



Surrey Safeguarding Adults Board Strategic Plan 2025-2028

Welcome to the Surrey Safeguarding Adults Board (SSAB) strategic plan for 2025-2028.

Our Mission

Our mission is to ensure that all adults in Surrey who are not fortunate enough to be able to meet their own care and support needs, including their need for protection, can live safely and receive the right support for their short- and long-term health & wellbeing.

We will achieve this based on the principle that no single agency can create an effective safeguarding system itself and that only a joined-up approach at a strategic level can deliver the most effective response.

Our Commitment

We will be informed by the lived experience of local people across Surrey. We are committed to championing the safety, wellbeing and human rights of adults with care & support needs in Surrey and supporting partners and their staff to do so too. SSAB activity will reflect the principles integrated into the Care Act 2014 guidance (see Appendix 2 Making Safeguarding Personal) and we will support service delivery in line with these principles within the Surrey multi-agency safeguarding partnership. We aim to provide leadership, promote a focus on outcomes, and encourage, including by example, a striving within the Surrey multi-agency safeguarding partnership for efficiency as well as effectiveness.

Thank you

Thank you to the families for the grace with which they engage with us; and to the multi-agency safeguarding partnership for continuing to work with us to achieve the best possible outcomes for the people of Surrey.

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The Strategic Plan

1. Three-Year Vision

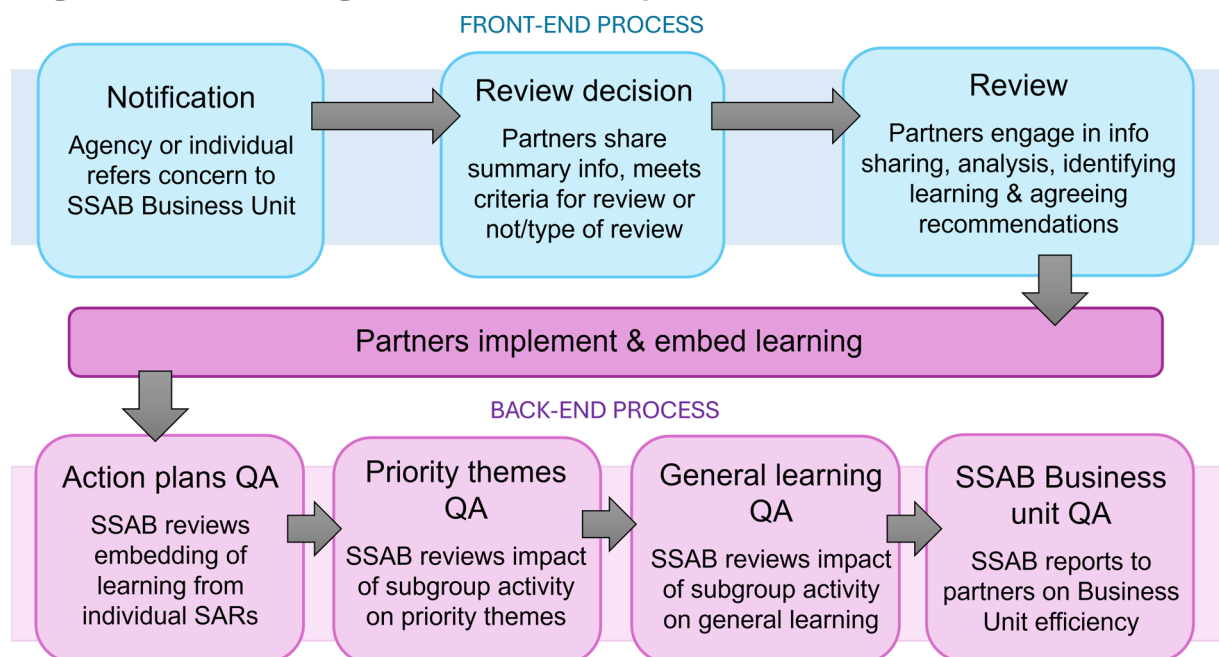
Our vision is to be able to demonstrate excellence in continuous improvement in service delivery by the Surrey multi-agency safeguarding partnership over the coming three years.

Identifying Learning

The Surrey Safeguarding Adults Board (SSAB)'s core activity, as set out in the Care Act 2014, is to undertake Safeguarding Adults Reviews (SARs) to identify learning which, when implemented, has the potential to improve services and prevent abuse or neglect of adults with care & support needs. The SSAB's 2022-25 Strategic Plan focused on building the Board's governance, structure, Business Unit and partnerships. See diagram 4 in appendix 1 for the SSAB governance and structure.

Over the next three years the Board will focus on implementing learning. We will do so by streamlining our activities aimed at identifying learning (the 'front-end' of the SAR process). This is likely to include formalising a framework of efficient and cost-effective review formats and collaboration to avoid duplication where single agency and other parallel review processes are involved e.g., DARDR and LeDeR. The aim is to free up as much capacity as possible for the SSAB Business Unit and partners to be able to invest significantly in implementing the learning, that is, improving services (the 'back-end' of the process). See Diagram 2 for an illustration of the process.

Diagram 1 The learning Identification & Implementation Process



Key front-end activities include agencies or individuals making notifications; and partners engaging fully with the review process and taking responsibility for areas of service (including joint working) which need improvement.

Key back-end activities include partners owning and implementing SAR recommendations (the action plans), implementing learning in the form of themes emerging from the SARs and general learning (as suggested in the Care Act 2014);

and assisting with measuring the impact of implementation and the degree to which it is embedded into service delivery.

The SSAB's ambition is to provide the consistent quality assurance and improvement initiatives needed for the multi-agency safeguarding partnership to feel confident that they are delivering a good standard of service for Surrey's adults with care & support needs.

Quality Assurance Framework

To achieve consistent quality assurance the Surrey multi-agency partnership needs a framework to structure activity. The core areas of the proposed SSAB quality assurance framework are illustrated in diagram 1. They are:

- Action plans – data gathering & analysis to understand whether/how well the learning from individual reviews has been embedded into practice.
- Priority themes – data gathering & analysis to understand the impact of subgroup activity on practice relating to the priority themes (see section 4 Priority themes).
- General learning – data gathering & analysis to understand the impact of subgroup activity on general learning from SARs.
- SSAB Business unit – analysis & reporting of SSAB Business Unit activity data to understand whether/how efficient the learning identification & implementation process is.

Delivering Improvement Initiatives

The SSAB aims to support the Surrey multi-agency partners in promoting learning. This will include Board-led activity but more importantly, and potentially for bigger impact, the Board will explore ways of providing evidence and other subject-matter input to partners' existing and planned learning strategies and activity (e.g., by sourcing information/expert presentation from academia, national centres of excellence, other SABs and from partners within Surrey).

With the quality assurance framework and improvement initiatives our aim is to be able to evidence that:

- Surrey's adults with care & support needs are safer, as a result the support they receive from Surrey agencies
- Surrey's adults with care & support needs, feel safe;
- The agencies in the Surrey multi-agency safeguarding partnership are achieving continuous improvement to optimally promote the health & wellbeing and safety of Surrey's adults with care & support needs.

Addressing these points will include gathering feedback from service users, staff and management across the Surrey multi-agency safeguarding partnership.

The standing subgroups, supported by the SSAB Business unit, will take forward this work. See section 3 for a description of the standing subgroups.

2. Horizon Scanning

The Board held a Development Day in mid-2025 inviting partners to contribute to, and signal support for the 2025-28 Strategy; and/or to draw attention to contexts and

ambitions which are likely to impact the new Strategic Plan. The issues raised included:

- An increase in community needs due to the rising cost of living.
- Increasing complexity in individuals' needs requiring more specialist interventions across mental health, abuse (incl. exploitation) and living conditions.
- Changes to mental health legislation; and a need for improved understanding and consistency in relation to mental capacity across agencies.
- Prison releases and sentencing changes creating increased demand and resourcing issues for post-release support.
- A desire to improve multi-agency safeguarding practice and responses to health & wellbeing needs:
 - A shift towards prevention.
 - More commitment to person-centered assessments and service provision which meets individual's unique needs.
 - A better understanding of trauma and how it manifests in presenting symptoms and behaviours.
 - Promotion of a 'Think Family approach', and closer working with children's services.
 - Improved understanding of collective and individual safeguarding accountability and responsibilities across agencies and staff; including ownership of the risk of harm to an individual (with single and multi-agency single and multi-agency risk escalation policy and practice).
 - Improved multi-agency working/reduced silo-working approaches.
 - Better sharing and adoption of good practice across agencies.
 - More themed audits, including across adults and children's services.
- Pressures from the local government and NHS reorganisations; and the impact on other services, including the voluntary and community sector:
 - A need to ensure joined-up commissioning and consistency of access across new boundaries/service configurations.

The issues raised at the development day highlight the fact that the Surrey multi-agency partnership is set to navigate complex and growing challenges. In summary, key areas of focus include collective commitment to prevention, person-centred care and strengthening safeguarding practices, with shared responsibility and better multi-agency collaboration. However, these objectives will need to be achieved in the context of systemic change and pressure on resources. Addressing these challenges will involve forward-thinking strategies, leadership alignment, and clear governance, supported by strong communication, shared responsibility for delivering quality services and consistent training across the multi-agency partnership.

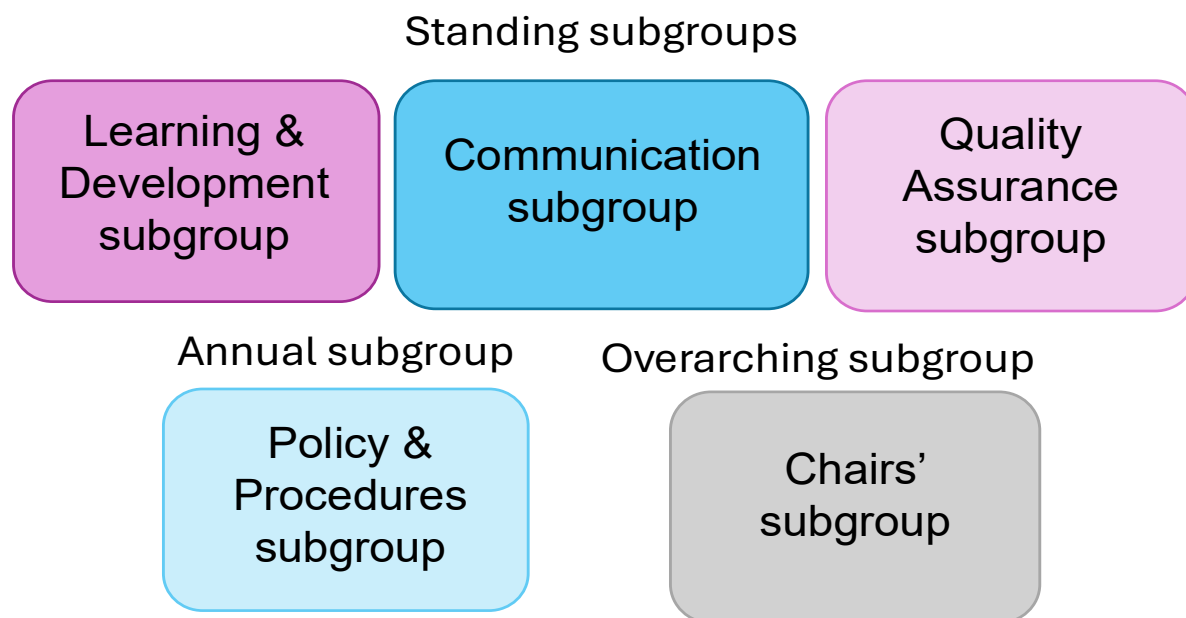
3. Standing Subgroups

The SSAB's standing subgroups are tasked with taking forward the Board's strategic workstreams. As noted in section 1, the SSAB's 2022-25 Strategic Plan focused on building the Board's governance, structure, Business Unit and partnerships to improve

identification of learning. As a result, the Board is in a position now to introduce a more streamlined approach with three (rather than four) strategic workstreams each to be taken forward by a standing subgroup.

Following from the development day findings, the standing subgroups will address learning, service development, communication and service quality across the Surrey multi-agency partnership. The subgroups are illustrated in diagram 2.

Diagram 2 New SSAB Subgroups



Subgroup membership will be from the representatives on the SSAB. The subgroups will work closely together with the overarching objective to support the SSAB's mission and three-year vision. They will do this by identifying challenges and solutions relevant to the Board's work; they may set up a standalone task and finish groups to conduct more specific, focused tasks to be completed in a timely manner.

Learning and Development Subgroup

The Learning and Development subgroup's purpose is to support the Surrey multi-agency safeguarding partnership to integrate learning from Safeguarding Adults Reviews (SARs) into practice to improve the service promoting the health and wellbeing, and safety of adults with care and support needs.

The anticipated outcomes for the subgroup include:

- A robust feedback loop that integrates Safeguarding Adults Reviews findings into improved promotion of health and wellbeing, and safeguarding responses amongst partners across Surrey.
- Timely, tangible improvements in health and wellbeing and safeguarding practices.

Communication Subgroup

The Communications subgroup's purpose is to improve all forms of communication and information sharing with membership from community organisations, and service users to ensure we can hear the voice of service users. which support the promotion of health and wellbeing, and safety of adults with care and support needs, across the Surrey multi-agency safeguarding partnership.

The anticipated outcomes for the subgroup are to:

- Increase awareness and understanding by all partners of the practice issues and competencies needed to better protect and promote the health and wellbeing of people with care and support needs in Surrey.
- Increase awareness and understanding by the public about how best to protect and promote the health and wellbeing of people with care & support needs in Surrey.

Quality Assurance Subgroup

The Quality Assurance subgroup's purpose is to support an accurate understanding of the quality of the service promoting the health and wellbeing and safety of adults with care and support needs, across the Surrey multi-agency safeguarding partnership.

The anticipated outcomes for the subgroup include:

Anticipated outcomes

- Assurance that the SSAB partners are actively committed to the vision and mission of the Surrey multi-agency safeguarding partnership as represented by the SSAB i.e., that,

All adults in Surrey who are not fortunate enough to be able to meet their own needs, including their need for protection, can live safely and receive the right support for their short and long-term health and wellbeing; and to ensure as far as possible that this is achieved through agencies all working together well and in a way that is tailored to each individual.

- Assurance that the SSAB is functioning efficiently and effectively.

For more detail on the standing subgroups' activities see appendix 3.

For the SSAB governance and structure see diagram 4 in appendix 1.

4. Priority Themes

Also discussed and confirmed at the Development Day was the proposal for the SSAB to lead on theme audits focusing on areas drawn from the learning identified within SARs to date. This is the general learning referred to in the Care Act 2014; it is illustrated in diagram 4 in appendix 1.

The SSAB priority themes include:

- Self-Care Difficulties¹ (described in government guidance as 'self-neglect').
- Exploitation.
- Transitional Safeguarding.
- Domestic Abuse.
- Suicide Prevention.

Early work has already started in the areas of self-care difficulties and suicide prevention, so these will be the first themed audits for the SSAB to focus on in 2025/26.

¹ Renamed in this Strategy to more closely reflect the fact that, as the term 'care & support needs' implies, a person who is struggling to care for themselves will be experiencing difficulties. This recognises the ambiguity in the term neglect, which can imply that the person is 'just choosing' not to care for themselves.

It is anticipated that each priority theme audit will be completed in a six-month time period. The Quality Assurance subgroup will facilitate the initial set-up of the task and finish group for each themed audit, monitor the task & finish' group's progress and assist the group in reporting back to the Board.

Trauma, Mental Health and Person-Centred Care

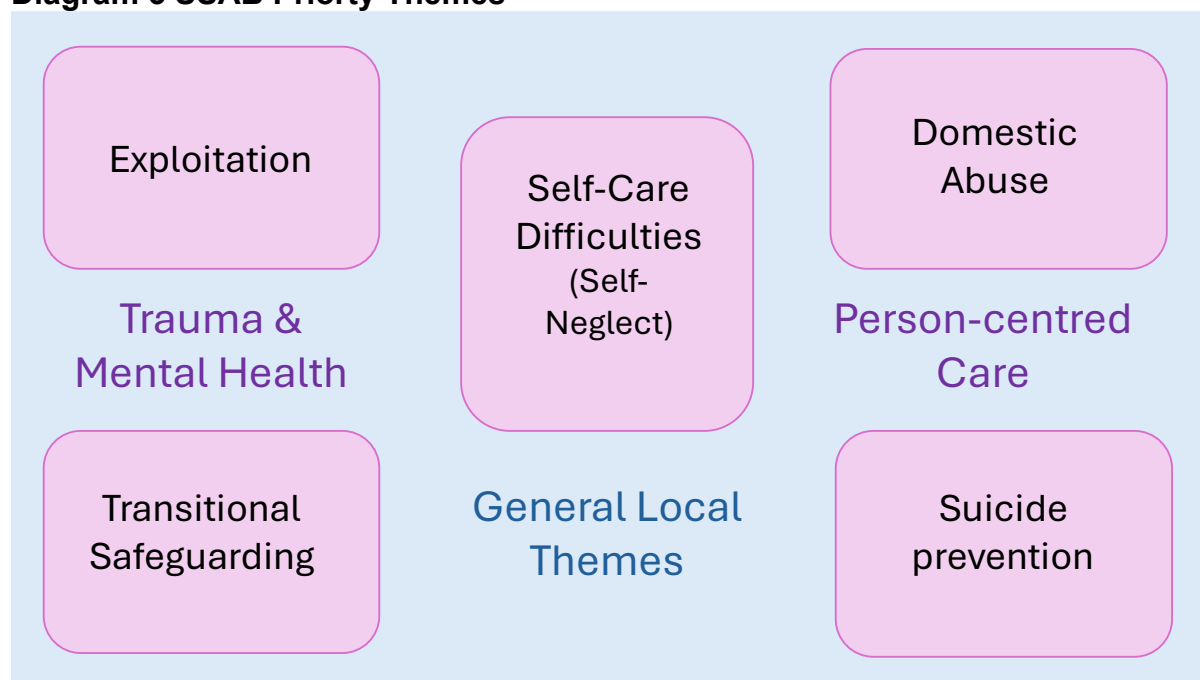
The overarching themes of trauma/mental health and person-centred care will run through each of the priority theme audits in the form of a standing set of questions, the results of which will be presented in their own right at the appropriate time. See diagram 4. for the themes (in text boxes) and general themes (blue text), and themes common to all (purple text).

Adults who are not able to meet their own needs, and/or are subject to abuse and/or neglect, typically experience chronic stress. This makes them particularly susceptible to traumatic stress reactions e.g., dysregulated emotions, dissociation and coping mechanisms such as, substance use, hoarding, gambling, self-harm, obesity; and, following from that, mental disorders. Related to this can be further consequent declines in physical health, detachment from selfcare and an increased risk of harm (SAMHSA, 2014)². As noted above the needs of many adults in this situation are complex. Person-centred care means engaging with people as individuals and equal partners; offering support, which is tailored to that individual, coordinated and enabling – usually requiring a multi-agency response (Coulter & Oldham, 2016)³. This is the essence of the multi-agency response that is encapsulated in the SSAB's vision and mission.

² Center for Substance Abuse Treatment (2014). *Trauma-Informed Care in Behavioral Health Services*. Treatment Improvement Protocol (TIP) Series, No. 57. Rockville (MD): Substance Abuse and Mental Health Services Administration (US).

³ Coulter, A., Oldham, J. (2016). Person-centred care: what is it and how do we get there? Royal College of Physicians. *Future Hospital Journal*; 3(2):114-116.

Diagram 3 SSAB Priority Themes



For more detail on each of the priority theme audits, see appendix 4.

5. Special Subgroups

Policy and Procedures Subgroup

The Policy and Procedures subgroup will run once a year to identify and update the SSAB policy and procedures, based on changes to government legislation or guidance and/or any good practice identified by partners, colleagues/peers or research.

Chairs' Subgroup

The purpose of the Chairs' subgroup is to maximise the effectiveness and efficiency of the SSAB in promoting the health & wellbeing and safety of adults with care and support needs, across the Surrey multi-agency safeguarding partnership.

The anticipated outcome for the Chairs' subgroup is that the combined and aligned activity from the subgroups demonstrates leadership in multi-agency working and in listening to the voice of the service user; and supports the Board to offer similar leadership, to the Surrey multi-agency safeguarding partnership.

For more detail on the Chairs' subgroup's activities see appendix 5.

6. SAR Decision Panel

The purpose of the SAR Decision Panel is to review the summary information provided by partner agencies and make the decision whether or not a case meets the criteria for a SAR; and if so, what type of SAR would be the most appropriate. See the 'front-end' process in diagram 1 in section 1.

The SAR Decision Panel has delegated authority from the Safeguarding Adults Board to exercise the SAB duty outlined in section 44 Care Act 2014 to decide to arrange for there to be a review of a case involving an adult in its area with care & support needs. The Decision Panel will monitor the progress of the SARs and support the Quality Assurance subgroup in monitoring the SAR Action Plans.

The anticipated outcomes for the subgroup are that SARs are efficient and effective in identifying learning to free up as much capacity as possible for the SSAB to support, and the safeguarding partners to deliver the improvements needed to better protect and promote the health and wellbeing of Surrey's adults with care and support needs. For more detail on the SAR Decision panel's activities see appendix 6.

Appendix 1 - The Surrey Safeguarding Adults Board (SSAB)

Who Are We Trying to Help?

We are working to help adults with care & support needs. That is, adults in our communities who are not fortunate enough to be able to meet their own needs, including their need for protection, without support from agencies (e.g., health services, social care, the police and other services). People with self-care difficulties or who are being harmed by others often have complex health issues and circumstances. Complexity usually means that the person needs help from more than one agency. So, agencies have to work together to identify people in this position and then provide them with the care and support they need.

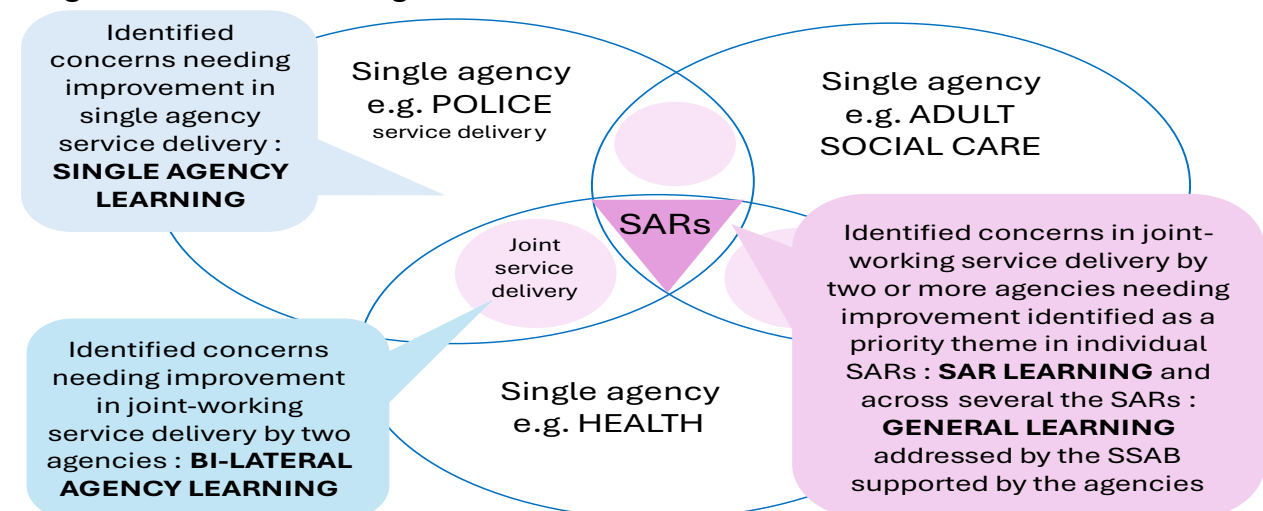
What Is the SSAB's Role?

In order to be good at what they do; agencies tend to focus on delivering their own services well. That is extremely important, but a single agency focus can make working together with other agencies more difficult. This is partly also because, especially when there is complexity, agencies must work out between themselves who does what and when, and each person's need for help and protection are different.

The SSAB's role is to support agencies to work together well in identifying and providing appropriate services to people who need help (care and support) and protection. The SSAB does this mainly by reviewing cases where there are concerns that services failed in some way to help and protect⁴ an adult. A Safeguarding Adult Review (SAR) tries to understand the experience of the person who needed help and identify what worked well for that person and what did not, and why. The SSAB aims to be as efficient as possible in identifying learning, in order to invest as much as possible in helping the agencies make any improvements that might be needed.

The SSAB focus on multi-agency working, meaning that the Board is involved only when there are concerns (of abuse or neglect), where a service supporting an adult with care and support needs is delivered by more than two agencies; and/or more general learning emerges as a theme across several SARs. The priority themes in section 4 represent this more general learning (the pink text box in diagram 4).

Diagram 4 SSAB Learning



⁴ This is a statutory function under s44 of the Care Act 2014.

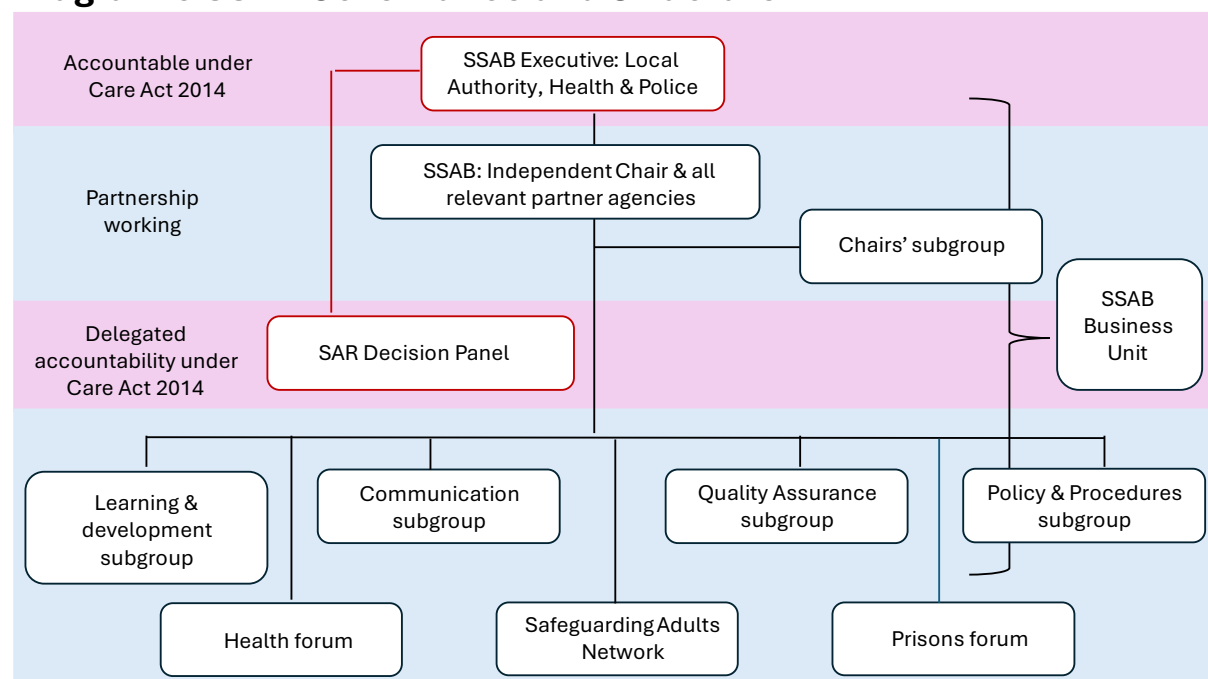
Who Is The SSAB (Board)?

The SSAB has a 'Board' that is made up of representatives from partner agencies who meet four times a year. The Board has an independent chairperson and there is a team of four staff who undertake the work described in the 'role' section above. The SSAB and everything it does is paid for with contributions from the partners. This means that, **although the SSAB is hosted by the local authority, it is independent of any one of the partner agencies**. It is a statutory body, meaning that how it is set up and what it does is set out in the Care Act 2014 and government guidance.

The three agencies which are responsible or accountable for the SSABs activity are the local authority, the ICB and the Police. This is represented by the red text box/SSAB executive, at the top in diagram 4, showing the governance structure of the Board. The SSAB delegates decision-making for reviewing cases to the safeguarding adults reviews (SAR) Decision Panel, also highlighted with red lines/text box in the diagram.

The other SSAB activities, including information sharing, offering advice, co-producing resources and implementing recommendations from the reviews, are undertaken by the three accountable agencies and all their partners in the safeguarding community across Surrey.

Diagram 5 SSAB Governance and Structure



Appendix 2 - SSAB Framework For Good Practice

Making Safeguarding Personal

The SSAB encourages partners to promote the Making Safeguarding Personal (MSP) framework⁵ in the whole spectrum of their activity delivering services to adults with care and support needs. Making Safeguarding Personal was developed by the Local Government Association, but it applies to both health and police services too. It embodies the NHS Safeguarding and Accountability Framework requirement that each individual healthcare professional safeguards adults with care & support needs holistically, consistently and conscientiously, keeping the wellbeing of the adult at the heart of what they do⁶. The College of Policing guidance advises police staff to intervene to support the care needs of an adult in line with Making Safeguarding Personal⁷.

The Making Safeguarding Personal Principles aim to ensure safeguarding is person-centered and outcome focused. This involves practitioners taking time and having the interest to engage people in conversations about their situation, properly understanding their experience, involving them in decision making, respecting their choices and tailoring support to meet their individual needs. MSP principles are integrated into the Care Act 2014 guidance they are:



Appendix 3 Standing Subgroups

⁵ Local Government Association; <https://www.local.gov.uk/our-support/partners-care-and-health/care-and-health-improvement/safeguarding-resources/making-safeguarding-personal>

⁶ Safeguarding Children, Young People and Adults at Risk in the NHS; Safeguarding Accountability and Assurance Framework; <https://www.england.nhs.uk/long-read/safeguarding-children-young-people-and-adults-at-risk-in-the-nhs/>

⁷ Briefing note for adults at risk: initial response and safeguarding, College of Policing; <https://www.college.police.uk/app/major-investigation-and-public-protection/adults-risk>

The standing subgroups take forward the strategic work strands, working closely together. Outlines of the standing subgroups' workplans are set out below. The objectives in the workplans are ultimately to promote the safeguarding of Surrey's adults with care & support needs in line with the SSAB's mission and three-year vision. Where actions appear focused on improving engagement with the SSAB, this is to enable the Board to support this overarching aim.

Learning and Development Subgroup

Purpose

To support the Surrey multi-agency safeguarding partnership to integrate learning from Safeguarding Adults Reviews (SARs) into practice to improve the service promoting the health and wellbeing and safety of adults with care and support needs.

Key Activities

- Develop a learning dissemination strategy to include a process for disseminating safeguarding adults' review Action Plans and understanding how well they have been implemented (incl. timeliness).
- Understand how the themes for learning from the Safeguarding Adults' Reviews relate to all the Surrey multi-agency safeguarding partnership agencies; taking into account how well they align with themes from other sources e.g., local or national practice, research, or feedback from service users and staff.
- Understand whether there are existing pathways, systems, practice guidance and/or training addressing the themes and whether these need improvement in terms of content or delivery.
- Where appropriate, and using co-production with partners in Surrey, develop new ways to promote good practice including case pathways, systems, practice guidance or training.
- Source good practice from other areas, agencies, disciplines and/or research.
- Monitor and report on the delivery of SSAB initiated learning and developments amongst partners across Surrey.

Anticipated Outcomes

- A robust feedback loop that integrates Safeguarding Adults Reviews findings into improved promotion of health & wellbeing and safeguarding responses amongst partners across Surrey.
- Timely, tangible improvements in health and wellbeing and safeguarding practices.

Communication Subgroup

Purpose

To improve all forms of communication and information sharing which support the promotion of health & wellbeing and safety of adults with care and support needs, across the Surrey multi-agency safeguarding partnership.

Key activities

- Develop a Communications strategy to include a toolkit of mediums, channels and networks for disseminating the learning from Safeguarding Adults Reviews to a range of audiences, including the public.
- Use the themes and actions from the Safeguarding Adults Reviews to promote messages to gather feedback:
 - From adults with care and support needs, the lived experience in relation to accessing and receiving support and safeguarding from services in Surrey.
 - from partner agencies' staff at all levels about their experience of commissioning/delivering services to adults with care and support needs in Surrey.
- Map partner agencies and develop co-production relationships with them to maximise planning, content and delivery of learning to promote the health and wellbeing and safety of adults with care and support needs in Surrey.
- Understand whether there are existing communications initiatives promoting the themes and whether these need improvement in terms of content or delivery.
- Plan annual awareness raising/public health messaging campaigns to promote learning from the Safeguarding Adults Reviews to staff and the public in Surrey. The communications will include building on existing activity, such as local single agency awareness raising initiatives, or issues raised in the national calendar e.g., mental health awareness week, safeguarding adults week, carers' week etc.

Anticipated Outcomes

- Increased awareness and understanding by all partners of the practice issues and competencies needed to better protect and promote the health and wellbeing of people with care and support needs in Surrey.
- Increased awareness and understanding by the public about how best to protect and promote the health and wellbeing of people with care and support needs in Surrey.

Quality Assurance Subgroup

Purpose

To support an accurate understanding of the quality of the service promoting the health and wellbeing and safety of adults with care and support needs, across the Surrey multi-agency safeguarding partnership.

Key Activities

Take forward the activity in the SSAB's Quality Assurance framework, including:

- Identifying areas of good practice and of concern regarding the standard of safeguarding service delivery across all agencies for Board consideration. The reports to be regular and up-to-date, and evidence-based using the data points and processes in the quality assurance framework.
- Undertaking multi-agency case audits as requested, to identify gaps and strengths in service delivery, to promote high quality support for the health & wellbeing and safety of adults with care and support needs, ensuring that there is consistency across Surrey.
- Facilitating the SSAB's programme of priority theme audits by establishing and supporting a 'task and finish' group for each priority theme; as set out in the following section. See the section below for more detail on the priority theme audits.

Anticipated Outcomes

- Assurance that the SSAB partners are actively committed to the vision and mission of the Surrey multi-agency safeguarding partnership as represented by the SSAB i.e., that,
All adults in Surrey who are not fortunate enough to be able to meet their own needs, including their need for protection, can live safely and receive the right support for their short- and long-term health & wellbeing; and to ensure as far as possible that this is achieved through agencies all working together well and in a way that is tailored to each individual.
- Assurance that the SSAB is functioning efficiently and effectively.

Appendix 4 - Priority Themes

The priority themes reflect general learning identified from the Surrey SARs. Each theme is presented here with suggested activities, which are however, neither exhaustive nor prescriptive. Nevertheless, task and finish groups are invited to read the suggestions for all the themes as there are a number of issues listed under only one theme which are relevant to one or more of the other themes. This is because there are common underlying issues for all people with care and support needs and their carers. Examples include a common experience of trauma; and of vulnerability with the potential for abuse from others; and the fact that almost all people with care and support needs require multi-agency support, which can be delivered well or not, in similar ways across the themes.

Self-Care Difficulties⁸ (Self-Neglect)

Potential activities:

- Understand how well an early escalation of concerns is working and how timely assessment and interventions are, for how many people with care and support needs.
- Understand how well coordinated multi-agency support services are for how many people, with care and support needs; and who is best to take this role.
- Map the services available for people, with care and support needs who have self-care difficulties; including advocacy to support individuals.
- Understand how people with care and support needs who have self-care difficulties in the criminal justice system are supported.
- Develop a strategy for responding well to self-care difficulties experienced by people with care and support needs.
- Scope and promote a Toolkit for responding well to self-care difficulties experienced by people with care and support needs, to include:
 - A pathway for referral/escalation, assessment and management of self-care difficulties.
 - Options for accessing additional support from the voluntary and community sector.
- Scope and promote training for the Surrey workforce responding to people with care and support needs, to include:
 - The impact of trauma in childhood and later life, on a person's ability to care for themselves.
 - The increasing complexity of self-care difficulties.
 - Presentations of self-care difficulties e.g., hoarding, alcohol and/or drug use, eating disorders, dementia etc.
 - Mental capacity and consent; and powers of entry.
 - How to manage cultural and language differences.

⁸ Renamed to more closely reflect the fact that, as the term 'care & support needs' implies, a person who is struggling to care for themselves will be experiencing difficulties. This recognises the ambiguity in the term neglect, which can imply that the person is 'just choosing' not to care for themselves.

Domestic Abuse

Potential Activities:

- Understand how many domestic abuse victims and abusers also have care and support needs; and whether they are receiving support from adult social care and mental health services.
- Understand how many people with care & support needs are experiencing child to parent abuse.
- Consider whether domestic abuse victims who have care & support needs and are experiencing multiple disadvantage are able to access longer term support.
- Consider whether the multi-agency response to people with care and support needs who are experiencing domestic abuse is based on up-to-date information/best practice.
- Scope and promote refresher domestic abuse training for the Surrey workforce responding to people with care & support needs, to include:
 - Risk of domestic abuse in older population
 - Post-separation abuse
 - Domestic abuse facilitated via co-parenting
 - Domestic abuse links to suicide
 - How trauma prompts/exacerbates self-care difficulties
 - Recognising and supporting carers who are victims of domestic abuse now caring for the abuser
 - Exploitation including 'cuckooing'
 - Financial exploitation.
- Improve inclusion of the voluntary and community sector, including faith organisations, in the multi-agency response to people with care and support needs who are experiencing domestic abuse.

Exploitation

Potential Activities:

- Scope and promote a multi-agency exploitation Toolkit for adults with care & support needs, together with training; to include definitions, thresholds, checklists, a case pathway etc.
- Improve understanding of the behaviours which constitute exploitation, how it develops and the environments in which it thrives.
- Improve understanding of what prompts perpetrators to exploit people with care and support needs. As part of this, to consider what support in the community is needed to divert an abuser from resuming exploitative behaviours post-release from prison.
- Map services which can help prevent the different types of exploitation; this may range from services which protect victims to services which divert abusers.
- Consider initiating public health messaging to raise awareness of the risk exploitation for people with care and support needs.

Suicide

Potential Activities:

- Consider developing a model/checklist of the multiple and complex challenges (including current/recent trauma and re-triggered trauma) which could contribute to an individual with care and support needs or their carer feeling sufficiently trapped/hopeless to take their own life.
- Consider ways of reducing people having to re-tell their story or having their ailments catalogued in their hearing, multiple times because of the traumatizing and triggering impact of doing so.
- Map services which can provide a trauma-informed crisis intervention for people with care & support needs or their carers.
- Scope and promote an early intervention (i.e., pre-mental health disorder) trauma pathway for people with care and support needs and their carers.
- Understand the role of social isolation for people with care and support needs and their carers in contributing to them taking their own lives.
- Understand what is working well and what is not or people with care and support needs and their carers in the Surrey multi-agency suicide prevention pathway; including in prisons.
- Scope and promote suicide prevention training for the Surrey workforce responding to people with care and support needs and their carers.

Transitional Safeguarding

Potential activities:

- Identify the transitional safeguarding which is most commonly linked to negative impacts for people with care and support needs.
- Scope the different legislative backgrounds and the practice guidance which different agencies are working to; with a view to achieving multi-agency support through transitions which safeguards service users.
- Consider ways to mitigate any negative impacts resulting from abrupt service level changes e.g., moving from children's services to adults' services; hospital discharge; respite care; prison release etc.
- Map availability of advocacy services and promote advocacy for people with care and support needs who need to transition; this to include promotion of the service user's voice.
- Scope and promote training for the Surrey workforce on when and how to plan for and ensure a seamless transition; including taking into account the financial implications of a transition.

Appendix 5 - Chairs' Subgroup

Purpose

The purpose of the group is to maximise the effectiveness and efficiency of the SSAB in promoting the health and wellbeing and safety of adults with care and support needs, across the Surrey multi-agency safeguarding partnership.

Key Activities

The key activities of the group are to share information about the activity of their subgroup and act on the information, to ensure not exhaustively, that the subgroup workstreams:

- Are aligned in their understanding of the issues arising from the Safeguarding Adults Reviews and the Board's and the Surrey safeguarding partners plans to address them.
- Do not duplicate activity.
- Understand and engage with and promote each other's workstreams, including provide timely outputs to facilitate activity in each other's workstreams.
- Are inclusive of safeguarding partners in Surrey, and as appropriate, those not usually regarded as safeguarding agencies or services.
- At all times keep the lived experience of adults with care and support needs as the primary focus in decision-making and activity.
- Offer constructive challenge and resolution of issues concerning or impacting on, the Board.

Anticipated Outcome

The anticipated outcome for the Chairs' subgroup is that the combined and aligned activity from the subgroups demonstrates leadership in multi-agency working and in listening to the voice of the service user; and supports the Board to offer similar leadership, to the Surrey multi-agency safeguarding partnership.

Appendix 6 - SAR Decision Panel

Purpose

The SAR Decision Panel has delegated authority from the Safeguarding Partners' Executive group to exercise the SAB duty outlined in section 44 Care Act 2014 to decide to arrange for there to be a review of a case involving an adult in its area with care and support needs. The Decision Panel will monitor the progress of the SARs and also the SAR Action Plans.

Key Activities

The key activities of the panel are to:

- Consider Summary of Involvement (SOI) information from each agency setting out the contact they had with the adult with care and support needs in the two years prior to the death/incident. This may include any section 42 enquiry, any other single agency review and information held by agencies.
- Ensure that there is sufficient information to make a decision about whether the case meets the criteria for a SAR.
- Come to a decision whether a SAR needs to be initiated, based on the criteria in section 44 Care Act 2014.
- Reviewing the SAR process after completion of each SAR, including the effectiveness and efficiency of the process e.g., how suited to the case the SAR process model was; and using the information to improve future SAR processes.
- Taking direction from and reporting to the SSABs Executive group as appropriate.

Anticipated Outcomes

The anticipated outcomes from the panel's activities are:

- SARs are efficient and effective in identifying learning so free up as much capacity as possible for the SSAB to support, and the safeguarding partners to deliver the improvements needed to better protect and promote the health and wellbeing of people with adult with care and support needs in Surrey.