



Strategic Plan 2015 - 2018

Refresh 2016



Contents

Section	Title	Page
1.	Introduction	3
2.	Refresh of the Strategic Plan	3
3.	What is safeguarding	4
4.	Statutory objective	4
5.	Aims of adult safeguarding	4
6.	Safeguarding principles	5
7.	Strategic framework	6
8.	Delivering our priorities	7
9.	Governance structure	11
10.	Board membership	12
11.	Performance management and review	12

1. Introduction

The Warwickshire Safeguarding Adults Board (WSAB) Strategic Plan has been in place since 2015. It is a three year plan outlining the Board's strategic approach to safeguarding adults at risk of abuse and neglect across Warwickshire. It detailed our priority areas of work and is reviewed on an annual basis.

The production of a Strategic Plan is a statutory requirement (Care Act 2014). This strategy is also key to supporting our work with Warwickshire people and with partners to ensure that adults at risk are:

- Able to live independently and supported to manage risk;
- Able to protect themselves from abuse and neglect;
- Treated with dignity and respect;
- Properly supported by agencies when they need protection.

We have worked to promote an understanding that "safeguarding is everybody's business". The Strategic Plan sets out our shared vision and actions that will keep adults at risk safe and protected from abuse and neglect.

Leadership by the Local Authority and its partners is fundamental. It is important to be clear about the place of our Safeguarding Adults Board in supporting delivery of the wider safeguarding agenda. This strategy provides an overview of local safeguarding arrangements under the overarching umbrella of the Warwickshire Safeguarding Adults Board.

2. Refresh of the Strategic Plan

The WSAB has completed its first year as a statutory body following the implementation of the Care Act in April 2015. As a result, the Strategic Plan has now been refreshed. The refreshed Plan reviews progress in delivering the Board's vision, and sets out the work plan priorities for 2016/17. It explains how we intend to deliver these priorities during 2016/17 and beyond through clear and measurable objectives and targets. By refreshing the Plan we are ensuring that it is up to date and continues to be relevant to the strategic safeguarding challenges and opportunities facing Warwickshire.

Thus far we have made good progress in meeting our commitments set out in the Strategic Plan 2015-2018. The Board remains ambitious for Warwickshire and continues to maintain strong partnership ties. Moving forward, the Board is keen to develop more opportunities for collaborative working across the Adults and Children's Safeguarding Boards, be that through

joint training, development of our websites and protocols governing the management of Serious Case Reviews/Safeguarding Adults Reviews (SCRs/SARs), as well as any other areas to achieve a 'Whole Family' approach to safeguarding.

The Board budget has been aligned with the refreshed Strategic Plan. The budgetary context for all Boards is one of continuing pressure on finances; and the need to seek out efficiencies in the way we collectively deliver safeguarding and make best use of available resources, which enable us to continue to effectively deliver our vision.

Throughout the period covered by this plan, we will maintain transparent analysis and reporting of our performance in delivering on the commitments we have made. By doing this we will show consistent leadership in focusing on our priorities; increase our accountability; and serve to ensure adults at risk of abuse and neglect, and carers' experience of safeguarding is personalised.

3. What is Safeguarding

The Care Act Statutory Guidance published in October 2014 under Section 14.7 describes adult safeguarding as

“protecting an adult’s right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time, making sure that the adult’s wellbeing is promoted including where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action. This must recognise that adults sometimes have complex interpersonal relationships and may be ambivalent, unclear or unrealistic about their personal circumstances”.

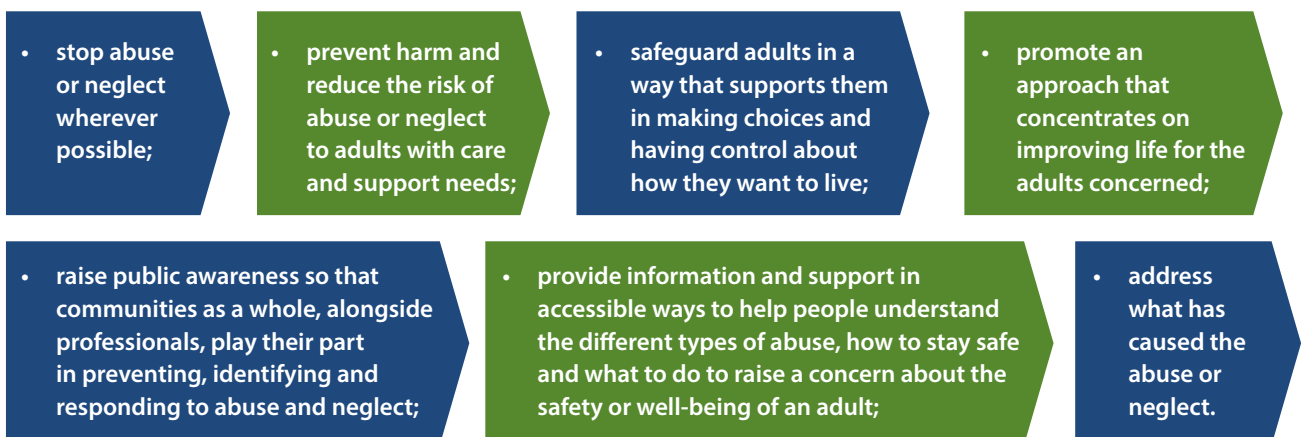
4. Statutory Objective

The Care Act 2014 sets out that the overarching objective of a Safeguarding Adults Board is to assure itself that local safeguarding arrangements and partners act to help and protect adults in its area who:



5. Aims of Adult Safeguarding

The Care Act identifies the aims of adult safeguarding as:



6. Safeguarding Principles

The Board's aim is to achieve its objectives whilst supporting individuals in maintaining control over their lives and in making informed choices without coercion is underpinned by the following six principles:

Principle	What does this mean	How it impacts on individuals
 <p>Empowerment</p>	<p>Personalisation with the presumption of person-led decisions and informed consent.</p>	<p><i>"I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens."</i></p>
 <p>Prevention</p>	<p>It is better to take action before harm occurs.</p>	<p><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></p>
 <p>Proportionality</p>	<p>Proportionate and least intrusive response appropriate to the risk presented.</p>	<p><i>"I am sure that the professionals will work for my best interests, as I see them and they will only get involved as much as needed."</i></p>
 <p>Protection</p>	<p>Support and representation for those in greatest need.</p>	<p><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></p>
 <p>Partnership</p>	<p>Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse.</p>	<p><i>"I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together to get the best result for me."</i></p>
 <p>Accountability</p>	<p>Accountability and transparency in delivering safeguarding.</p>	<p><i>"I understand the role everyone involved in my life."</i></p>

7. Strategic Framework

The purpose of this Strategic Plan is to set out how WSAB will assure itself that adults at risk of abuse and neglect, and carers are safeguarded across Warwickshire in accordance with the Care Act 2014. The refreshed Plan illustrates how the Board's vision is translated into strategic objectives and priorities. The illustration below shows the clear and measurable objectives which will direct the actions we take and inform the work of the Warwickshire partnership:

Vision	Strategic Objectives	Priority areas of work for 2016-2017
<p>The work of the Board is based on the vision that people in Warwickshire have the right to live a life free from harm, where communities:</p> <ul style="list-style-type: none"> • have a culture that does not tolerate abuse • work together to prevent abuse • know what to do when abuse happens <p>Our values are based on understanding and promoting peoples' right to make informed decisions and the importance of maintaining dignity and respect for all.</p>	<ul style="list-style-type: none"> • To gain assurance from partner agencies that there is effective leadership, partnership working and governance for safeguarding adults at risk • To listen to people who have been subject to abuse or neglect, and to seek assurance that people are able to be supported in the way that they want, are empowered to make decisions, and can achieve the best outcomes • To promote safeguarding adults among the general public, by raising awareness and promoting well-being with the aim of preventing abuse and neglect. • To be assured of the safety and wellbeing of anyone who has been subject to abuse or neglect, and that appropriate action has been taken against those responsible • To identify, and monitor the implementation of changes, which prevent similar abuse or neglect happening to other people. • To use the learning from Safeguarding Adults Reviews (SARs) – local and national – to inform the improvement and development of our services to people at risk of abuse and neglect. 	<ul style="list-style-type: none"> • Making Safeguarding Personal • Safe Services • Listening and Engaging • Workforce Training • Transitions • Informing

8. Delivering our Priorities

The 2015-2018 Strategic Plan was a starting point for much of the Board's work and priorities were identified to respond to the implementation of the Care Act 2014. The Board has completed the majority of the work set out within the original Plan. Areas requiring further development now form part of the priority areas of work within the refreshed Strategic Plan moving forward.

The following table provides a detailed breakdown of the priority areas of work agreed as part of the refreshed Strategic Plan, which we aim to achieve for 2016/17.

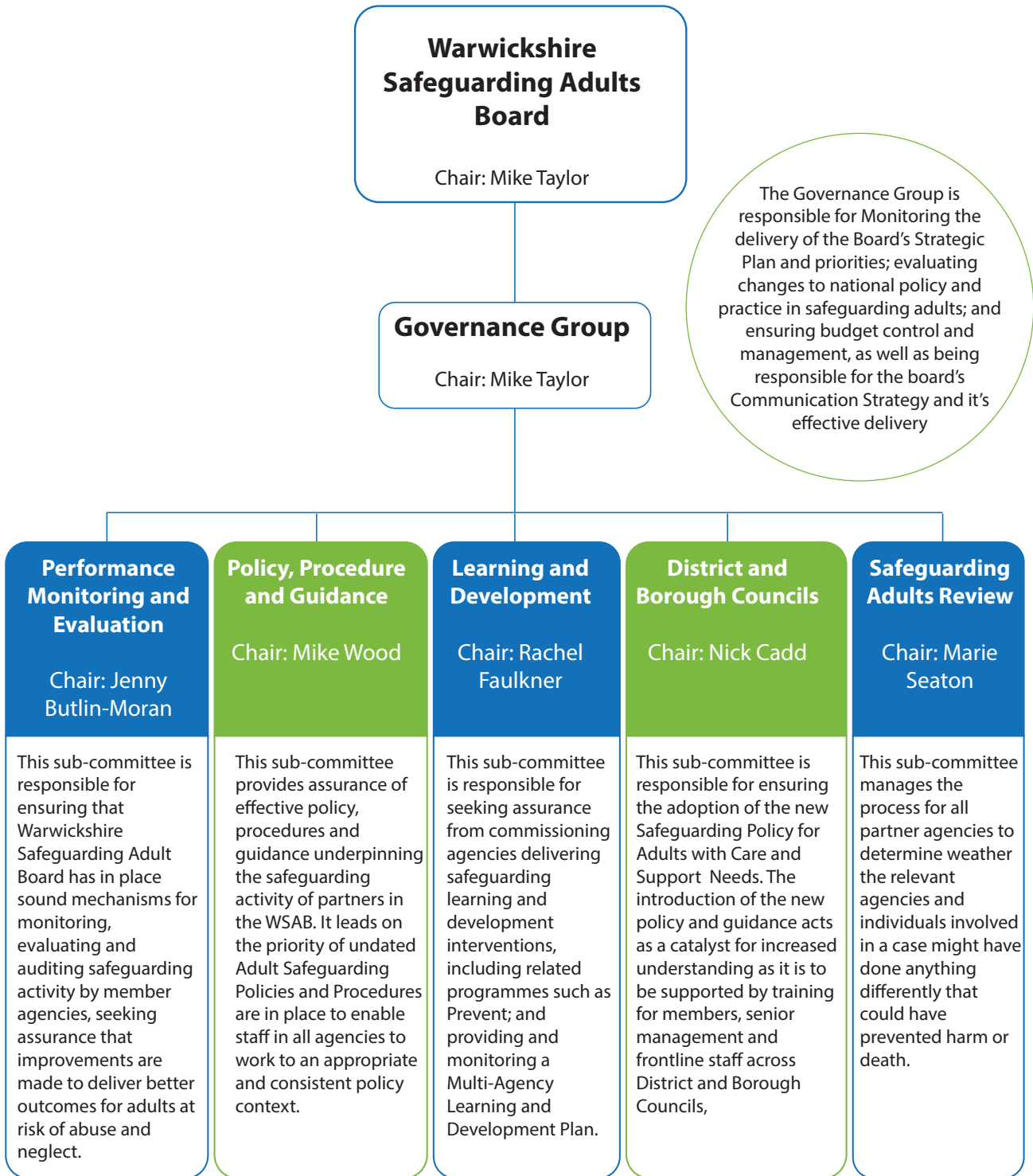
PRIORITY	Why is this a priority	What we will do	How we will achieve this	Who will lead this work
Making Safeguarding Personal (MSP)	<p>It is important to engage with people at an early stage to establish the outcomes they want throughout the safeguarding process and at the conclusion of the safeguarding intervention. An outcomes approach to safeguarding will:</p> <ul style="list-style-type: none"> • Enable and empower individuals to express what they want to happen • Enable all agencies to support people to make the difference they want in their lives as well as, increase their safety and well-being • Make the process of safeguarding responsive to individual needs. 	The Board will ensure that MSP is consistently understood by all agencies and applied in their safeguarding work.	The Board will devise performance monitoring mechanisms which inform on outcomes and quality; as well as, volume of activity	<p>Policy, Procedure and Governance Sub-committee</p> <p>Performance Monitoring and Evaluation Sub-committee</p> <p>Training and Development Sub-committee</p>
Safe Services	<p>The Board has a duty to ensure that all services meet their responsibilities in providing a response to any referral suggesting abuse or neglect in a safe and constructive manner. This includes:</p> <ul style="list-style-type: none"> • accessible communication of concerns • recruitment practices; and challenging supervision • shared learning. 	The Board will ensure there are proper procedures in place to address any shortcomings in policy and practice and a readiness to share learning from SARs and 'near misses'.	The Board sub-committees will lead on audit and communicating the experience and learning from SARs.	<p>Policy, Procedure and Governance Sub-committee</p> <p>Safeguarding Adults Review Sub-committee</p> <p>Training and Development Sub-committee</p>

PRIORITY	Why is this a priority	What we will do	How we will achieve this	Who will lead this work
Listening and Engaging	<p>It is essential that all those coming into contact with actual or suspected abuse and neglect are able to understand and identify the expression of the concerns being raised in their context.</p> <p>Newly defined categories of abuse such as Modern Slavery and Self-Neglect pose a significant challenge in consistent understanding across agencies and delivering the multi-agency assessment and service response.</p>	<p>The Board will ensure there is a clear understanding of the language and context of all types of abuse alongside, a sound and intelligible application of policy and procedures.</p>	<p>The Board's Policy and procedure materials will continue to be developed to reflect this and multi-agency workforce training will be built into the forward programme to ensure there is clear recognition and understanding of the different categories of abuse.</p>	<p>Policy, Procedure and Governance Sub-committee</p> <p>Training and Development Sub-committee</p>
Workforce Training	<p>Our services can only be as good as the capacity of those entrusted to deliver them. People have a right to expect an informed and consistent response to any concern which is raised in the context of abuse and neglect.</p>	<p>The Board will seek assurance that agency induction and training programmes contain sound safeguarding elements and that multi-agency training is delivered to a high standard and is well attended by all partner organisations.</p>	<p>The Board will disseminate material which is relevant to improving policy development and practice which has been sourced from regional and national networks.</p> <p>The Board will deliver multi-agency training and maintain oversight of individual agency training activity.</p>	<p>Chair and Business Manager</p> <p>Training and Development Sub-Committee</p>

PRIORITY	Why is this a priority	What we will do	How we will achieve this	Who will lead this work
Transitions	<p>Change occurs at many points in all our lives; some is natural i.e. progression into adulthood; and some enforced i.e. refugees driven to seek asylum in another country.</p> <p>The Board needs to highlight the increased vulnerability of individuals and their families/ carers at such times and ensure that risk is fully assessed and measures taken to mitigate this.</p> <p>There are clear opportunities and advantages for collaborative working with the WSCB.</p>	<p>The Board will identify times of transition in respect of specific groupings e.g. young people leaving care or vulnerable adults being moved into alternative accommodation and promote the need for safeguarding to form part of the assessment and delivery of care plans related to their needs.</p> <p>The Board will test out potential for working together with the WSCB in all elements of work programmes and respond to issues raised.</p>	<p>The Board will need to ensure effective liaison with the Safeguarding Children Board in this context.</p> <p>The Board will explore opportunities in website and material development and training which could help improve the efficiency and effectiveness of the two Safeguarding Boards.</p>	<p>Governance Group</p> <p>District and Borough Councils Sub-committee</p> <p>Governance Group</p> <p>Training and Development Sub-committee</p>

PRIORITY	Why is this a priority	What we will do	How we will achieve this	Who will lead this work
Informing	Making safeguarding everyone's business means the Board has to raise the profile of abusive behaviour in our communities and ensure that everyone is confident that they can raise a concern and have it properly understood and responded to.	<p>The Board will produce materials which are readily understood and which resonate with individual circumstances and life experiences, using all means of communication with the public and across agencies.</p> <p>It will review current information available to the public and develop an awareness raising strategy and communications campaign.</p> <p>The potential for links with WSCB needs to be realised in this context.</p>	<p>The Board has already commissioned the re-development of the Safeguarding website and will apply its communication protocol to give sound response to media and other enquiries.</p> <p>It will also produce informative materials and join others such as the Police, Trading Standards and the Fire Service on preventive campaigns with a safeguarding component.</p>	<p>Governance Group</p> <p>All Sub-committees</p>

9. Governance Structure



10. Board Membership

The WSAB membership comprises representation from the following partner agencies **in addition to the Lead Cabinet Member for Health and Social Care:**

Warwickshire County Council	NHS England (Commissioning)
Warwickshire Police	George Eliot Hospital NHS Trust (Provider)
National Probation Service	South Warwickshire NHS Foundation Trust (Provider)
Warwickshire and West Mercia Community Rehabilitation Company	University Hospitals Coventry and Warwickshire NHS Trust (Provider)
Warwickshire Fire and Rescue Service	Age UK Warwickshire
Warwickshire District and Borough Councils	West Midlands Ambulance Service
Clinical Commissioning Groups (Commissioning)	Healthwatch
The Care Quality Commission	Coventry and Warwickshire NHS Partnership Trust (Provider)

The Board is chaired by an Independent Chair appointed by the local authority and the Director of Adult Social Services (DASS) is the Vice Chair.

The WSAB Business Manager attends all meetings to provide professional advice to the Board. The Legal Advisor to the Board - designated by Warwickshire County Council considers agenda papers and attends as required to provide professional advice to the Board.

The Board holds a non-recurrent budget to apply to initiating any SARs or for the Chair to secure independent professional advice, when required.

11. Performance Management and Review

Each sub-committee will develop work plans to correspond with the refreshed priority areas of work; defining specific activities, timelines, ownership and success measures. They are responsible for monitoring and reviewing performance of their work plans and identifying and reviewing risks.

The Governance Group will be responsible for reviewing performance against the refreshed Strategic Plan and ensuring that performance is evidence based; outcomes focused and places the adults at risk of abuse and neglect, and carers at the centre of everything we do as a Safeguarding Board. Each sub-committee will provide regular performance updates, which will inform the development of the Annual Report.