

**safeguarding
adults at risk**
a cumbria partnership

Three-Year Strategy
2014 – 2017

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Forward from the Independent Chair

This is our second strategic plan for continuous development and improvement in Adult Safeguarding in Cumbria. The plan for 2010 -13 enabled us to improve our strategic capacity and deliver the work programme. In 2012 we undertook a Peer Review and there was also a Scrutiny Board review. We have updated multi-agency guidance issued through Association of Directors of Adult Social Services (ADASS) in 2013 and new legislation, which further defines and clarifies agency and Board responsibilities. Therefore this next plan is based on learning from and recommendations arising from:

- The 2012 Peer Review,
- The 2012 Members Scrutiny Review of Adult Safeguarding.
- ADASS report on Adult Safeguarding, 2013

The Care Act 2014 has now been enacted and the plan includes requirements contained within the Act relating to the Safeguarding of Adults. There is currently consultation on the implementation of the Act and the content of the associated regulations. The work programme will be updated to take account of the outcome of this consultation.

All safeguarding work in Cumbria will be based on the 6 key principles contained in the Care Act:

- **Empowerment** – Personalisation and the presumption of person-led decisions and informed consent.
“I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens.”
- **Prevention** – It is better to take action before harm occurs.
“I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help.”
- **Proportionality** – Proportionate and least intrusive response appropriate to the risk presented.
“I am sure that the professionals will work for my best interest, as I see them and they will get involved as much as needed”
- **Protection** – Support and representation for those in greatest need.
“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.”
- **Partnership** – Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse.
“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 results for me.”
- **Accountability** – Accountability and transparency in delivering safeguarding
“I understand the role of everyone in my life”

Mike Evans
Independent Chair

Background

Cumbria has over recent years developed effective safeguarding arrangements through strong partnerships and in 2010 the Board produced its first three-year Adult Safeguarding Strategy. Whilst the publication of annual reports and plans had worked well the Board forward looking strategy faced up to challenges as personalisation continued to be rolled out, the shape of service provision changed and there was active consultation underway in advance of the new legislation which was on the horizon.

That three-year strategy laid out how the Board would focus on:

- Fresh consideration of the scope of its work,
- The changing nature of health and social care provision, with the role out of personalisation, care closer to home and an increasing emphasis on early intervention and prevention.
- More effective use of information through knowledge and performance management.
- More effective awareness raising and engagement with the public.
- Ensuring that alerts and adult protection issues continue to be given high priority.
- The resources required to undertake this work and to deliver the strategy.

A high-level action plan was developed and fully delivered over the three-year period. This sat alongside more detailed actions contained within annual reports and those prepared following service inspections. This reflected a key role for the Board in quality assurance.

The Strategic Plan contained a proposal to put organisational arrangements in place designed to ensure that the Board could maintain its strategic focus. To support the delivery of the work programme, it was agreed to establish an Operational Executive Group chaired by the Deputy Chair of the Board. This group has successfully taken responsibility, on behalf of the Board, to co-ordinate sub-groups and 'task and finish' groups.

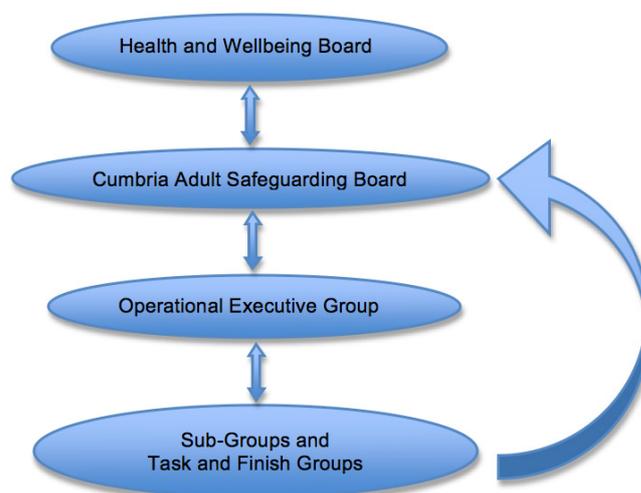
Moving Forward

The Care Bill is now an Act and will be implemented in 2015. We have strong and effective organisational arrangements in place, and this was confirmed to be the case through the Peer Review undertaken in 2013. We now need to ensure we have clear focus over the next period and a refreshed strategic plan to underpin our work.

The plan will continue to support our fundamental aim to work with local people and with partners to ensure that adults who may be at risk are:

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

In this regard Board Members are considered to be Safeguarding and Dignity Champions and carry out the wider responsibilities that this entails within and out-with their organisations.



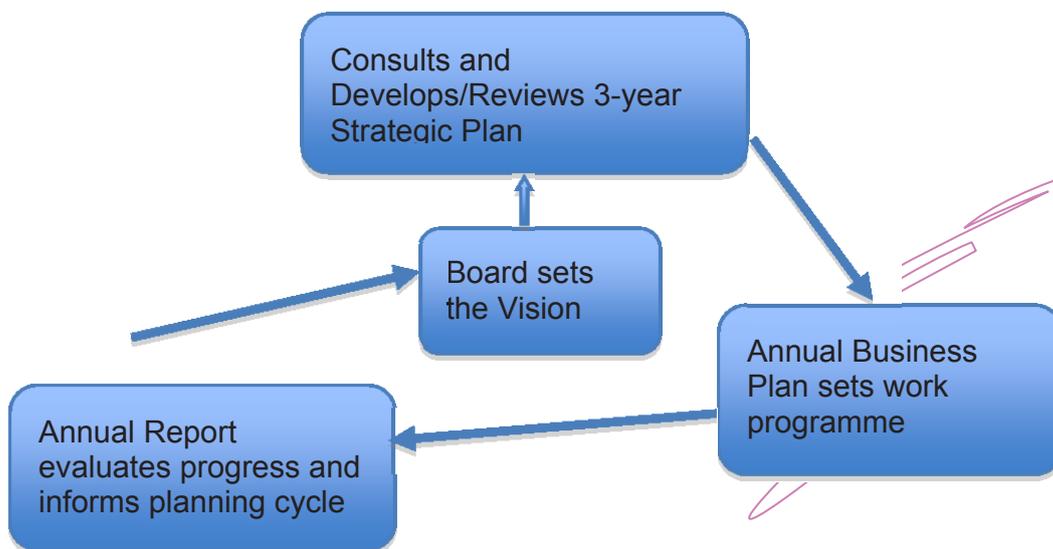
The Care Act 2014

The Act details the statutory requirement to have a Safeguarding Adults Board (SAB) and that the Board has three primary functions:

1. It must publish a strategic plan for each financial year that sets how it will meet its main objective and what the members will do to achieve these objectives. The plan must be developed with local community involvement, and the SAB must consult the Local Healthwatch organisation.
2. It must publish an annual report detailing what the SAB has done during the year to achieve its main objective and implement its strategic plan, and what each member has done to implement the strategy as well as detailing the findings of any Safeguarding Adults Reviews or any on-going reviews.
3. It must conduct any Safeguarding Adults Review.

Additionally the Care Act specifies Core membership for the Board and suggested wider membership. This accords broadly with the Board membership in Cumbria but will be reviewed in light of the Care Act guidance.

There is clarity about the formal delivery and oversight of the Boards objectives through strategic and business planning. The Board has responsibility for setting the Vision and ensuring delivery of the updated annually 3-year plan.



In Scope and In Sight

To function effectively the Board must focus on its core responsibilities and oversee the implementation of the business plan. However to do so it needs to recognise and its overlaps and links with other strategic bodies including the Cumbria Community Strategic Partnership, Cumbria Children's Safeguarding Board and Health and Wellbeing Board. Indeed there may be opportunities for some joint working through involvement in task and finish initiatives, learning from Domestic Homicide reviews etc.

In particular the Board intends to develop closer links with the Children's Safeguarding Board and explore the value of and opportunities for some joint working. Obvious areas of common interest are children through transition into adulthood, domestic violence, mental health and wellbeing and troubled families initiatives.

This plan will adhere to these requirements and is laid out in accordance with the ADASS/Local Government Association (LGA) framework. The annual work programme of the Board will be shaped to deliver the Strategy but be adapted as required to enable attention to emerging priorities. The work programme will be delivered through sub-groups and task and finish work under the direction of the Operations Group.



Making Safeguarding Personal

This is a radical shift in our approach to safeguarding and implementation of this way of working will be a key priority for the Board over the next period. Essentially it requires engagement with people at an early stage to establish the outcomes they want throughout the process and at the conclusion of the safeguarding intervention.

We must not underestimate the skills required to work in this way and that we must therefore be closely sighted on the need for social workers and professionals from partner agencies to recognise the need to develop the necessary competencies.

Knowledge and Performance Management

The Board continues to receive a dashboard report, which provides good information about safeguarding activity in Cumbria. This report will always be under continuous development and does provide high quality information.

As part of implementing 'Making Safeguarding Personal' The Board will want to see evidence of increasing engagement and involvement of those individuals who experience safeguarding services and improved knowledge of the following become more evident:

- Evaluation of not only the outcome of investigations but also the experience of those who use safeguarding services. Also, how those experiences have been used to improve services.
- Is there effective involvement from those requiring safeguarding support? Does their sense of being in control increase and do they sufficiently influence and determine the outcome?
- An understanding of how effective support is provided for carers.
- Is there effective application of the Mental Capacity Act and appropriate use of advocacy?
- An understanding of how commissioners are developing and procuring services with contracting arrangements that ensure the provision of personalised services. Do contracts respect people's dignity and contain safeguards for their human rights?

Public Involvement

For the Safeguarding Adults Board to exert its executive function but must not become disengaged from the public it serves. It is chaired independently and at arm's length from the main statutory partners and to that extent is able to be independent. The Board has consistently strived to establish effective ways of fulfilling this by developing more effective ways of engaging with citizens. It recognises that this must continue to be a priority over the next period and to do so:

- Individual Board Members will actively engage with both the workforce they manage and the public to raise awareness and understanding.
- There will be a re-launch of the locality groups.
- The Chair and Board members will seek opportunities to meet with representative groups to consult and to raise the profile of safeguarding. The responsibility of being a Board Member will not be restricted to simply attending Board meetings.

Promotion

Considerable progress has been made over recent years raising awareness of safeguarding. Cumbria has produced excellent publicity and information materials. This has led to an increase in referrals and alerts. It is important that there continues to be an emphasis on producing good quality and up to date information and publicity materials.

Keeping the public informed and effective use of the media are important in raising awareness. Cumbria has been praised in the region for its handling of serious case reviews and the way it has openly publicised the outcome and learning from them. This demonstrates that such matters are taken seriously, that there is the intention to learn from tragedy and that responses are proportionate and appropriate.

Role of Safeguarding Adults Board

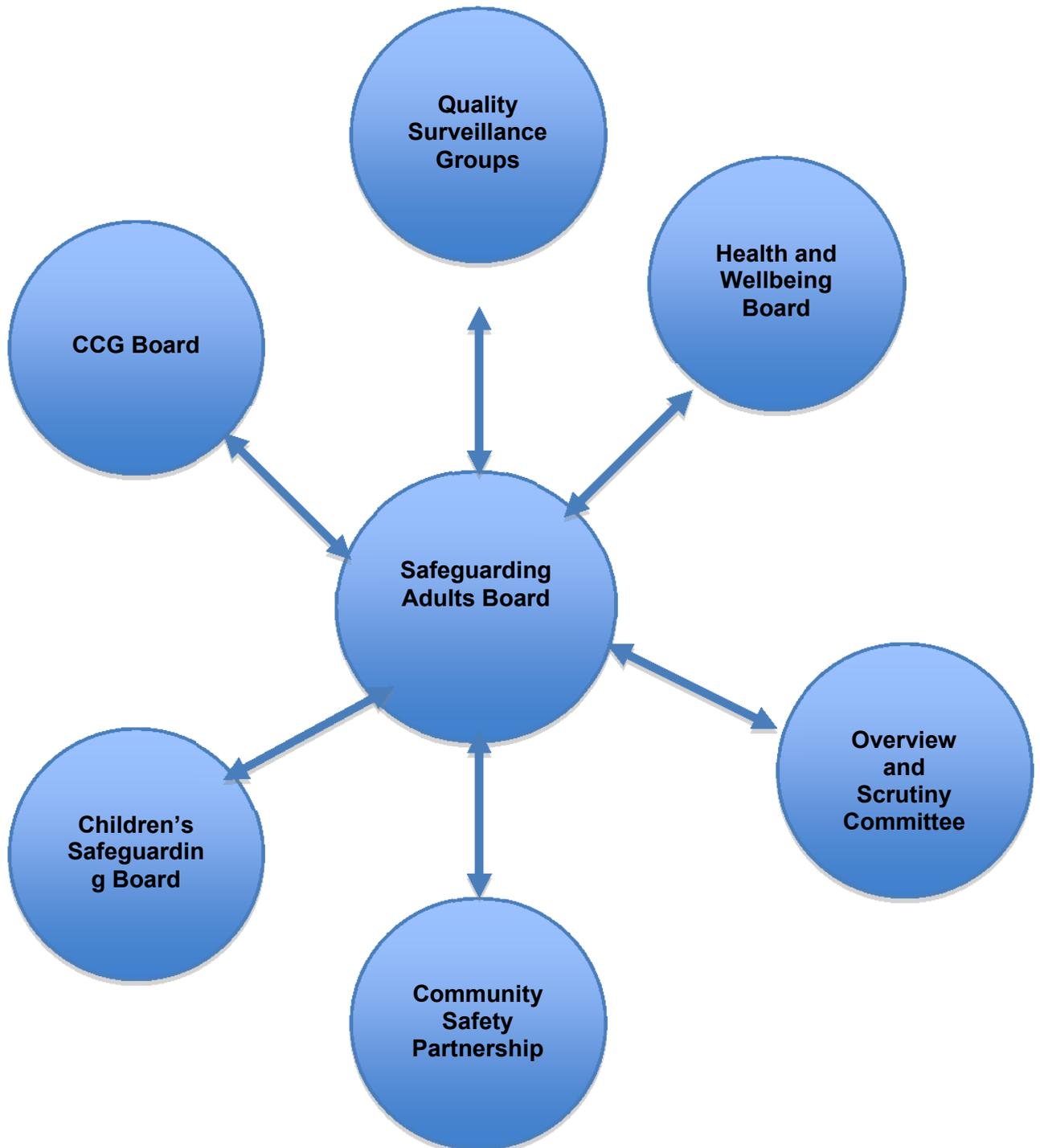
Act states that Safeguarding Adults Board should:

- "Identify the role, responsibility, authority and accountability with regard to the action each agency and professional group should take to ensure the protection of adults;
- Establish ways of analysing and interrogating data on safeguarding notifications that increase the SAB's understanding of prevalence of abuse and neglect locally that builds up a picture over time;
- Establish how it will hold partners to account and gain assurance of the effectiveness of its arrangements;
- Determine its arrangements for peer review and self-audit;
- Establish mechanisms for developing policies and strategies for protecting adults which should be formulated, not only in collaboration and consultation with all relevant agencies but also take account of the views of adults who have needs for care and support, their families, advocates and carer representatives;
- Develop preventative strategies that aim to reduce instances of abuse and neglect in its area;
- Identify types of circumstances giving grounds for concern and when they should be considered as a referral to the local authority as an enquiry;
- Formulate guidance about the arrangements for managing adult safeguarding, and dealing with complaints, grievances and professional and administrative malpractice in relation to safeguarding adults;
- Develop strategies to deal with the impact of issues of race, ethnicity, religion, gender and gender orientation, sexual orientation, age, disadvantage and disability on abuse and neglect;
- Balance the requirements of confidentiality with the consideration that, to protect adults, it may be necessary to share information on a 'need-to-know basis';
- Identify mechanisms for monitoring and reviewing the implementation and impact of policy and training;

- Carry out safeguarding adult reviews;
- Produce a Strategic Plan and an Annual Report;
- Evidence how SAB members have challenged one another and held other boards to account; and,
- Promote multi-agency training and consider any specialist training that may be required. Consider any scope to jointly commission some training with other partnerships, such as the Community Safety Partnership."

Engagement with Strategic Partnerships

The Care Act states that Strategic Partnerships include:



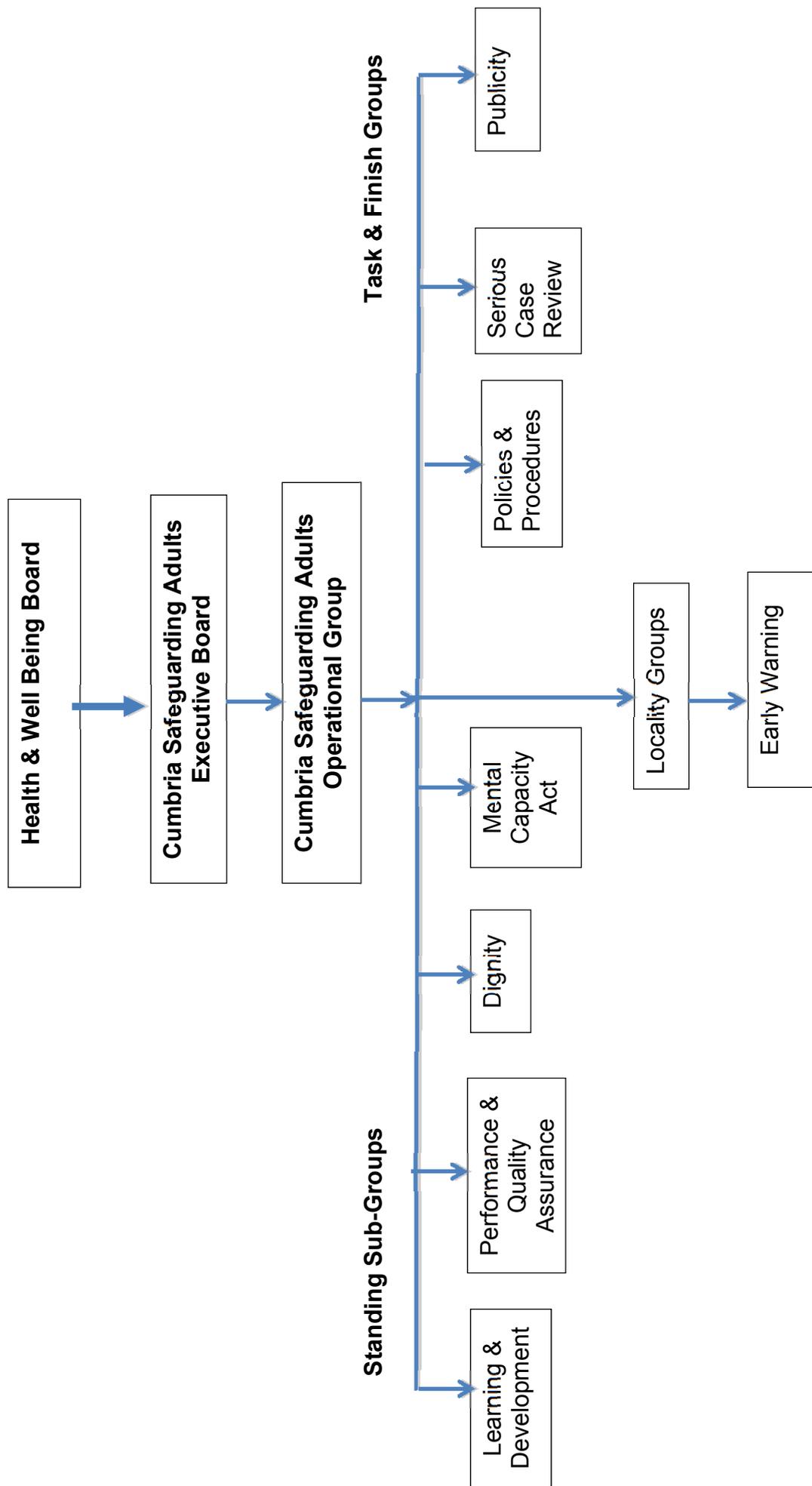
Executive Board Membership

- Independent Chair
- Cumbria County Council Portfolio Holder
- Cumbria Constabulary
- Public Health, Cumbria County Council
- North Cumbria University Hospitals Trust
- University Hospitals Morecambe Bay
- Cumbria Clinical Commissioning Group
- Cumbria Foundation Partnership Trust
- Health and Care Services, Cumbria County Council
- Safer Communities, Cumbria County Council
- NHS England
- Cumbria and North Lancs Community Rehabilitation Company
- National Probation Service
- HMP Haverigg
- Voluntary Sector

Operational Group Membership

- Cumbria Constabulary
- North Cumbria University Hospitals Trust
- University Hospitals Morecambe Bay
- Cumbria Clinical Commissioning Group
- Cumbria Foundation Partnership Trust
- Health and Care Services, Cumbria County Council
- Safer Communities, Cumbria County Council
- Cumbria and North Lancs Community Rehabilitation Company
- National Probation Service
- Voluntary Sector
- North West Ambulance Service
- Healthwatch
- Independent Sector
- Children's Services
- Crown Prosecution Service
- Drug and Alcohol Services
- HM Prison Service

Governance Arrangements



Work Programme

The work programme will be updated annually and its impact will be evaluated in the Annual report, which will also lay out the programme of work for the following year. This will enable the three Year Strategy to be updated on an annual basis also.

1. Leadership and Governance

- Make sure safeguarding is embedded in corporate and service strategies across the Council and partners
- Provide awareness training to Councillors and give them a role in preventing abuse
- Present your Annual Safeguarding Report to the Overview and Scrutiny Committee and Health and Well Being Board
- Make sure your new Police and Crime Commissioners, Clinical Commissioning Groups and Healthwatch have safeguarding high on their agenda

Action	Lead	Timescales	How will we know when we've been successful?
1.1 Governance arrangements to be agreed between boards with clearly defined reporting structure (LSCB, HWB)	Chair	December 2014	Robust and transparent arrangements and named individuals in place.
Undertake learning and development activities with elected members to ensure they can support their local communities	Nicola Phillips	Ongoing	Members are more informed of safeguarding issues
Develop a programme to review the L&D needs of CSAB members and address via annual appraisal.	Chair	December 2014	Members are more informed of safeguarding issues
Establish regular meetings between Chair, DASS and key members of Council to ensure Chair is held to account.	Linda Mason	December 2014	Board members are effective safeguarding and dignity champions
Establish 1:1 meetings between Chair and Executive Board members.	Linda Mason	December 2014	

2. Safeguarding Adults Boards

- Ensure that the chair has the independence, knowledge and skills to challenge, lead and hold Board members to account
- Regularly review the Board's constitution to keep it up to date with NHS and other organisational changes
- Make sure the Board has the capacity to plan and carry out its strategies and objectives
- Ensure your Board is using its performance framework to measure its effectiveness and hold members to account
- Use the self-assessment tool to audit your Board and plan how to fill gaps
- Hold development sessions to keep members up to date and encourage joint working
- Find ways for the Board to hear from and respond to people who have been through safeguarding
- Build mechanisms to share data and intelligence
- Test if risk management is proportionate and co-ordinated
- Develop and deliver a communications strategy

Action	Lead	Timescales	How will we know when we've been successful?
Development of the Safeguarding Board			
2.1 Review membership of CSAB to ensure it meets the requirements of Care Act.	Chair	December 2014	New membership arrangements will be published on the website.
2.2 2 six-monthly development sessions to ensure that members are working together to scrutinise and challenge local arrangements for safeguarding adults.		December 2014	Arrangements in place and development programme agreed
2.3 Review the infrastructure of CSAB to ensure that it supports the delivery of strategic plan.	Chair	December 2014	New structure will be published on the website

3. Quality Assurance & Performance Management

Action	Lead	Timescales	How will we know when we've been successful?
3.1 Develop the multi-agency Performance & Quality Assurance management	Operational Group	March 2015	Audit tools agreed by the board and operational from April 2015
3.2 Consolidate and extend the audit programme to include an audit tool which measures practice and impact, based on the principles of Making Safeguarding Personal.	Operational Group	March 2015	Audit tools agreed by the board and operational from April 2015
3.3 Establish a system for monitoring the implementation and recommendations from performance audits.	Operational Group	March 2015	Quarterly reports to Operational Group from Locality Groups

4. Developing the Workforce

Action	Lead	Timescales	How will we know when we've been successful?
4.1 Review and refresh the local Learning & Development strategies including review of current training programme based on national competence framework.	Operational Group	March 2015	All Learning and Development Strategies reflect the priorities of the CSAB training programme
4.2 Build repository of good practice on CSAB website to the national and local learning – best practice from other SABs.	Operational Group	Ongoing	Good Practice section on web pages that is regularly up-date and publicised.
4.3 Develop and implement shared training evaluation methodology to assess impact of training on practice and quality assurance training delivery.	Operational Group	March 2015	Shared methodology agreed and operational

5. Safeguarding Adults Reviews

Action	Lead	Timescales	How will we know when we've been successful?
5.1 Develop procedures for conducting Safeguarding Adults Reviews (SAR) as outlined in the Care Act 2014.	Policies & procedures sub-group	January 2015	New procedures agreed published on the website and in use.

6. Making Safeguarding Personal

Action	Lead	Timescales	How will we know when we've been successful?
6.1 Oversee the implementation of the principles embedded in Making Safeguarding Personal	Operational Group	Ongoing	Partners submit action plans and progress reports to the Operational Group that reflect how agencies are embedding the principles of Making Safeguarding Personal within their organisation.



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