



STRATEGIC BUSINESS PLAN

Ensuring our safeguarding arrangements act to help and protect adults

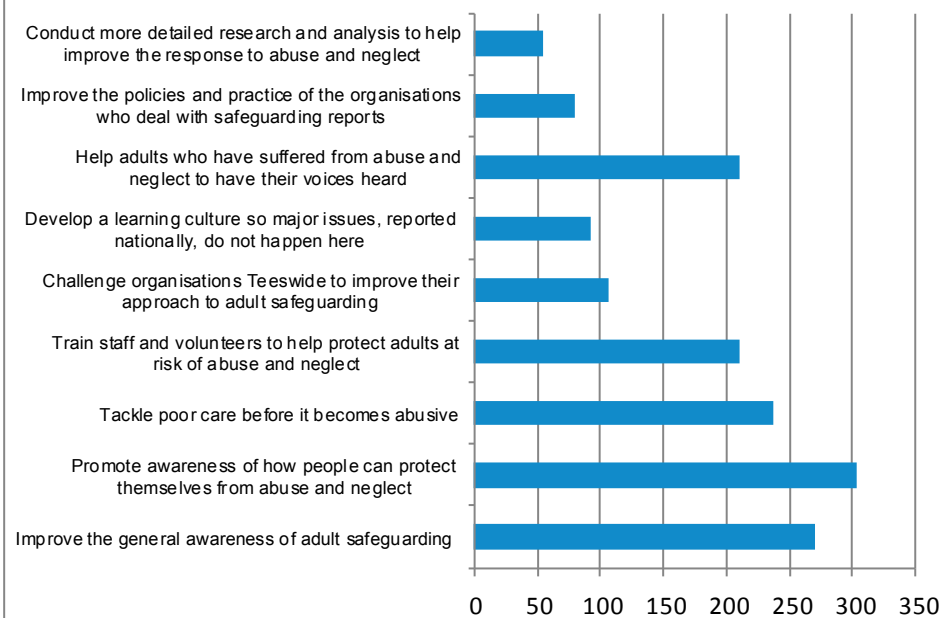
2015-16

Introduction

This is the first Strategic Plan for the now statutory Teeswide Safeguarding Adults Board following the implementation of the Care Act 2014 on April 1 2015. The Plan has been developed following several months of extensive consultation, and underpinned by the feedback provided by the general public, safeguarding adults service users, their families, carers, advocates and professionals working across a range of sectors. The table below illustrates the priorities which these groups of people have identified Teeswide, providing the framework for our five longer-term Strategic Aims for 2015-18, ten Business Plan objectives, and actions for 2015-16 which are all outlined in this Plan. We look forward to working with our current partners, and developing new relationships to implement our Vision:

“Ensuring our safeguarding arrangements act to help and protect adults”

Teeswide priorities for 2015-16



Ann Baxter
Independent Chair

Teeswide Safeguarding Adults Board

Partner Agencies

Listed below are the current partners of the Board as of July 2015. The Local Executive Groups (LEGs) also have additional organisations represented, including Housing and Care providers, Voluntary Sector Development Agencies, and other internal stakeholders from within the Board's main partner organisations. The main Board meets bi-monthly and the Sub-Groups and LEGs meet quarterly.

Statutory Partners

Hartlepool Borough Council	Director of Child and Adult Services
Middlesbrough Borough Council	Executive Director of Wellbeing, Care and Learning
Redcar & Cleveland Borough Council	Corporate Director of People Services
Stockton -on-Tees Borough Council	Director of Children, Education and Social Care
Cleveland Police	Head of Protecting Vulnerable People Unit
Hartlepool and Stockton-on-Tees CCG	Executive Nurse
South Tees CCG	

Non Statutory Partners

Care Quality Commission	Inspection Manager
Cleveland Fire Brigade	Director of Community Protection
Community Rehabilitation Company	Lead Manager Durham Tees Valley
Healthwatch Hartlepool	Healthwatch Development Officer
Healthwatch Tees	Healthwatch Manager
HM Prison Service: Holme House Prison	Safeguarding Lead HMP Holme House
National Probation Service: Cleveland	Head of Area (MAPPA Board)
NHS England: Cumbria and the North East	Deputy Director of Nursing
North Tees and Hartlepool NHS Foundation Trust	Deputy Director of Nursing
Public Health	Director of Public Health
South Tees Hospitals NHS Foundation Trust	Head of Nursing (Safeguarding and Vulnerable Groups)
Tees, Esk and Wear Valley NHS Foundation Trust	Director of Nursing and Governance

Lead Members for Local Authorities sit on the Board as non-voting participant observers

Teeswide Safeguarding Adults Board Structure



Key:

HBC Hartlepool Borough Council
 MBC Middlesbrough Borough Council
 RCBC Redcar & Cleveland Borough Council
 SBC Stockton -on-Tees Borough Council

CE Communication & Engagement
 LTD Learning, Training & Development
 PAQ Performance, Audit & Quality
 PPP Policies, Procedures & Practice
 SAR Safeguarding Adults Review

Definitions of Abuse and Neglect

The Care Act provides ten definitions of abuse and neglect. This includes three new definitions (shaded). In addition, the term 'Organisational Abuse' is now used as an alternative to that of 'Institutional Abuse'. Highlighted in red are the most common forms of abuse and neglect recorded Teeswide in 2014-15.

Types	Definitions
Discriminatory Abuse	Includes forms of harassment, slurs or similar treatment; because of race, gender and gender identity, age, disability, sexual orientation or religion
Domestic Violence	Including psychological, physical, sexual, financial, emotional abuse; so called 'honour' based violence
Financial or Material Abuse (16%)	Including theft, fraud, internet scamming, coercion in relation to an adult's financial affairs or arrangements, including wills, property, inheritance or financial transactions
Modern Slavery	Encompasses slavery, human trafficking, forced labour and domestic servitude
Neglect & Acts of Omission (44%)	Including ignoring medical, emotional or physical care needs, failure to provide access to appropriate health, care and support or educational services
Organisational Abuse	Including neglect and poor care practice within an institution or specific care setting such as a hospital or care home, for example, or in relation to care provided in one's own home. This may range from one off incidents to on-going ill treatment
Physical Abuse (22%)	Including assault, hitting, slapping, pushing, misuse of medication or restraint
Psychological Abuse (12%)	Including emotional abuse, threats of harm or abandonment, deprivation of contact, humiliation, blaming, controlling, intimidation, coercion, harassment, verbal abuse, cyber - bullying
Self-Neglect	This covers a wide range of behaviour neglecting to care for one's personal hygiene, health or surroundings and includes behaviour such as hoarding
Sexual Abuse	Including rape, indecent exposure, sexual harassment, inappropriate looking or touching, sexual teasing or innuendo, sexual photography, subjection to pornography or witnessing sexual acts.

Vision:	
Strategic Aims 2015-18	Strategic Objectives 2015-16 <i>Elements have transferred from the Strategic Plan 2014-16</i>
<p>Strategic Aim One: Personalisation We will take account of the views of adults at risk in developing policies and procedures, and support the wider principles of personalisation.</p>	<p>Take into account the views of key stakeholders.</p> <p>Measure and evaluate what adults experiencing the safeguarding process say.</p>
<p>Strategic Aim Two: Prevention We will develop preventative strategies that aim to reduce the risk of abuse or neglect of adults.</p>	<p>Better promote and connect existing preventative strategies.</p> <p>Reduce barriers to reporting abuse and neglect.</p>
<p>Strategic Aim Three: Protection We will work together to ensure the protection of adults experiencing, or at risk of abuse or neglect.</p>	<p>Provide effective responses to reported abuse and neglect.</p> <p>Monitor complaints, grievances and professional/administrative malpractice.</p>
<p>Strategic Aim Four: Partnership We will work together to ensure that adult safeguarding links to other parts of the health and social care system to protect adults at risk of abuse or neglect.</p>	<p>Develop assurances for effectively linking with other strategic bodies.</p> <p>Evaluate how well each member agency is co-operating and collaborating.</p>
<p>Strategic Aim Five: Professional Accountability We will work to ensure the accountability of all partners in protecting adults experiencing, or at risk of abuse or neglect.</p>	<p>Take timely and appropriate action in relation to safeguarding adults.</p> <p>Challenge one another and hold other Boards to account.</p>

Ensuring our safeguarding arrangements act to help and protect adults
People Outcome Measure: How this will make a difference
<p>The voices of key stakeholders will be incorporated into all planning and policy decision making/documents.</p> <p>There will be an increase in the volume of outcomes, views and wishes realised by participants in safeguarding.</p>
<p>We will have helped to connect and evidence more people accessing preventative support services.</p> <p>We will better understand why people feel they cannot report abuse and neglect.</p>
<p>People Teeswide will receive a more consistent response to safeguarding adult reports.</p> <p>Anyone that is unhappy about a safeguarding adults issue will have an appropriate method of recourse.</p>
<p>We will better co-ordinate and prioritise safeguarding adults work.</p> <p>We will be more effective in ensuring our safeguarding arrangements help and protect adults.</p>
<p>We will provide effective assurances about services being delivered to adults.</p> <p>We will ensure the experiences of adults help to hold the wider health and social care sector to account.</p>

Strategic Aim One: Personalisation

Objectives Reference material/Source	Action
<p>1.1. Take into account the views of key stakeholders. Care Act 2014: 14.110 Care Act: Care and Support Statutory Guidance Board: Engagement and Consultation report May 2015 Local Government Association (LGA)/ Association of Directors of Adult Social Services (ADASS): Standards March 2015 Local Authority Surveys: Care Homes Clinical Quality Audits Tees Advocacy Hub Care Quality Commission: Inspections Local Safeguarding Childrens Boards (LSCBs) Community Safety Partnerships (CSPs) Health and Wellbeing Boards Overview and Scrutiny Boards</p>	<p>Develop a Communications & Engagement Strategy (C&E) including processes to create the necessary ongoing consultation with: adults and families; carers; advocates; Healthwatch; practitioners; partner agencies and other strategic bodies. (Links to Objective 4.2)</p>
	<p>C&E outcomes will be used to inform all of the Boards strategic and policy developments, ensuring Making Safeguarding Personal (MSP) principles are embedded.</p>
<p>1.2. Measure and evaluate what adults experiencing the safeguarding process say. Care Act 2014: 14.110 LGA: Making Safeguarding Personal (MSP) guide November 2014 Mental Capacity Act 2005 Board: Engagement and Consultation report May 2015</p>	<p>Develop a Teeswide MSP evaluation process for use by operational safeguarding teams.</p>
	<p>Develop practice guidance designed to provide Teeswide consistency and to help improve/increase the involvement of participants, their families, carers and advocates in the operational safeguarding and evaluation process. This to include additional supportive measures for those who lack capacity.</p>

People being supported and encouraged to make their own decisions and informed consent

People Outcome Measure: How this will make a difference	Timeline	Lead Group	Contributors
<p>By March 2016 the voices of key stakeholders will be incorporated into all Board planning and policy decision making/documents.</p>	Sept 2015 & ongoing	CE	Board LEGs
	Sept 2015 to March 2016	Board	PPP CE LTD PAQ LEGs
<p>By March 2016 there will be an increase in the volume of outcomes, views and wishes realised by participants in safeguarding.</p>	Sept 2015	PAQ	CE LEGs
	Dec 2015 & ongoing	PPP	LEGs LTD

Strategic Aim Two: Prevention

Objectives Reference material/Source	Action
<p>2.1. Better promote and connect existing preventative strategies.</p> <p>Care Act 2014: 14.110; 14.196; 14.197; 14.198 & Chapter two Board: Engagement and Consultation report May 2015 LGA/ADASS: Standards March 2015 Community Safety Partnerships</p>	<p>The C&E strategy will collate and bring together existing preventative work and highlight ways to better promote and connect existing services. This research will underpin the development of a website and linked publicity campaigns.</p>
	<p>Create a portfolio of evidence linked to community awareness of adult abuse and neglect, and how people can prevent and respond to this.</p>
<p>2.2 Reduce barriers to reporting abuse and neglect.</p> <p>Care Act 2014: 14.110 Equality Act 2010 (Public Sector Equality Duty) Joint Strategic Needs Assessment (JSNA) Joint Health and Wellbeing Strategies (JHWS)</p>	<p>Collate and cross-reference existing data and research into Teeswide population demographics and safeguarding reporting patterns.</p>
	<p>This research will then be transferred into an action plan in 2016 and filtered into the main Strategic Business Plan for 2016-17. This will include responses to disability 'Hate' and 'Mate' crimes, highlighted under-reporting within specific community and harder to reach or marginalised groups.</p>

It is better to take action before harm occurs

People Outcome Measure: How this will make a difference	Timeline	Lead Group	Contributors
<p>By March 2016 we will have helped to connect and evidence more people accessing preventative support services.</p>	Dec 2015 & ongoing	CE	LTD LEGs (CSPs)
	Dec 2015 & ongoing	CE	PAQ LTD LEGs (CSPs)
<p>By March 2016 we will better understand why people feel they cannot report abuse and neglect.</p>	March 2016	PAQ	Board Possible academic researcher
	April 2016 to July 2016	PAQ	Board

Strategic Aim Three: Protection

Objectives Reference material/Source	Action
<p>3.1. Provide effective responses to reported abuse and neglect.</p> <p>Board: Strategic Plan 2014-16 Care Act 2014: 14.128 Board: Inter-Agency Policy May 2015 Board: Engagement and Consultation report May 2015 LGA/ADASS: Standards March 2015 National Prevent Strategy</p>	Effective and consistent delivery of Teeswide Inter-Agency Policy and Procedures.
	Analyse safeguarding data to better understand the reasons that lie behind local data returns and use the information to improve the Strategic Plan and operational arrangements.
<p>3.2. Monitor complaints, grievances and professional/administrative malpractice.</p> <p>Care Act 2014: 14.110 Board: Inter-Agency Policy May 2015 Board: Serious Concerns Protocol</p>	The Inter-Agency Policy 2015 will be linked to updated practice and guidance, which will include distinct and separate sections on dealing with: complaints; grievances and malpractice.
	All partners will alert the Board as soon as the Serious Concerns Protocol has been activated.

Support and representation for those in greatest need

People Outcome Measure: How this will make a difference	Timeline	Lead Group	Contributors
By March 2016 people Teeswide will receive a more consistent response to safeguarding adult reports.	Sept 2015	PPP	PAQ LEGs
	Sept 2015 & ongoing	PAQ	Board PPP CE LEGs LTD
By March 2016 anyone that is unhappy about a safeguarding adults issue will have an appropriate method of recourse.	Dec 2015	PPP	PAQ
	Sept 2015 & ongoing	Board	PAQ LEGs

Strategic Aim Four: Partnership

Objectives Reference material/Source	Action
<p>4.1. Develop assurances for effectively linking with other strategic bodies.</p> <p>Care Act 2014: 14.128 Local Safeguarding Childrens Boards Community Safety Partnerships Health and Wellbeing Boards Overview and Scrutiny Boards LGA/ADASS: Standards March 2015 National Prevent Strategy</p>	<p>Each member agency will ensure the Strategic Aims of the Board are effectively represented within the wider health and social care strategic framework. This will allow higher level and joint strategic priorities to be developed.</p>
	<p>Create a learning culture by considering recommendations from Safeguarding Adults Reviews (SAR) and other national and local reviews.</p>
<p>4.2. Evaluate how well each member agency is co-operating and collaborating.</p> <p>Care Act 2014: 14.128 Care Act 2014: 14.110 Board: Strategic Plan 2014-16 Care Act: Care and Support Statutory Guidance Mental Capacity Act 2005 (including Deprivation of Liberty Safeguards) Equality Act 2010 Mental Health Act 1983 and the New Code of Practice 2015 Mental Health Crisis Care Concordat Feb 2014</p>	<p>Routinely evaluate Board attendance, membership, effective participation and active leadership, including the implementation of a multi-agency Information Sharing Agreement.</p>
	<p>The strategic plan and other policy developments are cascaded, and risks escalated via the Boards sub-structure. Further develop and review the Sub-Group and LEG membership to provide local innovation and solutions. (Links to Objective1.1)</p>

Local solutions through services working with their communities

People Outcome Measure: How this will make a difference	Timeline	Lead Group	Contributors
<p>By March 2016 we will better co-ordinate and prioritise safeguarding adults work.</p>	Sept 2015 & ongoing	PPP	Board
	Sept 2015 & ongoing	Board	SAR LTD LEGs
<p>By March 2016 we will be more effective in ensuring our safeguarding arrangements help and protect adults.</p>	Sept 2015 & ongoing	Chair	PAQ
	April 2015 to March 2016	Board	Sub Groups LEGs

Strategic Aim Five: Professional Accountability

Objectives Reference material/Source	Action
<p>5.1. Take timely and appropriate action in relation to safeguarding adults.</p> <p>Care Act 2014: 14.110; 14.196; 14.197; 14.198 & Chapter two LGA/ADASS: Standards March 2015 Better Care Fund</p>	<p>Member agencies will complete a Professional Quality Assurance Framework (QAF) annually, and provide assurances for the quality of safeguarding adults work within their own organisations. The framework will be linked to MSP outcomes. (Objective 1.2)</p>
	<p>Non-member agencies maybe requested to complete a QAF if there are grounds for concern, or if they deliver a contracted service.</p>
<p>5.2. Challenge one another and hold other Boards to account.</p> <p>Care Act 2014: 14.110 Board: Strategic Plan 2014-16 Local Safeguarding Childrens Boards Community Safety Partnerships Health and Wellbeing Boards Overview and Scrutiny Boards LGA/ADASS: Standards March 2015 Care Quality Commission: Inspections Board: Engagement and Consultation report May 2015 Organisational Change Programmes</p>	<p>Member agencies will recognise and deliver their individual and organisational duty to proactively support and challenge the work of the Board and its partner agencies, whilst helping to ensure other strategic bodies constructively support the Strategic Aims of the Teeswide Safeguarding Adults Board.</p>
	<p>Develop an annual 360 degree appraisal for the Board chair.</p>

Transparency in delivering safeguarding

People Outcome Measure: How this will make a difference	Timeline	Lead Group	Contributors
<p>By March 2016 we will provide effective assurances about services being delivered to adults.</p>	Dec 2015 & ongoing	PAQ	Board LEGs
	Dec 2015 & ongoing	PAQ	SAR LEGs
<p>By March 2016 we will ensure the experiences of adults help to hold the wider health and social care sector to account.</p>	April 2015 & ongoing	Board	PAQ PPP LEGs (CQC)
	March 2016	Board Local Authority CEOs	Sub Groups & LEG Chairs

Work programme for the Board and Sub Group structure			
Action Points	Board	CE Sub Group	LTD Sub Group
1.1.1	Contributor	Lead Group	
1.1.2	Lead Group	Contributor	Contributor
1.2.1		Contributor	
1.2.2			Contributor
2.1.1		Lead Group	Contributor
2.1.2		Lead Group	Contributor
2.2.1	Contributor		
2.2.2	Contributor		
3.1.1			
3.1.2	Contributor	Contributor	Contributor
3.2.1			
3.2.2	Lead Group		
4.1.1	Contributor		
4.1.2	Lead Group		Contributor
4.2.1	Lead Group		
4.2.2	Lead Group	Contributor	Contributor
5.1.1	Contributor		
5.1.2			
5.2.1	Lead Group		
5.2.2	Lead Group	Contributor	Contributor

Work programme for the Board and Sub Group structure			
PAQ Sub Group	PPP Sub Group	SAR Sub Group	LEGs
			Contributor
Contributor	Contributor		Contributor
Lead Group			Contributor
	Lead Group		Contributor
			Contributor
Contributor			Contributor
Lead Group			
Lead Group			
Contributor	Lead Group		Contributor
Lead Group	Contributor		Contributor
Contributor	Lead Group		
Contributor			Contributor
	Lead Group		
		Contributor	Contributor
Contributor			
Contributor	Contributor	Contributor	Contributor
Lead Group			Contributor
Lead Group		Contributor	Contributor
Contributor	Contributor		Contributor
Contributor	Contributor	Contributor	Contributor