



**Dorset Safeguarding Adults Board
and
Bournemouth & Poole Safeguarding Adults
Board
Business Plan 2017/18**

Contents

	Page
1. Background - Updates to the Care Act (2014)	3
2. Introduction from the Independent Chair	4
3. Strategic Priorities – what has been achieved in 2016/17	7
4. The Boards 1-year Plan – Key Focus Areas for 2017-18	10
5. The Risk Register	13
6. Equality Impact Statement	14
7. Conclusion	15
8. Appendix 1 – Bournemouth & Poole and Dorset Safeguarding Adults Board Risk Register	16

1. Background

Throughout 2016/17 a great deal has been achieved by both Boards which have worked closely and across agencies to reflect their mission statement and overall aim –

“The Board exists to protect adults at risk from abuse, significant harm and neglect. We will achieve this through strategic leadership and collective accountability.”

The Care Act (2014) brought significant and welcomed change to the Adult Social Care landscape, most notably in the safeguarding arena which strengthened the position of the boards. Statutory guidance originally issued in October 2014 was superseded by updated guidance in March 2016 which incorporated a number of changes to **Chapter 14 – Safeguarding** (S42-46 of the Care Act 2014). This included the following areas –

- Best practice guidance for those who self neglect.
- A new definition of Domestic Violence with a new offence of coercive and controlling behavior in intimate and familial relationships which was introduced into the Serious Crime Act (2015).
- Additional information relating to financial abuse to reflect the increase in internet, postal and doorstep scams.
- Reporting and responding to abuse and neglect was updated to highlight the requirement for practitioners to consider the need for criminal investigations and obtain advice.
- A cross reference to chapter 1- Promoting wellbeing was added to clarify the prevention agenda and the importance of identifying and managing the risk of abuse and neglect.
- Clarification was provided for the need to have a strategic and accountable lead for safeguarding at a senior level to make sure the Safeguarding Adults Board Strategic Plan is implemented.

The guidance was subsequently updated again in December 2016 and the pan-Dorset multi-agency procedures have been revised to reflect these important changes.

2. Introduction

The following are some national and local factors which provide a context for the themes set out in the business plan.

Health and Social care

There is considerable concern about funding for social care and the pressures on the NHS. The government has accepted that rising demand requires additional funding for social care. The situation is exacerbated by difficulties in discharging patients from hospital who are waiting for a care or nursing home place.

Providers report significant recruitment and retention problems, caused by high turnover and care work as an occupation being held in low esteem. This can lead to concerns about adequate training for staff and the consequent impact on quality of care and safeguarding at a time when the needs of service users are more complex and challenging.

The Better Together Programme and the Dorset Sustainability and Transformation Programme are joint initiatives developed between health and local authorities across Dorset to find efficiencies and improve the quality of health and care provision.

Major change programmes

There are substantial structural changes proposed in both Health (Clinical Services Review) and local government (the proposal for 2 unitary authorities). A key driver for each is the pressure on budgets at a local level combined with increased demand for services. It will be important that measures are in place during the transition process to maintain the quality of safeguarding practice that is currently seen across both Boards

Review of LSCBs

The Wood report has led to a range of recommendations for LSCBs to consider, including a review of membership arrangements. There is no indication at the present that SABs will be subject to a similar exercise.

(<https://www.gov.uk/government/publications/wood-review-of-local-safeguarding-children-boards>)

Learning disability

Both Boards are monitoring the impact of the Transforming Care programme which aims to reduce the number of people with a learning disability living in residential settings away from their home area.

Meanwhile the Learning Disabilities Mortality Review aims to discover more about the incidence of early and/or unexpected death among the LD community. This may provide important pointers relevant to safeguarding.

Domestic violence

The Home Office issued amended Multi Agency Statutory Guidance for the Conduct of Domestic Homicide Reviews (DHR) in December 2016. Across Dorset the Community Safety Partnerships have responded to central government's approach and established the first Pan Dorset Domestic Abuse Strategy 2017-2020. Both Safeguarding Adults Boards have been fully consulted, and there is now greater clarity concerning the prevalence and impact of domestic violence involving adults with care and support needs.

What we have learned from reviews

Safeguarding Adult Reviews (SARs) and Domestic Homicide Reviews (DHRs) continue to emphasise the importance of better communication and information sharing between agencies.

Attention has been drawn to the need to be alert to the risks of 'mate crime' and financial abuse of people with a learning disability and mental health needs living more independently in the community. DHRs have shown that a 'whole family' approach is required when children or vulnerable adults are caught up in domestic violence.

A whole home review of a nursing home revealed the need for a more coordinated approach to working with providers so that neglect and abuse could be identified at an early stage. It also underlined that good management and leadership are critical to the maintenance of high quality residential provision.

What our data is telling us

The majority of safeguarding concerns relate to the elderly, particularly those aged 75 and over. Women represent a higher proportion of referrals. Mental health, particularly dementia, is found in a significant number of cases. A high number of enquiries continue to be undertaken where the person has been identified as having been neglected or harmed in their own home. This is consistent with national trends.

3. Strategic Priorities – What Has Been Achieved in 2016/17

The Dorset Safeguarding Adults Board and Bournemouth & Poole Safeguarding Adults Board have worked together to create a 3-year strategic vision covering the period 2015/16–2017-18. The following joint strategic objectives were identified –

- Effective Prevention
- Effective Safeguarding
- Effective Learning
- Effective Governance

There has been a significant amount of work undertaken by the Boards and their joint sub groups in 2016 - 17 as detailed below –

- The update of the Pan Dorset Multi Agency Procedures was completed in December 2016 and reflects the amendments made to the Care Act (2014) statutory guidance in March and December 2016 as well as the NHS Assurance Framework. The Document is available on both Board Websites **(Effective Prevention)**
- The Self Neglect & Hoarding Guidance for Agencies was launched in November 2016 and discussed at the Boards' Autumn Conference held at the Hamworthy Club on the 17th November 2016, an event which received high demand for places and the feedback requested that it is run again **(Effective Prevention)**
- The evidence based Prevention Strategy was reviewed and changes made agreed in March 2016. This was issued via safeguarding lead officers and via the Boards' websites **(Effective Prevention)**
- The Boards Charter was disseminated to independent providers across the county, it is hoped that take provider sign up will continue to improve over the next year. **(Effective Prevention)**
- Public messages for two posters have been agreed to ensure communication activity is targeted in such a way as to have the greatest impact on prevention and ensure an effective response to harm **(Effective Prevention)**
- Positive working links have been established between the Community Safety and Criminal Justice Board and children and adult Safeguarding Boards **(Effective Prevention)**.

- The Boards maintain their commitment to ensuring a person centred and outcome focused approach to Safeguarding is maintained at all times, thus enhancing the individual's involvement, control, choice and overall wellbeing and safety. Making Safeguarding Personal (MSP) Principles continue to be promoted to ensure they are being fully embedded in practice across all organisations. Audits were undertaken across the 3 local authorities in 2016 which indicated that there had been progress within this area. The Local Government Associations Peer Review Report of Bournemouth Borough Council (September 2016) highlighted that the restructuring of Adult Social Care had led to a focus, including from elected members, on Safeguarding and that MSP was universally embedded.

In addition to the work completed above, the Boards are also on target in a number of other areas with work which will be ongoing during 2017-18 to ensure effective implementation continues to take place. This includes –

- Increasing public awareness of adult safeguarding through joint initiatives with partner organisation through meetings with voluntary organisations to provide talks and training. Communication leaflets have also been agreed which will be distributed in community buildings and services **(Effective Prevention)**.
- A memorandum of Understanding between Trading Standards and Dorset Police has been completed but with more work identified to publicise the work and remit of Trading Standards in relation to safeguarding adults **(Effective Prevention)**.
- The Adult Sexual Exploitation report was completed and is currently being considered by the community safety partnership and board to establish priority actions **(Effective Safeguarding)**.
- Advocacy referrals and contract monitoring processes are being regularly reviewed at the Quality Assurance sub group, this will be ongoing with the next review scheduled for May 2017 **(Effective Safeguarding)**.
- Feedback from Service Users is routinely asked to enable improvement actions to be put in place. This action will be taken forward into the 2017/18 work plan to enhance the quality of feedback and representation at the Board **(Effective Safeguarding)**.
- The Quality Assurance group maintain oversight and scrutiny of data on a quarterly basis to provide analysis and understand trends to identify key areas for focus within the Boards work plans. **(Effective Safeguarding)**.
- Learning transfer tools have been created to ensure messages from safeguarding adults learning are effectively transferred into practice **(Effective Learning)**.

- The Nominated Enquirer training has been agreed and format for delivery finalised **(Effective Learning)**.
- Action plans identified a result of Safeguarding Adult Reviews are developed using SMART objectives to enable delivery within clear timescales **(Effective Governance)**
- A Line of Sight programme has been developed to enable Board members and staff to maintain their awareness of current practice issues and increase visibility of the Board and its sub groups **(Effective Governance)**.

Work which has not yet been possible to initiate or requires significant development and will therefore also be carried forward into the business plan for 2017/18 is as follows –

- Develop the Personal Data Exchange Agreement to include non-board agencies and voluntary bodies **(Effective Safeguarding)**.
- Improve the efficiency and effectiveness of the boards and their sub groups via a support and challenge health check. This peer challenge will identify and provide focus on driving improvement and efficiency in specific areas **(Effective Governance)**.
- Ensuring continuity of safeguarding for young people as they move into adulthood by undertaking specific joint development work with the LSCB **(Effective Governance)**.

4. The Boards' Business Plan 2017-18

The Dorset Adult Safeguarding Board and Bournemouth & Poole Adult Safeguarding Board have the following joint Sub Groups

- 1) Executive Group
- 2) Quality Assurance
- 3) Training and Workforce Development
- 4) Policy and Procedures
- 5) Safeguarding Adults Review

These groups are well established and consist of strategic leads from each of the statutory agencies. Each group has existing work plans for the current year and will develop further plans for 2016/17 as a result of the identified work focus in the Boards' overall business plan. The main themes for the business plan 2017/18 have been identified using the following sources –

- The Three Year strategic plan
- Feedback from the Boards' Development Days in December 2016, where all members and partner organisations had an opportunity to refocus the work patterns and outcomes for the year ahead.
- Feedback from the Boards' Provider Consultation Events attended by a cross section of both Residential and Domiciliary providers
- Feedback from the Learning Disability Partnership Board and Dorset People First Keeping Safe Group
- Items which are outstanding from the 2016/2017 plan (as highlighted in section 3 above)
- Learning, recommendations and outcomes from Safeguarding Adults Reviews
- Quantitative and Qualitative information identified by the Quality Assurance sub group
- Items carried forward from sub group plans (as highlighted in section 3 above).

Key focus areas identified for inclusion in the 2017/18 business plan:-

Effective Prevention

- Support a project focussing on Risk Stratification to develop an enhanced understanding of risk assessment and management within different organisations.
- Work in partnership with organisations to encourage and facilitate quality provision within the market in order to meet the S5 duty of the Care Act (2014).
- Ensure the source raising a safeguarding concern receives appropriate feedback in a timely manner.
- Training to be made available to service user groups in relation to staying safe on the internet, social media and networking sites.
- Ensure young people moving into adulthood have person centred outcomes identified and transitions effectively planned to ensure continuity of care.

Effective Safeguarding

- Improve identification of potential perpetrators, sharing information generated through the Multi Agency Risk Assessment conference (MARAC) and Multi Agency Public Protection Arrangements.
- Identify how the Board can move forward focus areas of Adult Sexual Exploitation, People Trafficking and Modern Slavery and evidence the impact of preventative measures put in place.
- Improve engagement from service users and carers in the Boards work.
- Provide enhanced Qualitative analysis of safeguarding adults data to ensure themes and patterns are identified in a timely manner and enable necessary responses to be targeted effectively.
- The Boards to empower carers and provider staffs' 'professional curiosity'.
- Seek assurance that work places are safe and prevent bullying of vulnerable adults at work.

Effective Learning

- Learning outcomes from Safeguarding Adults reviews to be effectively disseminated into practice in order to effect change.

- Seek evidence that learning has been embedded.
- Nominated Enquirer training to be provided.
- Ongoing safeguarding training to be available
- Improve understanding of the Mental Capacity Act (2005) to ensure all staff are working within the legal framework and understand their roles and responsibilities.
- Educational workshops to be held for service users in relation to Mate Crime and the potential dangers of the internet.
- Boards to increase awareness and develop a wider understanding of the meaning of 'abuse' amongst all service user groups
- Run a joint conference with the Childrens Safeguarding Boards on the theme of Think Family.

Effective Governance

- Undertake a review of the way funding for each Board is calculated to ensure the work of the Boards can continue to be sufficiently resourced; including joint work between the boards, Safeguarding Adults Reviews and Domestic Homicide Reviews.
- Ensure the work of the Safeguarding Adults Boards compliments and feeds into that of other Boards i.e. Childrens Safeguarding Boards, Community Safety and Criminal Justice Board (CSCJB), Health and Well Being Board and NHS England.
- Seek assurance that transition plans are in place to manage and mitigate structural change, identify and respond to pressures within the system.
- Improve the visibility of the Boards through members visiting a variety of work place settings.
- Boards to support initiatives which seek to raise the status of the caring profession.
- Ensure the voice of service users and carers can be represented effectively at Board discussions, Board members to undertake visits to groups such as People First and the Speaking Up Forums.
- Further develop the role of the CQC within the Boards

5. The Risk Register

A further area of discussion at the boards development days related to the incorporation of a risk register for the first time into the 2017-18 business plan. The purpose of incorporating this document is to enable identification, assessment and seek mitigation of those factors which may pose a risk to the Boards successfully implementing the joint business plan and ability to provide effective safeguarding across Bournemouth, Poole and Dorset. It is acknowledged that previously the Boards have not always been aware of the constraints and stresses within organisations and the impact this may have upon Safeguarding. Development of the risk register can be a means of raising awareness among partners and highlighting particular areas for concern which require action to take place.

Following discussions, a number of areas were identified for incorporation within the register under the following four headings –

- Board Governance
- Partnership Working
- Finance and resources
- Quality of practice/ Service Delivery

The impact and likelihood of these risks are calculated through the use of an evaluation matrix. The Bournemouth & Poole and Dorset Safeguarding Adults Board Risk Register for 2017 - 18 is contained in Appendix 1.

6. Equality Impact Assessment (EqIA)

When developing the business plan consideration was given to the Boards policies and practices to ensure that they do not discriminate or disadvantage people. The EqIA for the Board is designed to improve and promote equality. By basing the Business plan on the four identified strategic outcomes there should be a positive impact on adults at risk and their carers living in Dorset. Safeguarding performance is monitored and reviewed quarterly through the Quality Assurance sub group. Whilst there has been a year on year increase in the number of safeguarding referrals received, this does not appear to be specific to any one service user group. The Boards are committed to ensuring all service user groups are supported effectively to prevent harm occurring.

S42 of the Care Act (2014) defines an adult at risk of abuse and neglect as an adult in its area (whether or not ordinarily resident) who;

- has needs for care (whether or not the authority is meeting any of those needs),
- is experiencing, or is at risk of, abuse or neglect, and
- as a result of those needs is unable to protect himself or herself against the abuse or neglect or the risk of it.

The strategic priorities aim to ensure that adults at risk are therefore

- Safe and able to protect themselves from, or the risk of, abuse and neglect occurring;
- Supported effectively with dignity and respect through the use of Making Safeguarding Personal principles and Person Centred Practice.;
- Protected from harm occurring;
- Able to report, request and access support.

7. Conclusion

The Dorset Safeguarding Adults Board and Bournemouth & Poole Safeguarding Adults Board with their joint sub groups, will focus on the priorities set out within this paper to establish the agreed work plans for 2017/18. These plans will be discussed, agreed and monitored at Board meetings to ensure that work identified is being progressed effectively or where this has not been possible, mitigating circumstances or actions have been put in place. All work plans will use SMART objectives as an effective tool for monitoring implementation and progress.

The Boards Annual Report will evidence and evaluate outcomes to demonstrate what impact the work of the Boards' has had and its effectiveness.

BOURNEMOUTH & POOLE AND DORSET SAFEGUARDING ADULTS BOARDS

RISK REGISTER - 2017

Risk Description	Current Risk Impact (across bottom)	Current Risk Likelihood (down side)	Current Risk Score	Control mitigation (Internal Controls)	Control mitigation (other)	Risk Action
Board Governance						
Leadership of the Board is undermined because local government and health re-organisation prevents senior managers contributing regularly to the Board and its sub groups	H	H	9	Raise in Board member appraisal meetings Adjust frequency of meetings to ensure business covered efficiently. Use of teleconferences when appropriate.	Seek assurance that major change projects take account of need to maintain Safeguarding 'business as usual'.	
Sub groups of the Board are ineffective because work plans do not sufficiently reflect current Safeguarding priorities	H	M	6	Regular consultation with Board members. Business plan reviewed quarterly and at Executive Group meetings which incorporate chairs of sub groups.		

Risk Description	Current Risk Impact (across bottom)	Current Risk Likelihood (down side)	Current Risk Score	Control mitigation (Internal Controls)	Control mitigation (other)	Risk Action
Members of the Board feel marginalised because their knowledge and skills are not sufficiently used	M	M	4	Use appraisal process to consult members and identify how they can be better engaged.		
Partnership Working						
The relationship with other governance Boards is not clearly defined leaving gaps or causing duplication in partnership working.	H	H	9	Cross Board representation. Business manager links. Identification of shared priorities with other Boards.		
The Board does not engage sufficiently with providers and service users leading to a loss of confidence in its role.	M	M	4	Links with LDPBs and Healthwatch. Annual provider consultation events.	Board member stakeholder consultation processes.	Further develop engagement strategy as part of business plan, inc. making use of Board member stakeholder forums..

Finance and Resources						
Competing priorities undermine sub group attendance and availability of members to undertake the work involved.	H	H	9	Work plans are SMART and manageable. Sub group chairs organise business efficiently.		
It is not possible to fund the structure and business plan of the Board adequately	H	M	6			Resource review commenced and to be considered at June Board meetings.
Demand for SARs and DHRs cannot be met within the resources available.	H	M	6	Bank of suitably skilled and experienced independent authors and panel chairs established.		To be included in resource review.
Quality of Practice/Service Delivery						
A lack of quality care at affordable rates to the public sector leads to increased Safeguarding episodes.	H	H	9	Improved partnership between Boards and providers.	Commissioners to attend to market development and maintenance.	
Lack of integration with the LSCBs leads to increased Safeguarding risks for young people during transition.	H	M	6	Business Manager and Chair regular joint meetings.		Joint conference on 'whole family' approach planned for autumn 2017.

Organisations fail to embed changes in practice following SARs and DHRs leading to further serious harm and neglect to adults at risk.	H	M		<p>SAR sub group to ensure that recommendations adequately address findings of SARs and DHRs.</p> <p>Better action planning approach implemented.</p>		Further work on effective transfer of learning.
--	---	---	--	---	--	---

RISK EVALUATION MATRIX

	3	6	9
2	4	6	
1	2	3	
LIKELIHOOD			IMPACT