



West Sussex Safeguarding Adults Board

3 Year Strategy 2019-2022

Author: West Sussex Safeguarding Adults Board

Date: March 2019

Review Date: March 2020

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 which aim to safeguard adults from abuse and neglect.

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 wellbeing team and the West Sussex Safeguarding Children 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) and the 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 which outlines our aims and objectives to achieve our vision. The strategic plan provides direction and continuity to our annual business plan and
- our annual business plan which 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, six 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:

(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 focus on safeguarding and homelessness, abuse of those transitioning from children's to adults' services and Making Safeguarding Personal.
- Ensure key partners within the voluntary sector, homecare, housing, residential and nursing care and 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

- To monitor West Sussex SAB policies and procedures and continue to work in pan Sussex policies and procedures group to ensure consistency in guiding 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.
- 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 affect 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 and promote wellbeing of those who may be at risk of abuse and neglect, including adolescents who are transitioning into adulthood and those who are homeless. 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 six 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.
- Produce information and reports for the local community, as underpinned by the SAB communications strategy: which aim to be easily accessible, 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 in place 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, West Sussex SAB and Safer Sussex Partnership to strengthen governance and identify work across boards.	Joint Protocol Workshop	July 2019	Task and finish group in place. First draft of protocol in place.	
Analysis of safeguarding data using the data dashboard to identify emerging risk and strategy needed to mitigate risk.	Quality and Performance subgroup (Q&P)		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 undertake multi-agency audits to identify themes, issues, challenges and good practice, and to report this 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 SAB 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
WSCC Finance Officer to attend SAB for presentation on financial accounts and budget update.	West Sussex Finance Officer	Sept 2019	Attendance scheduled for September 2019 Board meeting	
To develop arrangements with other Boards to be responsive and adapt to shared emerging safeguarding themes. Currently, these include safeguarding and homelessness and abuse of those transitioning from children's to adults' services and Making Safeguarding Personal..				
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 Board and vice versa agreed.	
Statutory partners in the local authority, Clinical Commissioning Group and Sussex Police to share themes with equivalent partner roles in East Sussex and Brighton and Hove Safeguarding Adult Boards.	Statutory partners	Aug 2019	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.	Quality and safeguarding information sharing subgroup (OSIG)	Dec 2019	1st OSIG meeting taken place. terms of reference 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, housing providers, residential and nursing care 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 members will assure Board that providers are	WSSAB Board Manager	Sept 2019	To be progressed	

engaged and responsive to Board matters.				
*Housing Board member to be identified.	SAB 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 monitor West Sussex SAB policies and procedures and continue to work in pan Sussex policies and procedures group to ensure consistency in guiding practice.				
Action/Measure	Lead	Timescale	Progress	RAG
Develop SAB guidance notes on falls, pressure ulcers, medication errors, peer abuse choking and hoarding.	Training and policy development subgroup	Mar 2020	To be progressed	
Implement pan Sussex self neglect protocol.	Training and policy development subgroup	Jul 2019	Draft protocol in place agreed by B&H SAB, and East Sussex SAB. Roll out planned for October 2019	
Safeguarding conference concentrating on Making Safeguarding Personal, homelessness and transitional safeguarding.	Training and policy development 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 Safeguarding Adult Review protocol on SAB website.	Board Support Team development and communications officer	Jul 2019	To be progressed.	
Promote awareness of updated protocol in briefing note via local authority safeguarding newsletter and CCG and Sussex Police partner equivalents.	Development and communications officer 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	Development and communications officer Board Support Team	Apr 2019	Draft communications strategy being developed.	
Implementation of Communication strategy	Task and finish group	Aug 2019	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.	Quality and performance (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 development subgroup and Safeguarding Adult Review 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.	Quality and performance subgroup	Ongoing	Quality and performance subgroup monitoring	
Data to be shared quarterly, to the Training and policy development subgroup to evaluate and determine areas of need.	Q&P subgroup and Training and policy development 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 through the pan Sussex policies and procedures and share learning with neighbouring East Sussex and Brighton and Hove Safeguarding Adults Boards.				
Action/Measure	Lead	Timescale	Progress	RAG
Continue with attendance at pan Sussex policy and procedure group.	Training and policy development subgroup	Ongoing	In progress.	
All Sussex Board managers to meet quarterly.	SAB manager	Mar 2019	In progress.	
Attendance at pan Sussex Learning and Development forum.	Training and policy development 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 development subgroup	Oct 2019	In progress.	
Homelessness trainer to be commissioned as part of adult safeguarding conference.	Training and policy development subgroup	Oct 2019	In progress.	
*Housing member to be identified to join the Board.	SAB Board manager	Apr 2019	In progress.	
West Sussex Safeguarding Children partnership manager to attend the West	SAB Board manager	Mar 2019	Scheduled.	

Sussex SAB to strengthen links.				
Annual safeguarding conference to held covering topics including transitional safeguarding, Making Safeguarding Personal, self-neglect and homelessness.	Training and policy Development subgroup	Oct 2019	Planning commenced	
Identify/map areas of prevention to reduce incidence of abuse and neglect	Quality and performance subgroup	Aug 2019	West Sussex 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 six key safeguarding principles across all partner agencies.				
Action/Measure	Lead	Timescale	Progress	RAG
Securing agreement by partners to take forward their Making Safeguarding Personal training to agency staff	Training and policy development subgroup	Aug 2019	To be progressed.	
Agreement by partners to review adult safeguarding documents to ensure language is in spirit of MSP	Training and policy development 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 West Sussex SAB Board 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. First story being presented by West Sussex County Council in March 2019	
SAB 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	Quality and	Mar 2019	In progress.	

multi-agency audit tool.	performance subgroup			
Review and develop a set of MSP outcomes that can be embedded in process and monitored to ensure outcomes are achieved.	Training and policy development 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 a communication strategy task and finish group.	
Subgroups to review how information in documents is recorded so that it is 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.	A Communication strategy task and finish group	Sept 2019	To progress from Communications strategy	
To produce information and reports for the local community which are easily accessible as described in the communication strategy, to better raise awareness of adult safeguarding and how concerns can be raised.				
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	

	Development and communication officer			
Review of leaflets and posters in use.	Board Support Team Development and communications officer	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 development subgroup	Sept 2019	To be progressed	