



## Strategic Plan 2019-22

The below report outlines the strategic direction of the Surrey Safeguarding Adults Board from April 2019 through to March 2022 as agreed by the organisations who contribute to and support this multi-agency partnership.

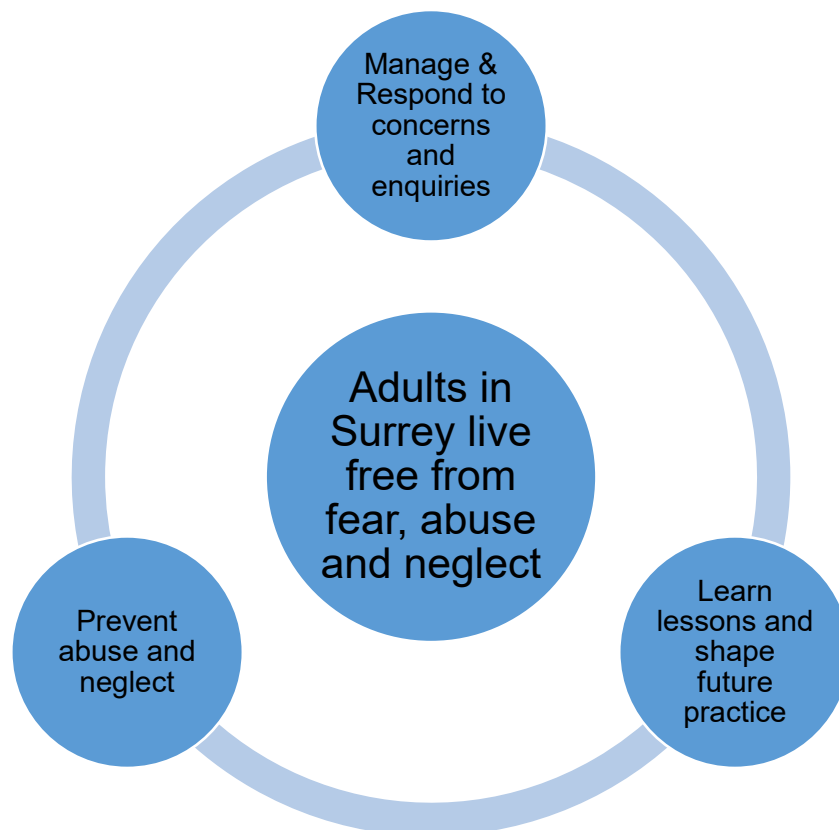
### VISION

**ADULTS IN SURREY LIVE A LIFE FREE FROM FEAR, ABUSE AND NEGLECT**

### PRINCIPLES

- We will ensure Making safeguarding personal is at the centre of what we do
- We will ensure that Safeguarding is everyone's business
- We will learn from each other and improve practice by constructive development and reflection
- Whilst policy and process are important, we must never forget that it is about the person
- We will work with all partners to ensure effective multiagency working

### STRATEGIC PRIORITIES



## How will we know if we are making a difference?

Monitoring, measuring, reporting.

- All enquiries will have agreed outcomes between agency and person
- People will know clearly what to expect when being part of a safeguarding section 42 enquiry or a Safeguarding Adult Review
- The public will have a higher awareness of what Safeguarding Adults means and will use this knowledge to highlight people who require support
- All agencies monitor the competency of their staff in recognising a safeguarding incident, as a result staff are able to respond effectively using the systems in place
- Seldom heard groups are engaged in shaping and influencing the safeguarding process
- We can evidence this improvement in practice

As a Board we are only as strong as our partners and their input and support drives the improvement our strategy desires. This partnership aligned with other Boards in Surrey allow us to strengthen our approach to supporting those vulnerable people with care and support needs more effectively.

In order to prevent abuse and neglect, the SSAB will:

- **Work collaboratively with other boards to ensure consistent messages and practice. This will include working in partnership to produce policies, campaigns and training courses that reflect the risks posed to adults with care and support needs**

	Action	Deliverable / Outcome	This will be achieved when.....	Ownership	Delivery
1.1	We will ensure all policies and procedures are compliant with our statutory duties. The SSAB policy and procedure will align with the policy and procedure of other strategic partnerships.	There will be clear lines of accountability and alignment on where key leadership and responsibility lie. Opportunities for duplication will be removed, reducing confusion or gaps in the process.	All Board P&P are clearly available on the SAB website with clear links to appropriate policies for other Strategic boards.	SSAB	ongoing
1.2	Work with other boards and agencies (including commissioned services) to ensure maximum benefit from all training in order to reduce the risks of duplication.	All staff are fully competent in line with Board competency framework to actively respond to Safeguarding vulnerable adults with care and support needs	Existing training offer from SCB and SAB is mapped and a single training offer is made available. Assessment against SAB competency framework forms part of appraisal discussions and training opportunities. The SAB receives assurance of the use of the competency framework by both provided and commissioned services.	Please nominated a lead in each agency	Alignment with SCB 2019/20
1.3	Ensure communication campaigns are driven by need and delivered across all engaged agencies in Surrey.	Public especially seldom heard people are aware of safeguarding guidelines and how to respond effectively to protect those in need. All agencies staff are well informed and responding to priorities through effective engagement with communication initiatives A communication campaign is delivered which includes measurable outcomes to be reported back to the SAB to evidence awareness levels from the public.	Existing awareness raising campaigns have been mapped and opportunities for SAB to support have been identified. A community reference group has been engaged. Reporting into the Local Authority from public sources has increased.	SSAB/ Delivery Group	Ongoing
1.4	Recognition of domestic abuse involving adults with care and support needs improves.	Adults with care and support needs who are victims of gender-based crimes including domestic abuse, honour-based violence, FGM etc. are recognised as such and helped to access appropriate specialist support in line with MSP principles.	The proportion of enquiries carried out under s42 Care Act 2014 which recognise relevant crimes increase in number. Each organisation and team has a Trusted Professional as part of the change that lasts initiative.	Clement Guerin	Ongoing 2020/21
1.5	Work with partners to produce training courses and reduce duplication that improve our ability to identify adults with care and support needs and take appropriate steps to refer them to other agencies, taking immediate safeguarding action where necessary. (shift in culture)	Ensure appropriate training and resources for frontline staff in relation to identification of Vulnerability, offences relating to adults with care and support needs and the ongoing referral process in conjunction with AS and CQC.	Other agency reporting into the Local authority clearly state both the type of care and support the person requires and the abuse/neglect they are at risk of, in order to trigger Local Authority action. Where appropriate, the referral also includes the desired outcomes which the person identifies.	Police/ Trading Standards	2020/21

In order to prevent abuse and neglect, the SSAB will:

- **Broaden engagement with the voluntary sector to help get the right messages to the right people**

	<b>Action</b>	<b>Deliverable / Outcome</b>	<b>This will be achieved when.....</b>	<b>Ownership</b>	<b>Delivery</b>
2.1	Map out all voluntary agencies and their clientele operating in Surrey that would have an impact on Safeguarding.	Full understanding of the audiences that the voluntary sector engages with and develop strategy to ensure maximum impact to their users	An engagement strategy is in place to support delivery of awareness raising campaigns direct to appropriate audiences.	SSAB	follows 1.3 2019/20
2.2	Clarify existing best forums and messages to engage the Seldom Heard groups and advocacy agencies.	Real understanding by these groups of how Safeguarding Board can support their vulnerable members who have care and support needs	Targeted engagement with seldom heard groups and people who advocate on their behalf takes place.	SSAB	follows 1.3 2020/21
2.3	Improve engagement with, and understanding of voluntary sector resources. Ensure people who have first contact are aware of all available and appropriate resources.	Ensure frontline staff are able to signpost to clients to other services outside of those provided by AS where an additional support but not safeguarding need is identified. Improved use of early diverts people appropriately, allowing the Local Authority to focus where it is most needed.	Navigator posts are in place supporting joint response vehicles – safeguarding is included as part of their training. Referrals to MASH and other referral points have information to direct appropriately. Use of Surrey Information Point (SIP) increases.	Police / MEAM MASH	follows 1.3 2020/21

In order to prevent abuse and neglect, the SSAB will:

- **Consider new ways of engaging with partners in order to provide clear expectations in adult safeguarding practice.**

	<b>Action</b>	<b>Deliverable / Outcome</b>	<b>This will be achieved when.....</b>	<b>Ownership</b>	<b>Delivery</b>
3.1	Improve communications pathways to care agencies to ensure strong engagement.	All care agencies are aware and actively involved in using SAB resources to strengthen their Safeguarding Adult procedures and policies (this must include supported living, private and voluntary agencies)	An audit of care agencies evidences P&P in line with SAB P&P, and staff trained in line with SAB competency framework. (Part of local authority contract management.)	Clement Guerin	2019/20
3.2	Improve partnership working in relation to offences/ incidents involving care homes.	Ensure that CQC, Police and ASC are involved in training to specialist Safeguarding/ Public Protection staff and ensure that staff are aware of policy and procedure in relation to investigations within a care home setting.	Joint auditing of offences committed in care homes are subject to thorough assessment of risk as part of investigative plan. Mitigation plans are included as part of individual plans.	Police / ASC (JS, KL, AF, AM)	2020/21
3.3	Improve partnership working to disrupt offences/ incidents involving the targeting of vulnerable individuals by scammers.	Liaise closely with safeguarding partners to provide guidance and assistance to ensure vulnerable individuals are protected by consumer protection and scam activities disrupted.	Through Investigation and trend analysis of KPIs indicating an increase in interventions.	Trading Standards	2020/21

In order to prevent abuse and neglect, the SSAB will:

- **Be transparent – the SAB leads a learning culture where best practice is identified this will be shared and recommended, where concerns are identified these will be communicated appropriately**

	<b>Action</b>	<b>Deliverable / Outcome</b>	<b>This will be achieved when.....</b>	<b>Ownership</b>	<b>Delivery</b>
4.1	Ensure all learning from practice (both good and bad) are effectively communicated to all agencies	Best practice benchmarks become normal and where concerns are found they are positively used as learning points Outcomes of lessons learned from local and national SAR's and s42 Care Act enquiries form part of learning resources.	Learning briefings are used effectively as part of team meetings to apply learning in an operational context – practice and processes change as a result.	SSAB / All agencies	Ongoing
4.2	Develop “what does good look like” guides for public and professionals.	All agencies have models of operating that reflect best practice	Downloadable resources are available from the SAB website specific to audiences.	SSAB (Agencies)	2019/20

In order to improve the management and response to safeguarding concerns and enquiries, the SSAB will:

- **Have clear, consistent definitions, kept up-to-date with national legislation, that are shared across agencies**

	<b>Action</b>	<b>Deliverable / Outcome</b>	<b>This will be achieved when.....</b>	<b>Ownership</b>	<b>Delivery</b>
5.1	Contribute to and use the national database of SAR's	Learnings from the country are used to improve practice in Surrey	Learning briefings are used effectively as part of team meetings to apply learning in an operational context.	ASC	Ongoing
5.2	The Board will consistently challenge itself, that its policies and procedures are relevant, legal and up to date, informed by evidence.	P&P are reflected consistently across Surrey and used as working practice.	P&P are audited annually to ensure they are in line with SAB P&P.	ASC	Ongoing
5.3	Continuous review of authoritative guidance from the College of Policing and other professional bodies in respect of vulnerability management.	Monitored through the Surrey Public Protection vulnerability action plan and College of Policing National Vulnerability Action Plan.	Clear and consistent language is in use that reflects the national position and mapped against SAB	Police	Ongoing
5.4	The Care Act 2014 is consistently applied across the county regardless of organisation.	Evidenced through ASC audits and data analysis.	ASC auditing and improvement in conversion rate.	ASC	Ongoing

In order to improve the management and response to safeguarding concerns and enquiries, the SSAB will:

- **Help improve the quality of safeguarding concerns by supporting agencies to consider their referral processes and by working with the Local Authority to develop a feedback loop.**

	Action	Deliverable / Outcome	This will be achieved when.....	Ownership	Delivery
6.1	Ask all agencies to audit their referrals and process to identify good practice and any gaps.	The board has a consistent view of gaps in referral process and puts in place effective initiatives to address this	The conversion rate for concerns to enquiries increases.	ASC	ongoing
6.2	Develop a joint agency auditing practice tool to measure consistent feedback to referrers within agreed timescales.	Both referrer and local authority have confidence that the enquiry has been responded to effectively and that each party understands their responsibility to achieving this.	A feedback measure is included as part of the thematic QA reporting process. (Continued improvement/ increase)	ASC / Clement Guerin	Development – 2019/20 Evaluation – 2020/21
6.3	Ensure the quality of safeguarding concern referrals continues to improve and is accurately and appropriately recorded on referring organisation systems and person's outcomes identified in line with Making Safeguarding Personal.	Ensure that all staff are correctly flagging adults with care and support needs on the niche incident recording system through the provision of appropriate training, use of Aide memoire resource.	The quality of safeguarding referrals improves increasing the number that fit within the statutory definition, allowing resources to be appropriately focused at the earliest opportunity. Where appropriate referral includes desired outcomes identified by the person	Other Agencies	ongoing
6.4	The Board and Surrey Channel Panel will work together regarding adults in Surrey with care and support needs who are at risk of radicalisation.	The Board will receive assurance from Surrey Channel Panel about its work with adults with care and support needs who are at risk of radicalisation, and the Panel will make the Board aware of what it, and its member agencies, can do to support the work of the Panel.	The Chair of the Channel Panel will provide a report to the Board as part of the Board's annual themed session on crime and community safety related adult safeguarding work.	Chair of Surrey Channel Panel	Annual Reporting 2020/21

In order to improve the management and response to safeguarding concerns and enquiries, the SSAB will:

- **Provide greater guidance to adults with care and support needs, their families and carers, on the safeguarding process so they know what to expect and how they can be involved.**

	Action	Deliverable / Outcome	This will be achieved when.....	Ownership	Delivery
7.1	Board develops with engaged users an accessible leaflet to explain the Care Act process and what they can expect. Materials should be produced to accessible information standards, to include audio if possible.	People engaged with the Safeguarding process are clear from the outset what will happen and how they will be involved	Leaflet is developed and handed to each person/their carer at the start of the enquiry process. SAB website to have a clear view of Safeguarding process.	Board manager	2019/20
7.2	Run awareness campaign for people with care and support needs.	Better awareness of Safeguarding and how to report it from a public perspective,	Reporting into the local authority from public sources increases.	Board manager	2020/21

In order to improve the management and response to safeguarding concerns and enquiries, the SSAB will:

- **Provide greater clarity to professionals on how to involve adults with care and support needs in developing and agreeing their desired outcomes.**

	Action	Deliverable / Outcome	This will be achieved when.....	Ownership	Delivery
8.1	Run Making Safeguarding Personal seminars to get better understanding of effective engagement and to all audiences	Users are clear on what their expected outcomes should be and professionals feel comfortable managing these expectations realistically. Delivered with mandatory Safeguarding training and CPD to all frontline staff.	SAB develops and provides materials to organisations who deliver MSP workshops. Organisations provide assurance to SAB.	SSAB/ Agencies	Links with 6.3 2019/20
8.2	Healthwatch provide user panels to audit MSP	Feedback provided from users of services on the effectiveness of MSP discussions and where improvements are needed.	Reporting is received from Healthwatch on the impact of MSP from the perspective of service users.	Healthwatch	ongoing

In order to learn lessons and shape future practice, the SSAB will:

- **Disseminate relevant lessons to partner organisations, using appropriate methods to enhance the accessibility of messages. Providing clear direction on the boards expectations for wider dissemination.**

	Action	Deliverable / Outcome	This will be achieved when.....	Ownership	Due Date
9.1	Develop clear process for dissemination of lessons	All agencies have effective dissemination of lessons and good practice	Annual QA reports acknowledge changes in practice through learning lessons.	Agencies	Ongoing
9.2	SAB provides materials to assist with dissemination of key learning points	Staff in partner agencies are aware of the learning from safeguarding adult reviews.	Board provided assurance that effective messages are disseminated to staff.	SSAB	Ongoing
9.3	SAB arranges learning workshops to share relevant recommendations from SARs	Staff in partner agencies are aware of the learning from safeguarding adult reviews and the changes expected of them as a result.	Learning workshops are delivered with staff attending from appropriate organisations.	SSAB	Ongoing

In order to learn lessons and shape future practice, the SSAB will:

- **Work with people who have been through an s42 safeguarding enquiry to obtain user feedback and share good practice and positive personal testimonies.**

	Action	Deliverable / Outcome	This will be achieved when.....	Ownership	Due Date
10.1	Healthwatch provide independent feedback from people who have been involved in s42 enquiries.	People can confidently feedback their experience of process and Board can ensure effective improvements where necessary	Healthwatch provide feedback reports informed by the voice of the service user. SAB uses the recommendations to inform practice.	Healthwatch	Ongoing



In order to learn lessons and shape future practice, the SSAB will:

- **Host learning workshops on a range of different themes, using lessons learned from SARs to operationalise the message.**

	<b>Action</b>	<b>Deliverable / Outcome</b>	<b>This will be achieved when.....</b>	<b>Ownership</b>	<b>Delivery</b>
11.1	Set and implement a series of learning workshops county wide for agency attendance	Improved knowledge of best practice and what good looks like. Interagency working improved, stronger engagement from all organisations	Learning workshops are delivered with staff attending from appropriate organisations. Evaluation of workshops takes place and improvements implemented routinely.	SSAB	Ongoing
11.2	Lessons learnt and practices change as a result of reviews.	Ensure relevant frontline staff are aware of learning from SAR's and other reviews.	Learning from SARs is delivered as part of safeguarding adult meetings.	Police	2020/21

In order to learn lessons and shape future practice, the SSAB will:

- **Collate themes identified through section 42 of the Care Act 2014 safeguarding enquiries that relate to organisational practices and work with organisations to introduce system-wide change where necessary.**

	<b>Action</b>	<b>Deliverable / Outcome</b>	<b>This will be achieved when.....</b>	<b>Ownership</b>	<b>Delivery</b>
12.1	The performance frameworks in relation to section 42 Care Act 2014 2014 enquiries identifies and highlights organisational themes.	In addition to data, case studies are used to improve understanding of best practice and leads to improvements in practice.	Reporting frameworks are available on the SAB website and through SAB agenda papers. Themes are shared to inform practice improvements.	Clement Guerin	2019/20
12.2	Build action plan for change based on best practice that all organisations can implement consistently.	All organisations have a action plan to implement to improve practice	All organisations can evidence change and improved practice through internal audit as part of annual reporting.		2020/21
12.3	Respond to organisational learning identified through identification of themes.	Response to be translated into actions/ areas of focus within organisational Action Plans.	Safeguarding adult themes are embedded into the Police's Vulnerable Adult action plan for delivery.	All Agencies	2020/21

In order to learn lessons and shape future practice, the SSAB will:

- **Undertake scoping and scanning to identify new and emerging risks**

	<b>Action</b>	<b>Deliverable / Outcome</b>	<b>This will be achieved when.....</b>	<b>Ownership</b>	<b>Delivery</b>
13.1	Have a risk session at SAB meetings to identify current and future risks.	Clear identification and mitigation of current risks and clarification of future risks Board should continually review	Risk register developed to record/ monitor and mitigate new and emerging themes	SSAB	2019/20
13.2	Ensure new and emerging risks are identified in relation to crime trends against adults with care and support needs.	Continuous review of crime recording data both locally and nationally.	Multi-agency offence-specific action plans are developed, informed by data and knowledge.	Police	2020/21