



Strategic Plan

2015-18

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Foreword from the Independent Chair

The Care Act and Guidance came into force in April 2015 which gives definition to the status, role and function of our Safeguarding Adults Board. We have undertaken a great deal of work to understand the changes required of us and ensure the important elements are in place. We are starting from a good position, the board is newly established and it has strong commitment from its members. We have revised our membership and welcomed new members who bring fresh enthusiasm, energy and innovation.

We face new challenges ranging from the inclusion of self-neglect as a category of abuse, the requirement for public involvement in the production of this strategic plan, through to changes in board membership and accountabilities. Some of these we can address and deliver quickly, others will need commitment and more work during the first year of this strategy. They will form a definitive element in years two and three.

The prime focus of the work of the board is to ensure that safeguarding is consistently understood by anyone who engages with adults at risk of or experiencing abuse or neglect, and that there is common commitment to improving outcomes for them. This means understanding how to support and empower people at risk of harm, anti-social behaviour or hate crime to resolve the circumstances which put them at risk. We want to develop practice which puts the individual in control and generates a more person-centred set of responses and outcomes. This includes being confident that effective advocacy services are in place for anyone who may need them at any point during a safeguarding episode.

When things go seriously wrong and people die or are permanently affected by abuse, we have a responsibility to look into this thoroughly by means of a Safeguarding Adult Review. This process seeks to identify and report on learning to improve multi-agency practice. Equally important, is our role in giving our residents confidence that concerns can be expressed and will be responded to effectively.

Everyone who works in adult safeguarding has the difficult task of understanding risk, assessing the level of this for the individual concerned and constructing a plan with the person affected to manage this. The plan must work for the person and be understood by those around them. This demands a sound grasp of the legal basis for the work along with effective listening and communication. This presents a challenge in a society where there is pressure to avoid rather than to manage risk. A key task for the board is to evaluate the quality of risk management in Herefordshire's safeguarding practice and ensure that the right balance is being struck.

This strategy sets our tone and purpose for the coming three years. It is not a fixed document and will be reviewed and developed annually. It gives definition to what is important for adult safeguarding in Herefordshire. The board will work to ensure that everything is being done to prevent abuse and that a timely and proportionate response happens when it does occur.

Ivan Powell
Independent Chair

Why a local strategy?

Whilst the production of a strategic plan is a statutory requirement, a local strategy is also key to supporting our aim to work with Herefordshire people and with partners to ensure that adults who may be at risk of abuse or neglect are:

- living as safely as they can by being able to protect themselves from abuse and neglect;
- fully involved in the safeguarding process and the development of any ongoing safeguarding plan if required
- receive effectively co-ordinated services and are properly supported by agencies when they need protection

The development of this strategy marks a commitment for a shared vision and actions that will keep adults at risk safe and protected from abuse and neglect

Background

Until April 2015, Herefordshire Safeguarding Adults Board (HSAB) had operated as a shadow board which has provided a good foundation on which to move forward.

The work with partner agencies over the previous 12 months brings our board in line with statutory guidance and has introduced the governance arrangements and protocol necessary for an effective board.

We have reviewed the membership and now included on the board, in addition to statutory members, are representatives from service providers, including the voluntary sectors.

We are continuing in our endeavours to engage more frequently with both service users and the wider communities and this will form a major part of our work for 2015-16, and are hoping that we get representatives from the general public to join our board (these are called lay members). We will be working closely with Healthwatch, as the Care Act requires us to do, to ensure wide community involvement from all sectors to form a three year strategy to be in place for April 2016. This one year strategy will be used to assist those discussions

The success of the board depends on the combination of individual partners undertaking safeguarding activity and effective partnership working, recognising that safeguarding is everybody's responsibility.

HSAB members have been involved in a development day which has helped to shape the board structure, revise its membership and form its strategic priorities, included later in this document.

The Care Act 2014

The Care 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.

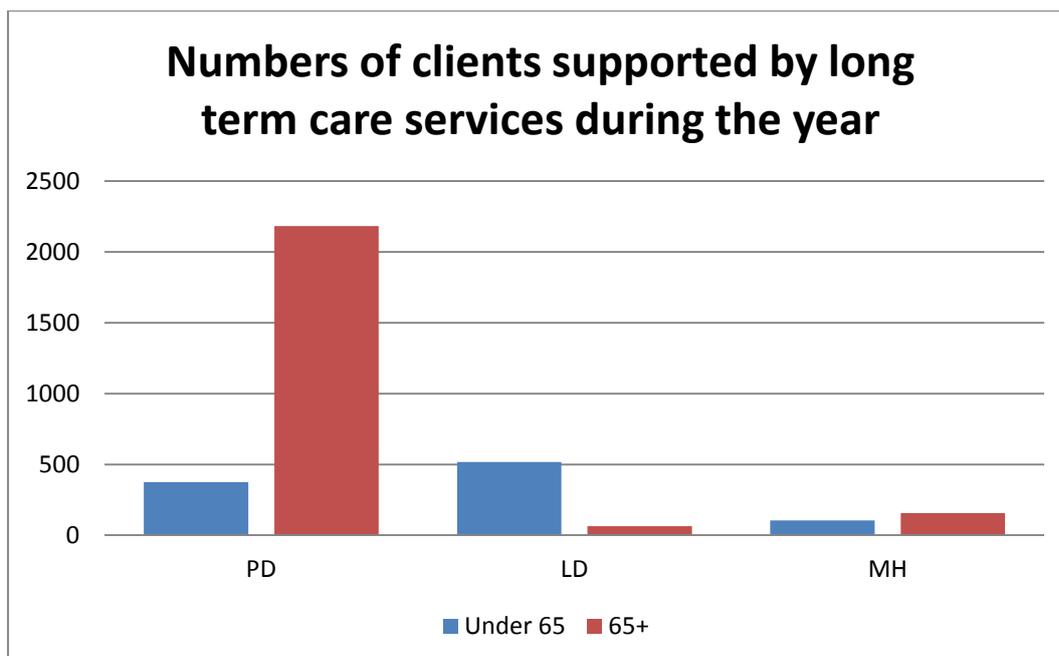
The board has responsibility for setting the vision for safeguarding locally and ensuring delivery of this strategic plan along with its annual update.

Local context

The county has an older age structure than nationally, with 22 per cent of the population aged 65 years or above (40,800 people), compared to 17 per cent nationally. This includes 5,500 residents aged 85 and over.

Herefordshire has a lower proportion of younger working age adults (aged 16 to early forties) compared with England & Wales as a whole, but has a higher proportion of older working age adults (mid-forties to 64). There was a sharp increase in the number of 16 to 64 year olds during the middle of the last decade, largely due to international migration. However, since 2008 numbers have been gradually declining due to relatively lower migration levels and by the post-war 'baby-boomers' moving into retirement age.

Adult social care and support in Herefordshire is provided by the council working with organisations like private care homes, home care agencies and other organisations to deliver services on its behalf. Adult social care is provided to people based on the national eligibility criteria as laid down in the Care Act 2014. In 2013-14 the local authority funded adult social care for 4,200 people aged 18 and over. 72 per cent received this care mainly because of a physical disability, frailty or sensory impairment, 14 per cent for a learning disability, 14 per cent for mental health and less than half a per cent for substance misuse and the general category of 'vulnerable people'. Nearly three quarters of adult social care clients are aged 65 and over, however most clients with a learning disability are aged 18 to 64 years as shown in the chart below.



The Vision for Herefordshire

Herefordshire recognises that safeguarding adults is not just about reacting when abuse has been identified, but is also about a range of activities; developing a culture that promotes good practice within services, raising public awareness, responding effectively and swiftly when abuse or neglect has been alleged or occurs and putting the person at the centre of planning to ensure they are safe in both their homes and communities.

The HSAB aims to achieve its objectives whilst supporting adults at risk to maintain control over their lives and make informed choices.

To achieve this, the following strategic priorities have been identified:

- Partnership working (including annual review of board partnership and effectiveness and build inter-relationships between boards / partnerships)
- Prevention and protection (including care home quality, building community resilience)
- Communications and engagement (awareness raising)
- Operational effectiveness (including workforce development, statutory functions and performance)

The board is also interested in on-going practice issues such as the Making Safeguarding Personal approach.

HSAB membership

Membership Grid	Statutory Voting Members	Other Voting Members	Officer / Advisor
Independent Chair Person		✓	
Lead Member for Adults wellbeing	✓		
Herefordshire Director of Adults wellbeing	✓		
West Mercia Police	✓		
Herefordshire Clinical Commissioning Group	✓		
Wye Valley NHS Trust		✓	
2gether NHS Foundation Trust		✓	
Herefordshire Council Assistant Director, Operations and Support	✓		
Herefordshire Council, Principle Social Worker		✓	
Herefordshire Council, Assistant Director, Safeguarding and Early Help		✓	
Director of Public Health		✓	
NHS England Area Team		✓	
National Probation Service		✓	
Community Rehabilitation Company		✓	
Herefordshire Fire and Rescue Service		✓	
West Midlands Ambulance Service		✓	
Carers Representative		✓	
Voluntary Sector		✓	
Further/Adult Education		✓	
Housing Provider		✓	
Healthwatch Herefordshire		✓	
Provider Representative		✓	
Faith Communities Representative		✓	
HSAB Business Unit Manager			✓

HSAB support

The board is supported by a business unit that co-ordinates the work of both safeguarding boards and the community safety partnership. This includes the administrative and project support to the chairs of sub groups and the independent chairs.

HSAB budget

The core budget of HSAB is constituted from contributions by Herefordshire Council, West Mercia Police, Herefordshire Clinical Commissioning Group, National Probation Service, Community Rehabilitation Company and CAF/CASS.

The agreed contribution for 2015/16 is as follows

Contributor	Contribution	%
Herefordshire Council (Childrens and Adults Wellbeing)	230,862	61.6%
Herefordshire Clinical Commissioning Group	80,186	21.4%
West Mercia Police	53,510	14.3%
Youth Offending Service	1,144	0.3%
National Probation Services	8,181	2.2%
Children and Family Court Advisory and Support Service.	976	0.3%
Total	374,859	

This amount is negotiated each year as part of the annual performance review of the board and is used to support the work of both boards and the community safety partnership

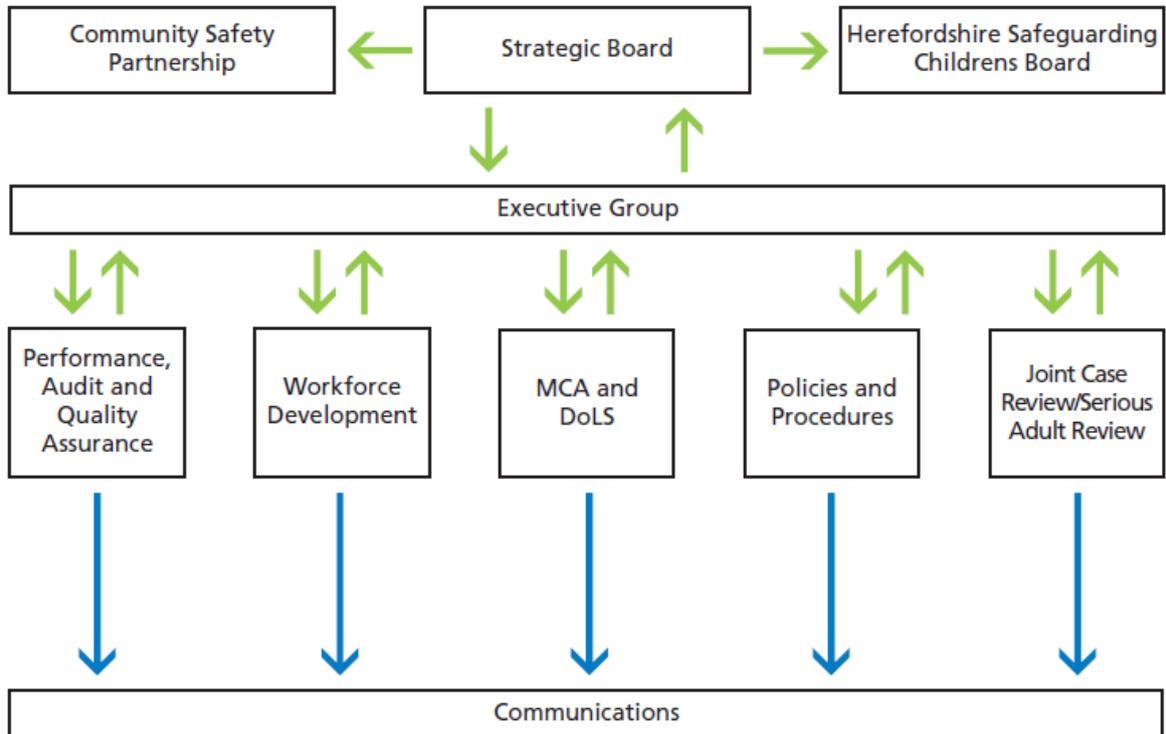
Governance arrangements

The executive group will comprise the chairs of sub groups together with senior managers from the statutory agencies.

It will oversee the work programmes of the sub groups of the SAB and also monitor the delivery and review of this strategy.

The work of the board is presented annually in the form of a report to Health and wellbeing board (local authority) and the chief executive, the Clinical Commissioning Group (Health), the Police and Crime Commissioner and the chief constable and Healthwatch

HSAB Structure and Governance Chart



2015-18 BUSINESS PLAN

Introduction

The review of the priorities for 2015-16 took place in November 2015 and future improvement opportunities were identified, these align to the existing priorities:

- Partnership working (including annual review of board partnership and effectiveness and build inter-relationships between boards / partnerships)
- Prevention and protection (including care homes, carers and young carers, self-neglect)
- Communications and engagement
- Operational effectiveness (including workforce development, statutory functions and performance)

Strategic Priorities	Partnership working	Prevention and protection	Communications and engagement	Operational effectiveness
Focus for 2016/17	All partners have a shared and universal understanding of safeguarding Increased involvement from voluntary sector Active participation from all partners Multi-agency focus Sharing the right data Connectedness with other boards	Service user involvement Good mental health Greater focus on prevention	Awareness raising Understanding the work of the board Reach to smaller / community organisations MCA and DoLS	Challenge single agency issues Shared learning Links into commissioning and public health Embed MSP Embed competency framework Multi-agency training Better tracking of priorities

Sub group work plans

Sub group	Partnership working	Prevention and protection	Communications and / or engagement	Operational effectiveness
Executive Board	<p>Monitor actions arising from peer review</p> <p>Learning from other areas including DHR's, SAR's and SCR's</p> <p>Risk register</p> <p>Ensure the needs of adults at risk are addressed in the JSNA and HWB strategies</p>	<p>Monitor relevant sub group work plans</p> <p>Risk register</p>	<p>Monitor relevant sub group work plans</p> <p>Risk register</p>	<p>Monitor relevant sub group work plans</p> <p>Risk register</p> <p>Publish annual report on the effectiveness of local safeguarding arrangements</p>
Policy and Procedures	<p>Maintain up to date HSAB procedures that align with sub regional arrangements and address cross border issues.</p> <p>Embed MSP protocols into practice</p> <p>Embed MCA protocols into practice</p>	<p>Embed self neglect policy into practice</p> <p>Develop arrangements to gather SU feedback of the safeguarding experience (MSP)</p>	<p>Launch of new policies</p>	<p>Embed new policies</p> <p>Contribution to the annual report</p>
Communications	<p>Consider the experiences of adults at risk at each board meeting via case study</p> <p>Introduce "Chairs Message"</p>	<p>Increase awareness of DoLS and MCA</p> <p>Promote community resilience for town and parish councils.</p>	<p>Raise awareness of adults at risk</p>	<p>Pilot a safeguarding initiative with existing community champions</p> <p>Contribution to annual report</p>

Sub group	Partnership working	Prevention and protection	Communications and / or engagement	Operational effectiveness
MCA and DoLS	Develop shared learning tool Multi-agency audit	Gather from BIAs evidence of the voice of those without capacity	Raise awareness of MCA and DoLS <ul style="list-style-type: none"> • Website • Roadshow • Newsletter 	Contribution to annual report
Performance and Quality Audit	Monitor multi-agency and single agency scorecards 6 monthly reports from MIR evaluating their work with vulnerable groups	Monitor results of the support provided via the Domestic Violence, Substance Misuse and Reducing Reoffending work plans held by the Community Safety Partnership (annual)	Monitor support provided to carers and young carers Adapt LA audit format to include the voice of the carer	Monitor the effectiveness of services provided to adults at risk via 6 monthly report from Q and R team Contribution to the annual report
Workforce Training and Development	Practitioner forum Engage with front line staff and use their experiences to inform HSAB activity.			Develop guidance to support partner agencies to evaluate training Contribution to the annual report

To support this Strategic Plan work will continue throughout this year to produce work plans for 2017/18