



Wolverhampton Safeguarding Adults Board

Safeguarding Adults Strategic Plan 2015-18: Working Together to Keep People Safe.

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Foreword

Living a life that is free from harm and abuse is a fundamental right of every person. However, when abuse does take place, it needs to be dealt with swiftly, effectively and in ways which are proportionate to the issues, where the adult in need of protection stays as much in control of the decision-making as is reasonably possible. The right of the individual to be heard throughout this process is a critical element in the drive towards a more personalised care and support. It remains the job of Wolverhampton's Adult Safeguarding Board to make sure all the partner organisations work together to prevent abuse and also to protect people if they are harmed or exploited.

In Wolverhampton, partners work together both to promote safer communities to prevent harm and abuse and to deal effectively and efficiently with suspected or actual cases. Together we have co-produced our *Safeguarding Adults Strategic Plan 2015-18: Working Together to Keep People Safe*. It is our firm belief that adults are best protected when our strategy for improving adults safeguarding is consistent across the city.

From the 1st April 2015 every Council area in the country must have a Safeguarding Board and it must have a strategic plan. In Wolverhampton we have had a Board for some years and we have also had a list of priorities which has helped plan our work. This is our new version and our first under the new arrangements. One particular priority for the next 12 months will be to ensure by this time next year our plan will be one that we know has been shared with Wolverhampton's residents so that we can be confident that future priorities are shaped and owned by local people.

Alan Coe- Independent Chair

April 2015

1. Introduction and vision

Introduction- why do we need a strategy?

Safeguarding is everyone's business, and it is important that organisations work together to protect people who need help and support. People and communities have a big part to play in preventing, identifying and reporting neglect and abuse, and measures need to be in place locally to protect those least able to protect themselves.

The development of an Adult Safeguarding Board in Wolverhampton followed as a result of the "No Secrets" guidance published by the Department of Health in 2000. This guidance focused on ensuring vulnerable adults receive protection and support through the development and implementation of multi-agency policies and procedures.

The implementation of the Care Act 2014 places our Safeguarding Adults Board on a statutory footing from April 1st 2015. This will strengthen, through legislation, the Board's partnership work already in existence and will hold agencies to account.

Whilst WSAB has a role in coordinating and ensuring the effectiveness of work being done by local individuals and organisations in relation to safeguarding and promoting the welfare of adults, it is not accountable for their operational work. Each Board Partner has their own existing lines of accountability for safeguarding and promoting the welfare of adults by their services. The Board does not have the power to direct other organisations.

The Board will receive and scrutinise regular quality-assurance reports by individual agencies annually (as a minimal requirement) to identify good practice and highlight any shortcomings within agencies. If shortcomings are identified the Board and the agency in question will agree a remedial action plan. The implementation and resulting impact of the action plan will be reviewed by the Board.

We will use the following six core principles set out by the Government to measure existing adult safeguarding arrangements and to measure future improvements.



- Empowerment - person led decision making and informed consent
“I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens”
- Protection - support and representation for those in greatest need
“I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want”
- Prevention - taking action before harm occurs
“I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help”
- Proportionality - proportionate and least intrusive response, appropriate to risk
“I am sure that the professionals will work in my interest, as I see them and they will only get involved as much as needed”
- Partnership - local solutions through services working with their communities
“I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best results for me”
- Accountability - accountability and transparency in delivering safeguarding
“I understand the role of everyone involved in my life and so do they”

The Principles are not in order of priority; they are all of equal importance. However, the government highlights the importance of prevention and proportionate responses. Prevention of harm is always better than investigating harm that individuals have experienced, after the event. Empowerment and proportionality are critical in ensuring

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that individuals have the best experience possible when they are involved in safeguarding.

Our local vision

In Wolverhampton our vision is based not only on the six core principles set out by the government but also on five priorities which underpin the work of the Safeguarding Board.

2. Strategic Priorities 2015- 2018

We strive to continually improve how we work with people to safeguard them from abuse and neglect and want to further understand whether we are making a positive difference to the lives of the people who use, or who are in contact with our services. We will use the six key principles as a focus for our strategic priorities.

The Wolverhampton Safeguarding Adults Board will make sure that actions happen to meet our priorities. Actions identified in Appendix B will be the work plan in order to ensure that the Board can deliver its vision. The Board has nominated Priority leads to ensure that the actions are implemented and delivered within agreed timescales. Progress will be reviewed and reported at each Board meeting.

The Board is not an operational body, nor does it deliver services to adults. Its role is a co-ordinating one, to ensure the effectiveness of what each member organisation does and good collaborative working between agencies to keep adults safe from harm.

This approach to delivery and performance management supports us to be clear about what is working and what is not working, providing greater transparency and accountability for the people of Wolverhampton. It will also enable us to monitor our vision closely, ensuring actions are appropriate and progress is timely

WSAB

Strategic Priorities 2015 – 2018

Effective Governance	We will develop the capacity of WSAB and its infrastructure to effectively deliver the core functions of the Board to help keep adults with care and support needs in Wolverhampton safe.
Performance & Quality	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.
Prevention	We will ensure there is a coherent inclusive approach by both Safeguarding Boards to reduce risk of harm to children, young people and adults.
Communication & Engagement	We will ensure there is a consistent and co-ordinated approach to how the safeguarding message for adults, young people and children is disseminated to all groups and communities in Wolverhampton, and we will ensure that we engage children, young people, families, adults and communities of all backgrounds and make up in the work of WSAB.
Workforce Development	We will ensure the workforce of all partner agencies have access to and have undergone robust training relevant to their role and understand how to apply it to their role.

Appendix A sets out the Board's Priorities Action Plan and sets out the specific activities that will be undertaken each year to deliver the Board's Strategic Plan. The Priorities Action Plan will be presented to each Board meeting. These meetings take place four times a year. In addition, the Board's Executive Committee will receive a Priority update at each meeting; this will include any action taken. The Executive Committee will also identify areas of risk for the Board and will review and update the Board's Risk Register.

3. Understanding the effectiveness of safeguarding arrangements

The Board will develop its understanding of work on safeguarding and the effectiveness of not only interventions following the discovery of abuse, but also the effectiveness of early intervention and prevention. The Board is therefore keen to understand:

- Not only the outcome of enquiries but also the experience of those who use safeguarding services and how those experiences have been used to improve services.
- Whether there is effective involvement from those requiring safeguarding support? Does their sense of being in control increase and do they sufficiently influence and determine the outcome?
- How effective is the support provided for carers.
- Whether there is effective application of the Mental Capacity Act and appropriate use of advocacy?
- How commissioners are developing and procuring services with contracting arrangements that ensure the provision of personalised services and whether providers respect people's dignity ensure that safeguards are in place that protect their human rights

4. Accountability

The Board will report against the delivery of the Strategic and Priority Action Plans in the WSAB Annual Report. The Annual Report in accordance with the Care Act 2014 will be presented to;

- The Managing Director and Leader of Wolverhampton City Council;
- The West Midlands Police Commander;
- The Chair of the Health and Wellbeing Board and
- The local Healthwatch
- The general public- it will be placed on the Wolverhampton Safeguarding website.

The roles and responsibilities of Board members are set out more fully in the Board's constitution. Appendix B sets out the Board structure and relationship to other Boards.

Appendix A

1. EFFECTIVE GOVERNANCE – Lead Anthony Ivko

We will develop the capacity of WSAB and its infrastructure to effectively deliver the core functions of the Board to help keep adults with care and support needs in Wolverhampton safe.

What we need to achieve is:

- ✓ A strong Board where each member agency makes a robust, equitable and proportionate contribution.
- ✓ A Board where individual members play a full part and are fully accountable.
- ✓ Governance arrangements between the Board and key partners that is transparent and understood by all stakeholders.

Key to BRAG Rating

Blue = Timetabled for the future

Red = Not on track and /or deadline passed

Amber = On track but not yet completed

Green = Completed

Ref	What we will do	When	Who	Progress Update	RAG
1	Review the level of resource available to the Board and ensure that all partners make an equitable and proportionate contribution. Ensure the Board budget is managed effectively.	By Dec 2015	Chair, Board manager	Meeting taken place with finance department, Report to go to Board Sept 2015	
2	Clarify governance arrangements between the WSAB, WSCB, the Health and Well-Being Board, and Safer Wolverhampton Partnership in the light of local changes and national guidance. Ensure WSAB representation membership on	By Dec 2015	Board Manager, Priority Lead	Safeguarding Partnership Arrangements Protocol developed to outline the relationship between Wolverhampton Safeguarding Children	

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Ref	What we will do	When	Who	Progress Update	RAG
	relevant partnership Boards			Board (WSCB), Wolverhampton Safeguarding Adults Board (WSAB), the Health and Wellbeing Board (HWBB), the Children Trust Board, and Safer Wolverhampton Partnership (SWP).	
3	Establish an Induction Programme at the appropriate level for new Board and Committee members to ensure they are briefed in relation to the area of business.	By Dec 2015	Board Manager, Priority Group	Board Constitution includes Job role, induction programme to be developed with Safeguarding Children Board	
4	Review the membership and attendance of each WSAB Committee, to ensure that they correct representation to contribute adequately to the area of business concerned.	Sept 2015	Executive Committee	Constitution agreed and signed off	
5	Ensure consistent attendance, at the appropriate level of seniority, at all Board meetings, including the Executive Committee and Priority meetings.	March 2016	Priority Lead, Board Manager, Chair	Attendance at Board and Committees monitored quarterly	

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Ref	What we will do	When	Who	Progress Update	RAG
	Monitor and report on attendance to the main Board and through the annual report.				
6	Ensure that there is a system for all agencies to raise any issues about safeguarding in their organisation with the Board. This to include providing opportunities at Board meetings for individual agencies to report on the quality of safeguarding practice within their organisations and adults experiences of their services.	Dec 2015	Executive Committee	A reporting timetable to be established	
7	Ensure that all agencies complete the Annual Assurance Statement and contribute to the annual report which demonstrates a broad evidence base and clear evaluative narrative which reflects the local safeguarding landscape.	Dec 2015	Governance Lead, Board Manager	Limited response to Annual Assurance Statement, contributions from Partner Agencies included in Annual Report	
8	Review and update Board Constitution and seek all members' sign up for 2015/16.	Sign up by Dec 2015	Executive	Reviewed at June Executive , members to have all signed up by December Board	

How we will know we have been successful:

- ✓ We will have an effective Board, the Strategy and Constitution will be reviewed at least annually and will be fit for purpose
- ✓ All Board members will have agreed the Strategy and will be involved in its development and delivery.
- ✓ All agencies represented on the Board will have contributed to the Annual Report.

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Ref	What we will do	When	Who	Progress Update	RAG
	✓ All agencies represented on the Board will complete the Annual Assurance Statement.				

2. PERFORMANCE & QUALITY – Tabettha Darmon, Lead

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 need and will hold partners to account.

What we are aspiring to achieve:

- ✓ A Board that knows it is effective.
- ✓ A Board that has set priorities with systems in place to measure progress.
- ✓ A Board that has a clear and consistent focus on its core safeguarding business.
- ✓ A Board that is effectively challenging areas of practice where necessary.

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Ref	What we will do	When	Who	Progress Update	RAG
1	Establish a Multi-agency quality assurance process, including audits of shared cases to ensure safeguarding practice is proportionate, effective and timely.	Sept 2015	Priority Lead, Priority Group , Board Manager	Multi Agency Audit Tool developed	
2	Identifying from audits and available data trends and research of adults whose circumstances may make them vulnerable to abuse.	March 2016	Priority Lead, Priority Group , Board Manager	Production of report for Board members and other priority Leads with recommendations.	
3	Make sure that agency learning from Safeguarding Adult Reviews (SAR) and	On completion	Priority Group	Specific DHR recommendations	

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	Domestic Homicide Review's (DHR) are implemented within WSAB partner agencies.	of DHR's		included in the Annual Assurance Statement. Followed by specific DHR audits.	
4	Collate performance measures agreed by WSAB partner agencies, including those relating to service users' experiences which give assurance that safeguarding processes are robust and make people feel safer.	March 2016	Priority Group in conjunction with Sandra Jones (Healthwatch)	Priority leads need to agree performance measures to inform Dashboard.	

How we will know we have been successful:

- ✓ People can expect to receive good quality experiences of safeguarding by services improving compliance with the six safeguarding principles – Empowerment, Protection, Prevention, Proportionality, Partnership & Accountability
- ✓ Vulnerable identification
- ✓ Prevention
- ✓ Awareness training
- ✓ Engagement
- ✓ Protection
- ✓ Empowerment
- ✓ Learning is embedded in improved practice
- ✓ Safeguarding policies and procedures are fit for purpose, person centred and being compiled with partners
- ✓ Service users' experiences contribute to the Board's priorities and work plan

3. PREVENTION – Karen Samuels, Lead

We will ensure there is a coherent, inclusive approach by both Safeguarding Boards to reduce risk of harm to children, young people and adults.

What we intend to achieve:

- ✓ Improved safeguarding practice that keeps children, young people and adults safe from harm.
- ✓ Effective safeguarding for particularly vulnerable groups of children, young people and adults.
- ✓ Thresholds for early help and safeguarding services that are clearly articulated and understood by staff in all agencies.

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Ref	What we will do	When	Who	Progress Update	RAG
1	Partners, clients and communities are aware of available prevention and early intervention support and how to access it.	December 2015	Priority Lead and members	Improved access and awareness of specialist services across the City	
2	Recommended improvements in practice are embedded promptly.	September 2015	Priority Lead/ SAR Committee Chair and Board Manager	SAR Committee established, links developed with WSCB Serious Case Review Committee and Domestic Homicide Review Panel	
3	Provision is in place for monitoring, oversight and review of the plan.	Dec 2015	Priority Lead and members		

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4	Progress 'trigger thresholds' work across agencies to identify adults at risk before safeguarding adults risk threshold is met	April 2016	Priority Lead and members		
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How we will know we have been successful:

- ✓ Earlier identification of clients in need
- ✓ Reduced demand for crisis intervention
- ✓ Improved communication between partners
- ✓ Faster resolution of disputes
- ✓ Improved co-ordination of early help delivery
- ✓ Increased awareness of available services
- ✓ Increased access and take up of early help and prevention services
- ✓ Increased reporting of 'hidden' crimes
- ✓ Improved communication with partners, clients and communities
- ✓ Improved service delivery
- ✓ Improved implementation of revised practice
- ✓ Reduced risks and incidents of abuse, neglect, serious harm and homicide
- ✓ Improved delivery of specialist Domestic Abuse support interventions
- ✓ Improved monitoring of early intervention and prevention delivery
- ✓ Earlier identification of improvements in practice
- ✓ Good and emerging practice is identified

COMMUNICATION & ENGAGEMENT – Stephen Dodd, lead

We will ensure there is a consistent and co-ordinated approach to how the safeguarding message for adults, young people and children is disseminated to all groups and communities in Wolverhampton, and we will ensure that we engage children, young people, families, adults and communities of all backgrounds and make up in the work of WSAB.

What we intend to achieve:

- ✓ Greater public awareness of safeguarding and how to respond to any safeguarding concerns.
- ✓ Improved participation of individuals (children, young people, adults in need of care and support, parents and carers), families and communities in raising awareness of safeguarding and shaping services.
- ✓ Better services based on listening to the views and experiences of those who have received support from safeguarding and care services.

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Ref	What we will do	When	Who	Progress Update	RAG
	COMMUNICATE				
1	Develop and maintain a shared public-facing safeguarding website and social media presence in conjunction with Wolverhampton Safeguarding Children Board for the public, staff and	10-09-15 (originally 30-06-15)	C&E cttee and Board managers	<ul style="list-style-type: none"> • Website commissioned June 2015 • Layout for testing finalised 17-08-15 • Plan to launch at WSAB & WSCB Board meetings on 	

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	organisations.			10-09-15 and 16-09-15 respectively	
2	Develop and run PREVENT campaign in 2015-16	30-11-15 (originally Apr – Jun 2015)	<i>Comms leads from a WSAB/WSCB partner agency; Karen Samuels; all WSAB/WSCB partners support</i>	<ul style="list-style-type: none"> • Scope and responsibilities of this campaign agreed 29-07-15 • Campaign outline in development to share with Comms leads before next mtg on 14-09-15 • Comms lead from a partner agency needs to be identified at next C&E mtg on 14-09-15 	
3	Develop and run Child Sexual Exploitation campaign in 2015-16	31-03-16 (originally July – Sept 2015)	Comms lead; See Me Hear Me Campaign; all WSAB/WSCB partners to support	<ul style="list-style-type: none"> • Ian Fegan WCC comms lead agreed to lead on CSE campaign 18-05-15 • CSE Digital Comms plan and resources produced and agreed with Dawn Williams July 2015 • Digital comms plan commenced August 2015 • Partner engagement Aug - Sept 	
4	Develop and run Violence Against Women & Girls campaign in 2015-16	Oct – Dec 2015	<i>Comms leads from a WSAB / WSCB partner agency; Kathy Cole-Evans / WDFV, all WSAB/WSCB partners to support</i>	<ul style="list-style-type: none"> • Initial scoping mtg has taken place between Kathy Cole-Evans and Priority 4 lead • Campaign outline needed • Comms lead from a partner agency needs to be 	

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				identified at next C&E mtg on 14-09-15	
5	Develop and run “What does good care look like?” campaign in 2015- 16	Jan – Mar 2016	<i>Comms lead from one WSAB / WSCB partner agency; Wton Care Homes Assoc / Age UK Wton / B-Safe Team; all WSAB/WSCB partners to support</i>	<ul style="list-style-type: none"> • None to date 	
6	Produce regular updates to staff in all partner agencies on local and national safeguarding developments	Dec 2015	Priority 4 lead; Board managers; Comms leads	<ul style="list-style-type: none"> • Need for more systematic join up between comms leads agreed at C&E mtg 18-05-15 • However, we’re sill reliant on Board members circulating individual ad hoc emails and VCS safeguarding update 	
7	Establish twice yearly multi- agency practitioner forums to feedback safeguarding issues from front-line staff to Board representatives	March 2016	C&E Cttee; Board managers; all partners to support	<ul style="list-style-type: none"> • No progress to date 	
ENGAGE					
8	Identify and use specific opportunities to engage with individuals and communities to increase public involvement in raising awareness of	31-03-16	C&E cttee; Comms leads for each campaign	<ul style="list-style-type: none"> • A range of opportunities have been identified – some for individual 	

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	safeguarding			<p>campaigns ; and some for general awareness raising</p> <ul style="list-style-type: none"> • Next C&E mtg on 14-09-15 to decide how to use these in period Sept – Dec 2015 	
9	Develop and implement a Faith Group Engagement plan	31-03-16	<p>Priority 4 lead; WVSC; InterFaith Wolverhampton; lay reps</p>	<ul style="list-style-type: none"> • Plan in development with InterFaith Wolverhampton • Faith group list has been produced 10-08-15 • Faith groups being contacted individually by phone to ascertain correct contact details wherever possible • Survey being promoted through individual contact • Application to BIG Lottery's Reaching Community being developed for next closing date 	
10	Listen to and involve children, young people and adults who have experienced safeguarding services and act on their suggestions for improvements.	31-12-15	<p>HealthWatch; B-Safe Team; Age UK Wton; WCC Safeguarding Service; partner agencies</p>	<ul style="list-style-type: none"> • B-Safe Team have been engaged to support Prevent campaign • B-Safe team have been promised support for their first campaign around bullying in Anti- 	

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				Bullying week (Nov) <ul style="list-style-type: none">• HealthWatch have been commissioned to get 'customer feedback from adult service users and carers with experience of safeguarding support	
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How we will know we have been successful:

- ✓ A range of tools are used by the Board to inform the public, organisations and their staff about safeguarding issues and developments
- ✓ The Board examines feedback from children, young people, adults, families and communities and there is evidence that it takes action in response to this feedback
- ✓ There is greater awareness amongst staff in agencies, children, young people, parents, adults and communities of key safeguarding messages and the role of WSAB partners in keeping children and young people safe from abuse and neglect

5. WORKFORCE DEVELOPMENT – Jane O’Daly, lead

We will ensure the workforce of all partner agencies have access to and have undergone robust training relevant to their role and understand how to apply it to their role.

What we intend to achieve:

- ✓ The Board, partner agencies and the public can have confidence that staff and volunteers are appropriately trained

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Ref	What we will do	When	Who	Progress Update	RAG
1	Identify that Board member Organisations deliver safeguarding adult training including all necessary elements to their workforce at levels appropriate to contact with adults and responsibility in the organisation	Dec 15	The Workforce Development Group	Meeting held with group members and training content mapping tool discussed and developed	Amber
2	To develop training reporting mechanism to the Board on a yearly basis .	November 2015	The Workforce Development Group	Once tool finalised – to be sent to all member agencies for return by October 1 st 2015	Amber
3	Explore the role of WSAB in provision of training based on the findings of training content mapping	February 2016	The Workforce Development Group	Not yet commenced	Blue

Appendix A

How we will know we have been successful:

- ✓ Employers can access training relevant to their needs
- ✓ The efficiency of training is measured and reported

Appendix B

