



Swindon Safeguarding Adults Board

3-year Business Action Plan

2018-21

**It is everyone's responsibility to know about and report
Abuse of Adults at risk**

The Swindon LSAB held specific discussions about the priorities required over the coming period based on performance data and agency experience and key issues over the last year. From these discussions, actions that reflect the issues, concerns and areas for improvement, were formulated. Overall there is a need to improve the effectiveness of Swindon's LSAB, and to identify progress and outcome measures. The following are the agreed strategic priorities for the coming three years (the link with the Care Act principles are in bold after each action point)

Strategic Priority 1		Effective Governance: <i>(We will develop partnership working and the capacity of Swindon LSAB and its infrastructure to effectively deliver the core functions of the Board to help keep adults with care and support needs in Swindon safe)</i>				
We will do this through:		Actions Required:	Lead	When by:	Comments/Update:	RAG
1.1	Developing links with other key statutory partnerships (particularly the Health and Well-Being Board, the LSCB, and the Community Safety Partnership), and voluntary sector, identifying areas of commonality and governance arrangements, receiving reports from them focused on specific issues and themes (Partnership)	a) To review the Strategic Plan actions mid-year	Chair LSAB /Board Members	Nov 18	Nov18: Update requested 02/11/18 from Board members to update the Chairs Group January 2019	Green
		b) Appraisal of contributions from Board members and level of confidence	Chair LSAB /Board Members	Yearly	Nov 18: Included in the Annual Report	Green
1.2	Ensuring the Board is sufficiently resourced by partner agencies to undertake its responsibilities including the appointment of a dedicated Board Manager and admin support (Partnership)	a) Board members to commit to provide resources in kind.	Director ASC	April 19	Apr 19: Joint Partnership event held to develop the new safeguarding arrangements. There is a commitment from key partners to contribute and participate in key functions of the Board. (Priority changed) Nov 18: Mapping has taken place regarding the LSAB/LSCB/CSP and consideration has been given to shared resources, joint sub-groups and merging functions.	Amber

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We will do this through:		Actions Required:	Lead	When by:	Comments/Update:	RAG
1.3	Introducing an induction programme for new Board members (Partnership, Accountability)	a) Design a programme for new members involving meetings/discussions with partner leads. Develop a Members pack for new members.	Chair QA Sub-group	July 18	Feb 19: Board agreed proposed induction pack and sign-off required. (Sue - only six membership agreement forms signed and returned. Assume this will be redone under the new arrangements?) Nov 18: Draft completed. To be submitted to the Chairs Group for sign-off.	Green
1.4	Undertaking a self-assessment of Board development (Accountability)	a) Annual review of strategic plan b) Request Members to submit progress for inclusion in the Annual Report.	Chair LSAB	Annually	Apr 19: Partnership event highlighted the purpose, expected behaviours and ambitions of the Board. Nov 18: Strategic Planning meeting held in Feb 2018, informing the 2018/21 Strategic Plan. Members submitted reports on progress for inclusion in the Annual Report 2017/18. Jan 18: Self-assessments of agencies organisations to be carried out six monthly by the QA Sub-group as part of its work plan, using the	Green
1.5	Implementing the outcome of the Board review including membership of the Board and its sub groups, and monitoring attendance at meetings (Partnership, Accountability)	a) Sub groups to consider and agree their membership.	Chair LR&D Sub-group	Apr 18	Jul 19: New structure under new arrangements to be resolved Executive/Delivery Group? Nov 18: The new Board structure is in place and membership of the Sub-groups has been agreed.	Amber?

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		b) Discussion with “new” adult services.	Director ASC	May 2017	Nov 2018: New structure in place and AS Manager attends the Board.	Green
Measurable Outcomes:						
<ul style="list-style-type: none"> • To have achieved the Strategic Plan actions • Risks to have been managed through risk register monitoring • Survey Board members to assess level of confidence and contribution • Attendance rate having the right level of attendance and seniority for Board and sub-group meetings • Number of new members fully engaging with induction process • Number of reports from other partnerships requested and received by the LSAB • Demonstration of Board members having had training and how that has developed Board effectiveness 						

Strategic Priority 2		Performance and quality: <i>(We will ensure that there are effective multi agency quality assurance and performance management processes in place which will promote the welfare of adults with care and support needs and will hold partners to account)</i>				
We will do this through:		Actions Required:	Lead	When by:	Comments/Update:	RAG
2.1	Implementing a multi-agency quality assurance process and schedule, and reporting system to the Board (ALL priorities)	a) Report findings back to the Board. Either as part of individual reports to the Board? Or overview?	Chair QA Sub-group	Quarterly	Jul 19: A themed audit on Self-neglect completed March 19. Follow up questions to key agencies sent in lieu of single case Focus Group and response compiled for July Board. Also, Agency Self-assessment completed on Prevention and reported to the July Board.	Green

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We will do this through:		Actions Required:	Lead	When by:	Comments/Update:	RAG
					Nov 2018: A new framework is in place for QA. Two themed audits have taken place, with another one underway.	Green
2.2	Holding agencies to account for a reduction in inappropriate referrals to ensure key risk cases are not missed (Proportionality, Protection, Accountability)	a) Consider the development of a public facing tool to assist in identifying appropriate action following incidents that may be considered a safeguarding matter.	Adult Safeguarding Manager	Oct 17	Nov 18: Threshold Guidance published on LSAB website and training took place at the Care Skills Partnership conference. Apr 18: Oxfordshire's Threshold Guidance tool has been adopted (with the approval of their LSAB) and amended for SBC use and has been added to the LSAB website and been distributed to Care Providers and relevant agencies.	Green
		b) Liaise with Ambulance Trust and Wiltshire Police around appropriate routes for non-safeguarding matters currently sent to safeguarding team	Director ASC/ Adult Safeguarding Manager	Sept 17	Jul 19: Police PPD1 form has been redeveloped with a view for an on-line process. Jan 18: Commitment required from Wiltshire Police to amend the PPD1. Nov 18: Although there have been improvements further work is required.	Amber
2.3	Identifying from audits and available data trends and research, adults in need of care and support who are or have been experiencing abuse or neglect (increase in neglect, and	a) Reports and discussions at the Board	Chair LSAB	On-going	Feb/Jul 19: Activity data presented to the Board. Subject to continued monitoring.	Green

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We will do this through:		Actions Required:	Lead	When by:	Comments/Update:	RAG
	abuse in people's own homes) Protection, Prevention, Proportionality)				Nov 18: Quarterly reports to the Board on Performance data relating to referrals, abuse types and locations. An audit on Self-neglect is underway.	
2.4	In co-operation with relevant key partnership boards, explore the Swindon safeguarding risks relating to known vulnerability particularly learning disabilities, self-neglect, domestic abuse, radicalisation, hate crime, trafficking/modern slavery and financial exploitation (Empowerment, Protection, Prevention, Proportionality)	a) In consultation with Trading Standards consider preventative work required by the LSAB with regards to unregulated Will writing and estate planning companies and other financial concerns that target adults with care and support needs	Adult Safeguarding Manager	Sept 17	Nov 18: Trading Standards are a member of the LSAB and have offered involvement in the Service User Forum and Trading Standards liaise with the Safeguarding team	Green
2.5	Learning from Safeguarding Adult Reviews and Domestic Homicide Reviews, sharing lessons learnt with the Community Safety Partnership (ALL priorities (depending upon the circumstances))	a) Safeguarding Review Group to consider relevant SARs/DHR/SCRs from other using existing national and regional repositories	Chair LR&D Sub-group	From May 18	Jul 18: A new joint Practice Review Groups is being set up under new arrangements and a more structured approach to this will be in place. Jul 18: Review of SAR guidance underway to be circulated to the Practice Review Group for comment. Nov 18: LR&D Sub-group is in place and discussion on case reviews is included on the Agenda.	Amber
		b) Any actions identified from the above that applies to practice in Swindon to be disseminated to the appropriate agency/staff members.	Chair L&R Sub-group	On-going	Nov 18: Any actions identified will be reported to the relevant Sub-group and/or Board as and when required	Amber

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We will do this through:		Actions Required:	Lead	When by:	Comments/Update:	RAG
2.6	Receiving a report from Healthwatch regarding service user experience, particularly in respect of making safeguarding personal (Empowerment) , and using this to drive practice improvements (Empowerment, Proportionality, Protection, Prevention)	a) Safeguarding team to issue letters and leaflets inviting feedback. b) Healthwatch to respond to calls from service users and discuss their experience. c) Healthwatch to feedback to the Safeguarding team.	Healthwatch Manager/ Adult Safeguarding Manager	On-going	Jul 18: New Communication & Engagement Group to follow up, where this will be a priority. Nov 18: Very little progress. Take up on providing feedback very poor. DB/CW to have further discussions on new approach	Red
2.7	Identifying ways to improve prevention (Prevention)	a) Board to identify ways to prevent abuse and neglect from happening in the first place.	Chair LSAB	Feb 2019	Jul 19: Agency Self-assessment completed on Prevention and reported to the July Board. Key findings were around development of multi-agency training, public awareness and communication & engagement with local communities. Nov 18: Discussions still to take place.	Amber
Measurable Outcomes: <ul style="list-style-type: none"> No more than 30% inappropriate referrals Taken action on findings from Healthwatch report (agree KP! with them re number of service user feedbacks received) Sharing and implementing actions from SARs and DHRs as appropriate Audit outcomes on key performance indicators and quality of referrals 						

Strategic Priority 3		Communication and engagement: <i>(We will ensure there is a consistent and co-ordinated approach to how the safeguarding message for adults is disseminated to all groups and communities in Swindon, and we will ensure that we engage adults and communities of all backgrounds and make up in the work of SSAB)</i>				
We will do this through:		Actions Required:	Lead	When by:	Comments/Update:	RAG
3.1	Ensuring the website meets the accessibility information standards and developing it further when the new platform is in place (Empowerment, Protection, Prevention)	<ul style="list-style-type: none"> a) Check website has accessibility functions. b) Monitor the number of hits on the website. c) Develop stand alone website 	Adult Safeguarding Manager	Sept 18	<p>Jul 19: The LSAB webpages to be integrated into the new redeveloped Swindon Safeguarding Partnership website.</p> <p>Nov 18: There is an accessibility function on LSAB and Safeguarding webpages, which allows users to change the colour, contrast and font size.</p> <p>The Communications team have provided the number of hits on the webpages. Still working on developing the method to judge activity while visiting the webpage.</p> <p>A new portal is still awaited that would support a standalone website.</p>	Amber
3.2	Developing an easy read one-page information sheet for service users	<ul style="list-style-type: none"> a) Identify funding for access to easy read documents 	Board Members	Oct 18	<p>April 19: Credit card sized awareness information card developed and made available to Voluntary organisations (wider distribution required)</p> <p>Nov 18: Public leaflet available. Easier to read service user guide on-line and Swindon Guide for individual cases is available.</p>	Amber

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We will do this through:		Actions Required:	Lead	When by:	Comments/Update:	RAG
		b) Identify agencies/organisations who are able to produce timely, accurate easy read documents.	Board Members	April 18	Jan 18: Only SAM identified	Green
3.3	Increasing community awareness including using available opportunities to increase public involvement, and to engage media interest (Empowerment, Protection, Prevention, Partnership)	a) LSAB Members to discuss what they are already doing to increase community awareness and consider how safeguarding maybe included in their initiatives	Chair LSAB	Mar 19	Jul 18: New Communication & Engagement Group to follow up, where this will be a priority. Jan 19: Linked to item 2.6 Nov 18: Discussion with other partners regarding the new LSAB/LSCB/CSP structure to include community engagement for all areas.	Amber
		b) Discuss opportunities available with the councils change lead for equality and diversity	Adult Safeguarding Manager	Mar 19	Jul 19: Change Lead post is no longer exists. Nov 18: See update above 3.3a.	Amber
		c) In discussion with E-Comms establish method to determine satisfaction of website and number of hits.	Adult Safeguarding Manager	Feb 18	Nov 18: Action completed see 3.1 above.	Green
3.4	Implementing the new model to gain the voice of service users and carers, and act on suggestions linked to existing services and groups (Empowerment)	a) Re-develop Service User Forum to be less meeting based and more 'Interactive'.	LSAB/ Relevant Services in Sanford House	On-going	Jun 19: Service User Forum arranged, but there was no attendees. This work to be taken forward by Healthwatch and the Communication & Engagement Group. Nov 18: New format Service User Forum held 6 September 18. The next	Amber

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We will do this through:		Actions Required:	Lead	When by:	Comments/Update:	RAG
					Forum to be arranged to focus on Safety in the Community.	
		b) Board to receive reports to establish change to practice required	LSAB/ Relevant Services in Sanford House	On-going	Nov 18: Following Service User Forum, additions have been made to the webpage around e-safety.	Amber
3.5	Developing more effective use of the media	a) To establish media forums/campaigns to engage with Swindon communities	Chairs Group	Sept 18	Jul 19: Work to be taken forward by the Communication & Engagement Group. Nov 18: Further discussion required at the Chairs Group.	Amber
Measurable Outcomes:						
<ul style="list-style-type: none"> • Number of actions taken based on service user feedback • Number of hits, length of time and outcome of like button data on the website 						

Strategic Priority 4		Workforce development: <i>(We will ensure the workforce of all partner agencies has access to and has undergone robust adult safeguarding training relevant to their role, and understand how to apply it to their role)</i>				
We will do this through:		Actions Required:	Lead	When by:	Comments/Update:	RAG
4.1	Holding agencies to account for ensuring high staff training levels including GPs, dentists etc. (NHS England) and Commissioners in respect of providers	<ul style="list-style-type: none"> a) Board members to provide training details to be included in the Annual Report b) Update required following agreement of new measurable outcomes c) QA Sub-group to look at themed audits based around Performance Assessment Framework. 	<p>Chair LSAB</p> <p>Chair QA Sub-group</p>	Nov 18	<p><i>Jul 19:</i> An updated of Performance Information from partner agencies was reported to the July Board. For re-circulation to partner agencies for update.</p> <p><i>Jul 19:</i> The development of the Performance and QA Group will address 4.1c</p> <p><i>Nov 18:</i> QA Sub-group agreed thematic reviews within the next cycle of audits. Director of Adult Services written to partners asking for data around the measurable outcomes. 11 Agencies provided submissions for the Annual Report 2017/18.</p>	Amber
4.2	Ensuring all agencies either use the SAB training events or their own training packages that are consistent with this (Protection, Prevention, Partnership, Proportionality, Accountability)	<ul style="list-style-type: none"> a) Chairs Group to agree a web based survey to establish training standards. 	Chairs Group	Jan 19	<i>Sue - will this be a role for the Practice Development Group?</i>	Red
4.3	Developing a quality assurance process of safeguarding training provided by care providers that may not be in line with the LSAB policies and procedures	<ul style="list-style-type: none"> a) Commissioners/Contracts Managers/Quality Leads to assess appropriateness of training provided based on the national capabilities framework 	Chair LRD Sub-group	Jun 18	<i>Jul 19:</i> Safeguarding & Commissioning meetings continue, while there is evidence safeguarding training takes the place, the quality of which is not understood. Query audit required?	Amber

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We will do this through:		Actions Required:	Lead	When by:	Comments/Update:	RAG
					Nov 18: Safeguarding team and Commissioners meet monthly to look at standards within the care sector, this includes training provided.	
		b) Work with Care Skills Partnership to evaluate training provided by private & voluntary sector.	Adult Safeguarding Manager	Jun 18	Nov 18: Two out of four training sessions for Provider Managers have been held and were well attended.	Green
4.4	Using feedback from referrals data with agencies to inform them of areas for improvement in understanding and safeguarding practice (Protection, Partnership, Proportionality, Accountability)	a) Identify the referrers responsible for sending the most inappropriate concerns.	Adult Safeguarding Manager	On-going	Jul 19: High levels of referrals would indicate this area still requires resolving. Nov 18: Conversions rates continue to be an area of interest to the Board. Although there has been some improvement, further work is required to consider cautiousness within the Safeguarding team with accepting referrals which could or should have been diverted immediately.	Amber
		b) Recruitment of Training and QA manager required for some of this task	Director of ASC	On hold	Jul 19: New Development Manager has been recruited. Nov 18: This role is on hold pending review of Board governance arrangements.	Amber
4.5	Developing multi-agency training, using case studies, to change working practices including	a) Develop new training course for enquiry officers.	Adult Safeguarding Manager	Dec 18	Apr 19: Further Enquiry Officer training has been rolled out across adult services and mental health.	Green

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We will do this through:		Actions Required:	Lead	When by:	Comments/Update:	RAG
	reflective practice, risk assessment and information sharing (Protection, Prevention, Partnership)	b) Enquiry Officer training to be available to individual social work teams.			Nov 18: Courses planned for December 18.	
4.6	Exploring the provision of a specific safeguarding career pathway	a) All agencies to consider their safeguarding career pathway.	Chair LSAB	On-going	Sue - should this be removed? Nov 18: Most agencies have Safeguarding Leads which can be part of a career structure.	Amber
Measurable Outcomes:						
<ul style="list-style-type: none"> • % of surveyed staff confidence and knowledge regarding safeguarding (baseline to be established) • At least 80% of relevant staff trained in safeguarding at any one time 						