



West Sussex Safeguarding Adults Board

3 Year Strategy 2019-2022

Author: West Sussex Safeguarding Adults Board

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Who we are

The West Sussex Safeguarding Adults Board (SAB) is a multi-agency partnership of key statutory organisations, non-statutory organisations and lay members in West Sussex. The Board comprises of senior members of those organisation who are responsible for robust and effective multi-agency policies, protocols and practices to safeguard adults from abuse.

What we do

We ensure that organisations work in partnership to deliver joined-up services that safeguarding adults from abuse and neglect. The work of the SAB is underpinned by the Care Act 2014 which explains the core purpose of the Board:

- assuring itself that local safeguarding arrangements are in place as defined by the Care Act 2014 and statutory guidance;
- assuring itself that safeguarding practice is person-centred and outcome-focused;
- working collaboratively to prevent abuse and neglect where possible;
- ensuring agencies and individuals give timely and proportionate responses when abuse or neglect have occurred and
- assuring itself that safeguarding practice is continuously improving and enhancing the quality of life of adults in its area.

The SAB maintains links with other strategic boards including West Sussex County Council's Community Safety and the West Sussex Safeguarding Children's Partnership. The SAB cross references the work of these Boards with others including: West Sussex Domestic Abuse Strategic Group; Safer West Sussex Partnership Board (SSPB); Multi Agency Public Protection Arrangements (MAPPA); Multi Agency Risk Assessment Conference (MARAC); Crown Prosecution Service. The SAB is also embedding links with neighbouring East Sussex and Brighton and Hove's Safeguarding Adults' Boards.

Our strategic plan sets out:

- Our statement of purpose: This sets out the vision of the SAB and the outcomes we want to achieve for the people of West Sussex.
- Our strategic plan for 2019 – 22: This outlines our aims and objectives to achieve our vision. The strategic plan provides direction and continuity to our annual work plan.
- Our annual work plan: This includes key actions and target timescales to achieve our strategic plan.

Our statement of purpose

To ensure the effective co-ordination of services to safeguard and promote the welfare of adults in accordance with the Care Act 2014 and the Care and Support Statutory Guidance 2014. The West Sussex Safeguarding Adults Board aims to achieve its objectives whilst supporting individuals in maintaining control over their lives and in making informed choices without coercion. In achieving this, the following 6 key principles must be followed:

- Empowerment: Presumption of person-led decisions and informed consent;
- Prevention: It is better to take action before harm occurs;
- Proportionality: The least intrusive response appropriate to the risk presented;
- Protection: Support and representation for those in greatest need;
- Partnership: Local solutions through services working with communities;
- Accountability: Accountability and transparency in delivering safeguarding.

Our 3 year Strategic Objectives will be reviewed annually and are as follows:

(1) Accountability and Leadership

- Ensure the SAB provides strategic leadership to embed the principles of safeguarding and contribute to the prevention of abuse and neglect.
- Ensure compliance with the Deprivation of Liberty Safeguards (DoLS).
- Ensure robust mechanisms are in place so that partners are held to account for their safeguarding practice.

- Ensure clear and transparent annual budget plans are in place for all SAB activities.
- Develop arrangements with other Boards to be responsive and adapt to emerging safeguarding themes. Currently, these include domestic abuse, modern slavery, cuckooing, homelessness, exploitation and abuse of those transitioning from children's to adult services.
- Ensure key partners within the voluntary sector, homecare, residential and nursing care and housing providers are engaged with, in order for strategic leadership to be achieved.
- Ensure risk and the impact on safeguarding from reduced services within West Sussex County Council and other partner agencies are monitored.

(2) Policies and Procedures

- Review Pan Sussex policies and procedures to ensure these consistently guide understanding and practice.
- Ensure policies and procedures are robust by accessing legal overview of Board documents.
- Improve Safeguarding Adults Review (SAR) process and ensure the threshold for decision making is consistent across West Sussex.
- Develop and implement communication and engagement protocols to embed targeted partnership working and progress making safeguarding personal.

(3) Quality, Audit and Learning

- Ensure learning from Safeguarding Adult Reviews and Learning Review are effectively embedded into practice to facilitate organisational change across agencies.
- Ensure the SAB has robust multi-agency safeguarding data to shape training, awareness, practice and effect change where required.
- Ensure a culture of openness and transparency is adopted to promote learning and to celebrate success.
- Embed consistency of safeguarding practice through the pan Sussex policies and procedures and share learning with neighbouring East Sussex and Brighton and Hove Safeguarding Adults Boards.

(4) Prevention, Engagement and Making Safeguarding Personal

- Build the resilience of those who may be at risk of abuse and neglect, including adolescents who are transitioning into adulthood and those who are homeless, to promote wellbeing. This will involve partners working closely together and sharing information to identify those at risk of abuse or neglect.
- Continue to develop safeguarding approaches to achieve prevention.
- Develop and embed an approach to safeguarding processes that are person led and is underpinned by the 6 key safeguarding principles across all partner agencies
- Develop a culture where all agencies' staff respond to safeguarding concerns, engage the adult (or their representative) in a conversation about how best to progress the concerns and achieve their goals.
- Involve people at risk in shaping adult safeguarding practice. This will be a key priority for all SAB subgroups and will be supported by a communications strategy.
- Involve adults and family carers in shaping the work of the SAB and safeguarding responses underpinned by an engagement strategy.
- Co-produce information and reports for the local community which are easily accessible, and raise awareness of adult safeguarding and how concerns can be raised, underpinned by a communications strategy.

(5) Training and Workforce Development

- Ensure the workforce is equipped to support adults effectively where abuse and/or neglect are suspected.
- Ensure there are mechanisms to review the impact and effectiveness of training.

Our annual business plan 2019/20

Strategic Aim 1 Accountability and Leadership				
To ensure the SAB provides strategic leadership to embed the principles of safeguarding and contribute to the prevention of abuse and neglect and compliance with the Deprivation of Liberty Safeguards (DoLS).				
Action/Measure	Lead	Timescale	Progress	RAG
Develop a governance protocol across West Sussex Safeguarding Children's Partnership, Public Health, WSSAB and Safer Sussex Partnership to strengthen governance and identify work across boards.	Task and Finish Group	July 2019	Task and finish group in place. First draft of protocol in place.	
Analysis of safeguarding data via the data dashboard to identify emerging risk and strategy needed to address.	Q&P subgroup		Dashboard in place collating partnership data. Review to refine.	
Development of a means of identifying trends and any issues/risk with DOLS data.	Q&P subgroup		DoLS dashboard developed. Review to refine	
To ensure robust mechanisms are in place so that partners are held to account for their safeguarding practice.				
Action/Measure	Lead	Timescale	Progress	RAG
All partners to undertake their own safeguarding audits and to feed this back to the board.	All		To be progressed	
Ensure partnership multi-agency audit is undertaken to identify themes, issues and challenges and good practice and, to report to the Board.	Q&P subgroup	Sept 2019	Report scheduled for September Board	
Pan Sussex partnership challenge event to be held.	Q&P subgroup	July 2019	July session scheduled. Tool developed and agreed across pan Sussex.	
Hold a WSSAB follow up audit event to focus on progress of red and amber areas.	SAB	Dec 2019	To be progressed	

To ensure clear and transparent annual budget plans are in place for all SAB activities.				
Action/Measure	Lead	Timescale	Progress	RAG
WSSC Finance Officer to attend WSSAB for presentation on financial accounts and budget update.	WS Finance Officer	Sept 2019	Attendance scheduled for September Board meeting	
To develop arrangements with other Boards to be responsive and adapt to shared emerging safeguarding themes. Currently, these include domestic abuse, modern slavery, cuckooing, exploitation and abuse of those transitioning from children's to adult services, and homelessness.				
Action/Measure	Lead	Timescale	Progress	RAG
Links to West Sussex Safeguarding Children's Partnership to improve governance and joint working.	Head of Safeguarding / SAB	Mar 2020	SAB representative attendance at Children's Board and vice versa agreed.	
Statutory Partners in Local Authority, CCG and Police to share themes with equivalent partner roles in East Sussex and Brighton and Hove Adult Boards.	Statutory Partners	Aug 19	Themes to be shared at May Challenge Event planning meeting. Agreement to share learning and professional briefings. Further mapping out of links to other boards required.	
OSIG subgroup to develop means of sharing themes with East Sussex and Brighton & Hove Boards.	OSIG subgroup	Dec 19	1st OSIG meeting taken place. TOR agreed and, information sharing and governance structure developed. Themes to be taken forward to East Sussex and Brighton & Hove Boards.	
To ensure key partners within homecare, residential and nursing care, and housing providers are engaged with in order for strategic leadership to be achieved.				
Action/Measure	Lead	Timescale	Progress	RAG
Formalised agreement of how homecare, residential and nursing Board member will assure Board that Board providers are	WSSAB Board Manager	Sept 2019	To be progressed	

engaged and responsive to Board matters.				
*Housing Board member to be identified.	WSSAB Board Manager	Apr 2019	Independent Chair exploring contact.	
To ensure risk and the impact on safeguarding from reduced services within West Sussex County Council and other partner agencies are monitored.				
Action/Measure	Lead	Timescale	Progress	RAG
Board partners and members to update quarterly Board meetings of any arising issues and anticipated impact with contingency plans.	All partners and members	Jun 2019	Risk Register in place and being monitored at quarterly Chairs' subgroup meetings. Standing item to be added to Board agenda from first quarterly meeting of 2019	

Strategic Aim 2 Policies and Procedures				
To establish a full set of West Sussex and Pan Sussex policies and procedures to ensure these consistently guide understanding and practice.				
Action/Measure	Lead	Timescale	Progress	RAG
Develop West Sussex policies on falls, pressure ulcers, medication errors, peer abuse and choking.	Training and Policy subgroup	Mar 2020	To be progressed	
Implement Pan Sussex Self Neglect protocol.	Training and Policy subgroup	Jun 2019	Draft protocol in place agreed by B&H SAB, and East Sussex SAB. Roll out planned for October 2019	
Safeguarding Conference	Training and Policy Subgroup	Oct 2019	To be progressed	

To ensure policies and procedures are robust by accessing legal overview of Board documents.				
Action/Measure	Lead	Timescale	Progress	RAG
Consideration for paralegal to be commissioned to scrutinise all pan Sussex documents for legal integrity including GDPR.	SAB Manager	Sept 2019	To be progressed	
To raise awareness of the Pan Sussex Safeguarding Adults Review (SAR) process, and ensure the threshold for decision making is consistent across Sussex.				
Action/Measure	Lead	Timescale	Progress	RAG
Undertake a full review of Pan Sussex SARS protocol with East Sussex and, Brighton and Hove SABs.	SAB Manager	Jun 2019	Working group established to take forward.	
Upload revised SAR protocol on WSSAB website.	Board Support Team	Jul 2019	To be progressed.	
Promote awareness of updated protocol in briefing note via LA safeguarding newsletter and, CCG and Police partner equivalents.	Board Support Team	Jul-Sept 2019	To be progressed.	
To develop and implement communication and engagement protocols to embed enhanced partnership working and progress making safeguarding personal.				
Action/Measure	Lead	Timescale	Progress	RAG
Development of Communication strategy	Board Support Team	Apr 19	Draft communications strategy being developed.	
Implementation of Communication strategy	Task and Finish Group	Aug 19	To be progressed.	

Strategic Aim 3 Quality, Audit and Learning				
To ensure learning from reviews is effectively embedded into practice and to facilitate organisational change across agencies.				
Action/Measure	Lead	Timescale	Progress	RAG
Ensure this is captured in the multi-agency audit reviews.	Q&P subgroup	May 2019	In progress.	
Hold multi-agency learning events on completed reviews to cascade learning for partners/members to take forward to their agencies.	Training and Policy subgroup and SAR subgroup	Ongoing	In progress.	
To ensure the SAB has robust multi-agency safeguarding data to shape training, awareness and practice and, effect change when required.				
Action/Measure	Lead	Timescale	Progress	RAG
Monitor and develop the multi-agency dashboard data.	Q&P subgroup	Ongoing	Q&P subgroup monitoring	
Data to be shared, quarterly, to the Training and Policy subgroup to evaluate and determine areas of need.	Q&P subgroup and Training and Policy subgroup	Quarterly	To be progressed.	
To ensure a culture of openness and transparency is adopted to promote learning, and to celebrate success.				
Action/Measure	Lead	Timescale	Progress	RAG
Monitor sharing of information to identify any gaps/blockages.	Board Support Team	Ongoing	In progress.	
Address any issues identified.	SAB Manager	Ongoing	In progress.	
To embed consistency of safeguarding practice though the pan Sussex policies and procedures and, share learning with neighbouring East Sussex and, Brighton and Hove's Safeguarding Adults' Boards.				
Action/Measure	Lead	Timescale	Progress	RAG
Continue with attendance at Pan Sussex	Training and	Ongoing	In progress.	

policy and procedure group.	Policy subgroup			
Sussex board managers to meet quarterly.	SAB Manager	Mar 2019	In progress.	
Attendance at Pan Sussex Learning and Development forum.	Training and Policy subgroup	May 19	Scheduled.	

Strategic Aim 4 Prevention, Engagement and Making Safeguarding Personal

To build the resilience of those who may be at risk of abuse and neglect, including adolescents who are transitioning to adulthood and those who are homeless, to assist prevention and promote wellbeing. This will involve partners working closely together and sharing information to identify those at risk of abuse or neglect.

Action/Measure	Lead	Timescale	Progress	RAG
Transitional safeguarding session to be commissioned as part of Adult Safeguarding Conference.	Training and Policy subgroup	Oct 2019	In progress.	
Homelessness trainer to be commissioned as part of Adult Safeguarding Conference.	Training and Policy subgroup	Oct 2019	In progress.	
*Housing member to be identified to join the Board.	WSSAB Board manager	Apr 2019	In progress.	
West Sussex Safeguarding Children's Partnership Manager to attend the WSSAB to strengthen links.	WSSAB Board manager	Mar 2019	Scheduled.	
Annual safeguarding conference to held covering topics including Transitional safeguarding, MSP, self-neglect and homelessness.	Training and Policy subgroup	Oct 2019	Planning commenced	
Identify/map areas of prevention to reduce incidence of abuse and neglect	Quality & Performance subgroup	Aug 2019	WS scheduled to develop dashboard to inform risk areas.	

To develop and embed an approach to safeguarding processes that is person led and is underpinned by the 6 key safeguarding principles across all partner agencies.

Action/Measure	Lead	Timescale	Progress	RAG
Securing agreement by partners to take forward their MSP training to agency staff	Training and Policy subgroup	Aug 2019	To be progressed.	
Agreement by partners to review ASG documents to ensure language is in spirit of MSP	Training and Policy subgroup	October 2019	To be progressed.	
To develop a culture where all agencies' staff responding to safeguarding concerns, engage the adult (or their representative) in a conversation about how best to progress the concerns and achieve their goals.				
Action/Measure	Lead	Timescale	Progress	RAG
The WSSAB meetings will start with a safeguarding story being presented by one of the agencies identifying MSP, learning and areas of good practice.	ALL	Ongoing	Template developed. 1st story being presented by WSCC in March 19	
We will develop a process to enable meaningful feedback from service users who have experienced safeguarding interventions, to improve practice.	Communication Strategy task and finish group	Aug 2019	To be progressed.	
Incorporation of MSP indicators into the multi-agency audit tool.	Q&P subgroup	Mar 19	In progress.	
Review and develop a set of MSP outcomes that can be embedded in process and monitored to ensure outcomes are achieved	Training and Policy subgroup	Jul 2019	To be progressed.	
To involve people at risk in shaping adult safeguarding practice. This will be a key priority for all safeguarding board subgroups and will be supported by a communications strategy.				
Action/Measure	Lead	Timescale	Progress	RAG
Subgroups to consider how to develop a process to enable meaningful feedback from adults at risk who have experienced safeguarding interventions, to improve practice	All subgroups	Ongoing	To be progressed by Communication strategy task and finish group.	

Subgroups to review how information in documents is recorded so that it is most accessible to adults at risk.	All subgroups	Ongoing	In progress	
To involve adults and carers in shaping the work of the SAB and safeguarding responses underpinned by an engagement strategy.				
Action/Measure	Lead	Timescale	Progress	RAG
Task and Finish group to develop and implement engagement strategy.	Board Support Team	Sept 2019	To progress from Communications strategy	
To produce information and reports for the local community which are easily accessible, and raise awareness of adult safeguarding and how concerns can be raised, underpinned by a communications strategy.				
Action/Measure	Lead	Timescale	Progress	RAG
New Board logo and branding for documentation.	Board Support Team	Apr 2019	In progress	
Review of Board website.	Board Support Team	Jun 2019	Scheduled	
Review of leaflets and posters in use.	Board Support Team	Jun 2019	Scheduled	

Strategic Aim 5 Training and Workforce Development				
To ensure the workforce is equipped to support adults effectively where abuse and/or neglect are suspected.				
Action/Measure	Lead	Timescale	Progress	RAG
Self-assessment audit results from each agency to be shared with Board with resulting action plan.	Quality and Performance subgroup	September 2019	To be progressed	
To ensure there are mechanisms to review the impact and effectiveness of training.	Training and Policy subgroup	Sept 2019	To be progressed	