (HCC)</p> <p>Safe and Well scheme (HFRS)</p> <p>Guidance on Tackling Loneliness and Isolation (LGA/Age UK)</p> <p>HSAB learning and development programme</p> <p>4LSAB multi-agency risk management framework</p> <p>HSAB Prevention and Early Intervention Strategy</p> <p>Fire Safety Development Group</p>	Policy Implementation Group

No.	Priority	Key actions	Enablers	Lead
3.	Well equipped workforce across all sectors	<ul style="list-style-type: none"> a) Implement the HSAB Learning and Development Strategy. b) Build networks and partnerships with the safeguarding and workforce leads in partner organisations. c) Joint work with partners to develop a multi-agency safeguarding training programme d) Develop training web pages on HSAB website to support single agency training. e) Source/develop training materials, resources and innovative delivery methods f) Develop a system of HSAB training endorsement. g) Establish a sustainable model for multi-agency training 2017/18 onwards. h) Policy Group to formulate new policy and guidance in response new legislation and national/local developments. i) Learning gained from serious cases is shared within and across organisations and this is used to inform and improve practice. j) Learning into practice events form part of the HSAB multi-agency learning and development programme. 	<p>4LSAB Learning and Development Strategy</p> <p>HSAB multi-agency learning and development programme</p> <p>Recruitment of a Learning and Development Coordinator</p> <p>HSAB website</p> <p>Safeguarding Adult Lead (SAL) Network</p> <p>NHS England training programme for primary care</p> <p>Policy Implementation Group</p> <p>Learning and Review Framework</p>	Workforce Development Group

No.	Priority	Key actions	Enablers	Lead
4.	Safeguarding services improved and shaped by the views of service users, carers and other stakeholders	<ul style="list-style-type: none"> a) Introduce the Making Safeguarding Personal (MSP) approach across all agencies. b) Design and implement a pilot of an independently facilitated user feedback process on a sample of people who have received support through the safeguarding process. c) Develop a sustainable model for the MSP reviews going forward including the sourcing of funding to support this. d) Explore a range of approaches to achieve meaningful involvement of service users and other stakeholders on the Board and work groups to ensure Board activities are informed by the voice of stakeholders. 	<p>User feedback tool developed.</p> <p>4LSAB Learning and Development Strategy.</p> <p>HSAB multi-agency learning and development programme.</p> <p>Recruitment of a Learning and Development Coordinator.</p> <p>MSP and user involvement is included in the HSAB Quality Assurance Framework.</p> <p>Established Stakeholder Group.</p>	Information and Performance Group (supported by the Stakeholder Group)
5.	Clear, effective governance processes are in place within and across organisations	<ul style="list-style-type: none"> a) Formally adopt the HSAB Assurance and Accountability Framework (AAF). b) Review the Quality Assurance Framework against the HSAB AAF. c) Implement a Board audit programme.. d) Reboot the Integrated Scorecard approach to gain a holistic overview of safeguarding risks across the 'system'. e) Benchmark local data against the HSAB AAF, government 6 safeguarding principles and national comparator information. 	<p>Established Quality Assurance Framework.</p> <p>HSAB assurance and accountability framework produced.</p>	Information and Performance Group

No.	Priority	Key actions	Enablers	Lead
6.	Learning from experience - mechanisms to gain learning from serious cases and promote service and practice improvement.	<ul style="list-style-type: none"> Formally adopt the HSAB Assurance and Accountability Framework (AAF). Align single agency governance processes as far as possible to avoid duplication and provide an holistic and multi agency perspective to learning. Undertake activities to ensure lessons from serious cases are shared and applied Establish mechanisms to evidence that services have improved as a result of lessons gained from investigations reviews and these have led to better outcomes for service users. Develop a framework to enable effective communication and joint working across health and adult social care commissioning organisations in response to critical events. Use relevant local and national frameworks to support the delivery of action plans developed in response to serious events. Update the Learning from Experience Database 	<p>HSAB Assurance and Accountability Framework</p> <p>Learning and Review Framework</p> <p>Availability of the impact evaluation template.</p> <p>'Learning into Practice' events included in the HSAB multi-agency learning and development programme.</p> <p>Learning from Experience Database</p>	Learning and Review Group

Implementation and Monitoring

A Business Plan has been developed which provides detail about how the Strategic Plan will be implemented over the next three years including our measures of success.

This Strategic Plan will be implemented through the work of HSAB's subgroups which will each focus on specific priorities and objectives. Progress against the Plan will be reported to the Hampshire Safeguarding Adults Board at regular intervals and the HSAB Annual Report will provide an overview of the achievements made and will identify any areas for further development.

Any queries about this Strategic Plan can be directed to Sue Lee, Hampshire Safeguarding Adults Board Manager by emailing hsab@hants.gov.uk

For more information about the work of the Hampshire Safeguarding Adults Board and to view this Strategic Plan or the 2014-2016 annual report go to: www.hampshiresab.org.uk