



ROTHERHAM SAFEGUARDING ADULTS BOARD

STRATEGY 2016-19

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RELATED DOCUMENTS

STRATEGY-ON-A-PAGE

1. FOREWORD

It gives me very great pleasure to welcome and introduce this document which has been developed by agencies and community representatives in Rotherham to take forward the vital work in safeguarding adults in need of care and support in the town.

Around the country there have been many stories of care which has not achieved the standards we would all expect and want for our loved ones. There is an increasing understanding of the factors which lead to poor and sometimes abusive situations whether they be in the home of an individual or a care setting. We are also developing an understanding of what interventions are helpful to reduce or avoid such incidents. In response to this, new legislation has been introduced this year to guide local areas in their practice and to raise the profile of this important subject.

We recognise that the way agencies and the people of Rotherham work together is vital in preventing abuse, identifying risky situations and responding appropriately when abuse has occurred. This strategy will help us to continue to improve and commits us to working together with common objectives and commitments.

The strategy builds on the excellent work previously undertaken and sets out the vision and priorities for future work. The vision that people should be able to live a life free from harm and our culture should not tolerate abuse is championed by everyone on the Board and I look forward to joining the team to provide leadership, support and challenge to the shared endeavour to create a safer Rotherham.

Sandie Keene
Independent Chair Rotherham Safeguarding Adults Board

2. WHAT WE WANT FOR ROTHERHAM

The Safeguarding Adults Board is committed to achieving this vision

People of Rotherham are able to live a life free from harm where all organisations and communities

- **have a culture that does not tolerate abuse**
- **work together to prevent abuse**
- **knows what to do when abuse happens**

It's the Board's job to make the vision real by ensuring that agencies who support people at risk of harm are able to prevent abuse happening, act swiftly when it does and are competent in achieving good outcomes for people. We will know we have achieved it when:

- ☐ *People are aware that protecting them is taken seriously and their concerns will be responded to sympathetically.*
- ☐ *People know where to go to when they have a concern.*
- ☐ *People will be supported to report a concern.*
- ☐ *People's desired outcomes are always taken into consideration.*
Services always work with individuals to make them feel safer.
After reporting a concern they will be told what has been done about it.
- ☐ *People will know what to expect from the safeguarding system.*
- ☐ *People will know what the Safeguarding Board is and what it does.*

3. WHY DO WE NEED A STRATEGY?

Unfortunately adults who need some form of care can be subjected to varying forms of abuse and neglect. **Last year there were 1,669 reports of adult abuse in Rotherham.** Like child abuse it needs all relevant agencies to work together to tackle it and, as far as possible, to prevent it happening.

The process of working with people to stop abuse, make them safer and prevent abuse is termed **safeguarding**. The abuse can take many forms such as: physical, sexual, psychological, financial, exploitation, neglect (including deliberate acts of omission), discrimination, institutional, hate crime, domestic, organised crime, slavery and trafficking.

To deal with this complex area the various agencies need an overall strategy so that they can coordinate their resources and planning. The strategy consists of a set of **principles and objectives that everyone believes in** and works to. It also tells the public what they can expect and forms the blueprint for the more detailed work plans that are developed from the strategy and gives a means of measuring how well we are doing to make people safer.

4. WHAT IS THE SAFEGUARDING BOARD AND WHAT DOES IT DO?

It's a **legal duty** for each local authority to set up a Safeguarding Adults Board. Its objective must be "to help and protect adults who have needs for care and support, who are experiencing or are at risk of abuse or neglect, and as a result of their needs are unable to protect themselves from abuse or neglect." This is whether or not the adult is having their needs met or they meet the local authority's eligibility criteria for care and support services.

As well as its main objective the Care Act 2014 sets out the board's specific functions:

1. **It must publish a strategic plan** for each financial year that sets how it will met its main objective and what the members will do to achieve these objectives. The plan must be developed with local community involvement, and the Board must consult the Local Healthwatch organisation.
2. **It must publish an annual report** detailing what the Board has done during the year to achieve its main objective and implement its strategic plan, and what each member has done to implement the strategy as well as detailing the findings of any Safeguarding Adults Reviews or any on-going reviews.
3. **It must conduct a Safeguarding Adults Review where it believes that agencies did not work together well enough and someone was seriously harmed.**

The Board can only achieve its objective through its members by co-ordinating and ensuring the effectiveness of what each of them does. Every Board must have three **statutory members the police, the NHS and the local authority**

but it has wide-ranging discretion to include whatever other organisations that will help it achieve its objective. The Board has a group of members who are all active in protecting adults at risk of harm in various ways. The partner organisations are:

- Independent Chair of the Board
- Rotherham Metropolitan Borough Council
- NHS Rotherham Clinical Commissioning Group
- South Yorkshire Police
- South Yorkshire Fire and Rescue Service
- Healthwatch Rotherham
- The Voluntary Sector
- Rotherham Safeguarding Children Board
- NHS England
- Rotherham NHS Foundation Trust
- Rotherham Doncaster and South Humber NHS Foundation Trust

Each of these organisations has a representative on the board who has a thorough understanding of abuse and neglect and its impact and can make sure their organisation can carry out the relevant parts of the Board's strategy. The board is chaired by an independent person (not employed by any of the members) who has good experience of adult safeguarding, partnership working and is able to challenge and hold the members to account.

The board work to the six principles set out in the **Care Act 2014** and through this strategy make them relevant to Rotherham:

Empowerment - presumption of person led decisions and informed consent

Prevention - it is better to take action before harm occurs

Proportionality - proportionate and least intrusive response appropriate to the risk presented

Protection - support and representation for those in greatest need

Partnerships - local solutions through services working with their communities

Accountability - accountability and transparency in delivering safeguarding.

The national statutory guidance six principles of safeguarding

The Rotherham Safeguarding Adults Board holds full board meetings every two months. It runs a number of sub-groups who carry out the board's work such as: developing multi-agency policies and procedures; promoting training that ensures a common understanding of abuse and neglect; making sure the public know about adult abuse and what to do if they suspect it is happening, etc. It has a relatively small budget which is made up of contributions from the core partners.

The table below is not exhaustive but will help to clarify what the board does and doesn't do.

RSAB responsible for	RSAB not responsible for
Assuring service coordination	Provision of services
Production of multi-agency safeguarding procedures	Provision of advocates
Quality assurance of safeguarding	Quality assurance of providers
Promoting access to justice	The Multi Agency Safeguarding Hub
Safeguarding Adult Reviews	Referrals and casework
Production of an adult safeguarding strategy and annual reports	Inspecting services and residential homes
Assuring safeguarding for people aged 18 and over.	Children and young people up to the age of 18
Raising public awareness about adult abuse	Criminal investigations and proceedings
Coordination of adult safeguarding training	
Holding member organisations and people to account	

5. WHAT ARE OUR PRIORITIES?

The board members have given a lot of thought about what we can deliver for Rotherham and how we can do it. Much has been achieved in the past but there is a lot more work to do. And we can only do it by working together on a plan that is relevant and realistic. We want to reach our vision for Rotherham as soon as possible but can't do everything at once. Therefore we have set ourselves **five main priorities for the next three years**.

- a) **Review and update the Board's organisation to give it the capacity to deliver its strategic objectives and promote a constructive and challenging culture.**
- b) **Review and update the Board's constitution to maximise partnerships and establish its identity.**
- c) **Involve the public in planning, quality assurance, service provision and communication.**
- d) **Promote a culture change within all the organisations to embed a person-centred approach.**
- e) **Establish a user-friendly reporting framework which measures and assures the Board's work and its impact on safeguarding.**

This strategy sets out how we intend to achieve each of the priorities and will be the board's blueprint for the next three years. It will ensure everyone - board members, staff, and the public - are clear about what we want to do and can work together to make it happen.

While the strategy gives a broad sweep it will be delivered through a **work plan**. Each year board members will agree on exactly what they need to do to achieve the agreed strategic priorities. The work plan will be published alongside the strategy and the board will implement the plan.

We will measure how well we are helping to keep people safer and hold partners to account to ensure they meet their work plan commitments. At the end of each year we will publish an annual report that says what and how we have done to deliver that year's work plan and agree a new work plan for the following year. The Board will also do its bit to support partners, listen and learn from people who have been abused and work actively with other boards and public bodies.

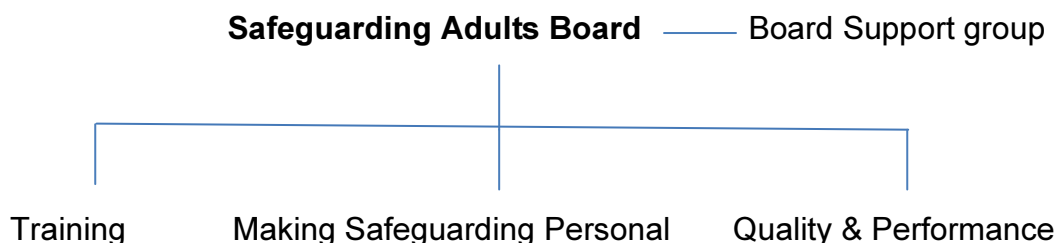
6. HOW ARE WE GOING TO DELIVER THIS STRATEGY?

- a) **Review and update the Board's organisation to give it the capacity to deliver its strategic objectives and promote a constructive and challenging culture.**

Since the Board was established there have been many changes - increased demand, widening of responsibilities, re-organisations in partner organisations and cuts in public service funding. So we have looked at the Board and decided what must be done to make sure that it can meet its aims.

Structure

In order to manage the delivery of this strategy and work plans we will revise the current sub-group structure to create three standing sub-groups and a Board Support Group. Other task and finish sub-groups will be agreed as required. Each of the sub-groups will be led by a chair accountable to the Board and be members of the Board Support Group which will coordinate the overall work as shown in the diagram below.



A group to oversee the conduct of any SAR's will be convened when required.

Capacity

The board needs to increase its capacity in order to meet **new statutory responsibilities, increases in safeguarding work and to deliver this strategy**. We will increase our resources by agreeing funding from the three core partners for the life of this strategy. Appoint a board manager, establish a contingency fund for any independent safeguarding reviews that may arise and to allow greater involvement of the public. We will also ensure that relevant organisations have identified an officer who will manage concerns about any staff who abuse or neglect their service users.

We already work with other boards in the region to share learning and ensure we all take a consistent approach and use the South Yorkshire Safeguarding Procedures. We will continue to learn and implement good practice both regionally and nationally.

We will review board membership to ensure all bodies are represented and at the right level of seniority. Partners are committed to work with the Board by committing practical involvement to implement this strategy, contributing time to run the sub-groups and a proportional sharing out of the work plan tasks.

Learning

While the Board's members are committed to delivering this strategy they also want to be **open to learning** encouraging trust, sharing and constructive challenge between members. There will be regular development sessions for the Board and its members to ensure everyone is clear on what is happening and are able to freely share their views with each other.

We will promote a **non-blame culture** - it is not the Board's job to apportion blame, there are other ways of doing that eg. the courts, disciplinary processes, complaints management, etc. It is the Board's job to ensure that people do have access to justice and to **learn how to make improvements when things go wrong**.

The new Review and Audit sub-group will consider what lessons can be learned from practice, professional and procedural issues. It will adopt a range of review methods to examine cases as effectively as possible up to and including a full independently-led Safeguarding Adults Review. There will be a review protocol so that partners will know what will happen when a review takes place and what will be expected of them.

Managing risk

The Board will develop a **strategic risk management framework** that measures and reports threats and risks to the implementation of the strategy and work plan. It will be reported to and updated by the Board at each of its quarterly meetings.

We will also build and constantly update a detailed picture of **local needs and issues** which all members can access and add to. In this way we will be able to pinpoint possible vulnerable areas and ensure early action to prevent abuse or neglect.

We will update the **multi-agency procedures** so that everyone is clear about the pathway for handling reported concerns and alerts. It will take into account the new duties on local authorities to make enquiries under section 42 of the Care Act and explain alternative ways of helping where an alert does not fit the section 42 definition.

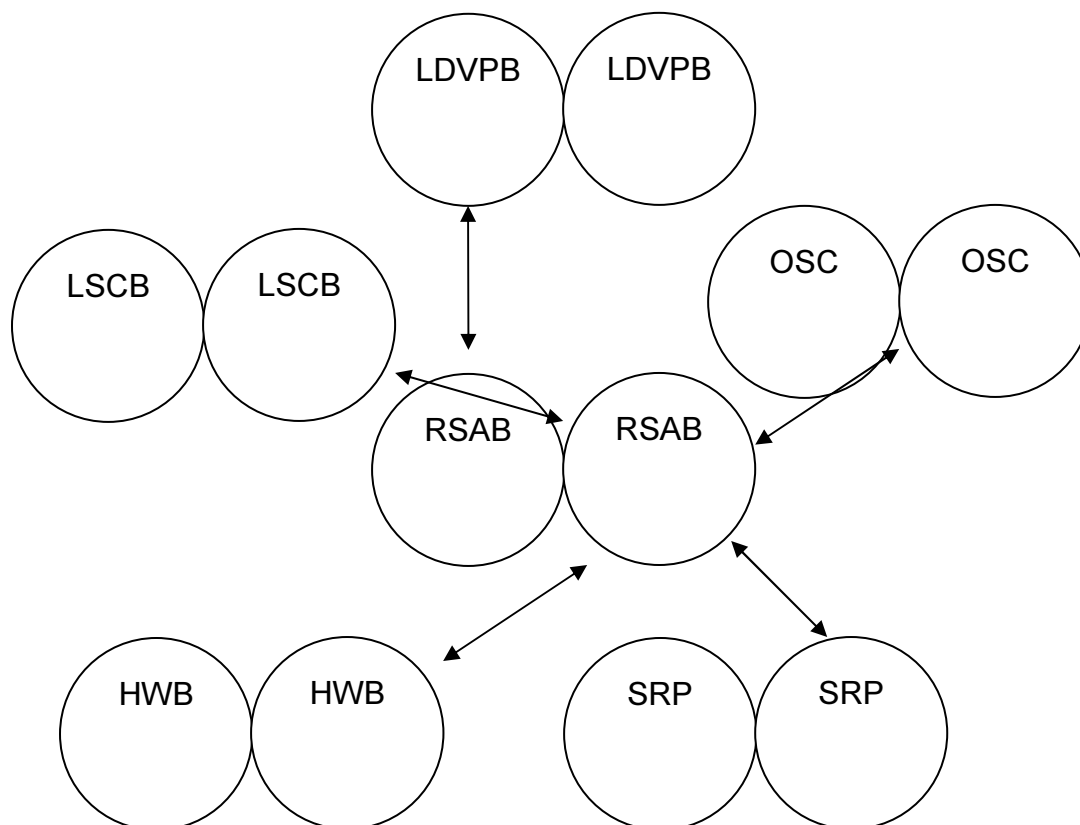
Workforce

It is vital that all workers in care and health understand adult safeguarding and know what to do when they work with people who are at risk. The Board will develop its **training and development strategy** to ensure that all staff keep up to date with developments in practice, policy changes and understand what is available to support their work. It will include awareness-raising for staff in all sectors who are in contact with adults at risk of harm so that they are able to recognise abuse and know what to do if they have concerns.

b) Review and update the Board's constitution to maximise partnerships and establish its identity.

The Board can only make things happen through its member organisations and by **working in partnership** with other boards and committees. We will therefore draw up a constitution to make it clear to members, other organisations and the public how we will work together. It will set out an operating framework, the responsibilities and accountabilities of Board members and how we will link to other relevant bodies. The work will include a review of terms of reference, protocols, procedures, etc in order to update them in line with new statutory duties and most up-to-date practice.

We will effectively link the Board into other bodies where there is overlap of provision or responsibility. The current picture will look like this but it will be regularly updated as organisations change:



KEY

SRP Safer Rotherham Partnership.

LSCB Local Safeguarding Children Board.

LDVPB Learning Disability Valuing People Board.

Health and Social Care Overview and Scrutiny Committee.

Health and Wellbeing Board.

OSC

HWB

Ensuring a **free and open flow of information** between organisations and workers is an absolute necessity for good safeguarding to take place. The board will always support people who pass on information to relevant others where it will help to make people safer. All staff, in all partner agencies, should understand the importance of sharing safeguarding information and the potential risks of not sharing it. Therefore we will work with the organisations to draw up an information-sharing protocol which ensures that vital information is passed on and boundaries to confidentiality are clear for everyone.

If the partnerships are working well then **people will see the following outcomes:**

- The Board and its members are fully compliant with the Care and Mental Capacity Acts.
- Members report good progress on implementing the work plan at Board meetings.
- We publish an annual report that details what members have done to implement the Board's strategy.
- Annual self-assessments and peer reviews show how well the Board and its members are meeting our responsibilities.
- Board members are aware of the levels of safeguarding activity and are assured about the quality of intervention, including audits of casework.
- Member organisations report details of any inspections that have examined their ability to safeguard adults.
- There is a free-flow of information between workers and organisations within realistic confidentiality boundaries.
- There is a smooth transition of young people to adult safeguarding when they become 18.
- There is a good working relationship between the Safeguarding Adults Board and other boards and committees.
- Service users, family carers and the public have a real say in how we carry out safeguarding in Rotherham.

c) Involve the public in planning, quality assurance, service provision and communication.

The Board recognises that it has not involved service users, carers or the public sufficiently in its work; therefore we are making a new commitment to **increase involvement of individuals and communities** in developing our understanding of their expectations and needs. We will

1. Develop a partnership public involvement strategy that will consider current engagement networks and identify any gaps, to ensure a fully inclusive strategy.
2. Develop a partnership communications strategy that highlights the Board's purpose and priorities and provides a two-way flow of communication.
3. We will look at evidence and learning from across the country to find the best ways of achieving meaningful public engagement.

More specifically we want to:

- Raise public awareness of abuse, neglect, health and wellbeing. Make sure it is easy to report concerns and publicise how to do so.
- Create a new and dedicated Board website (independent of the council's web site). Among other information it will provide access to the Board's documents, explanations of what safeguarding means and hyperlinks to other helpful sites.
- Facilitate discussions on how to improve safeguarding, with the public and representative bodies eg Age UK, Healthwatch, Adult Survivors Group, etc.
- Agree and coordinate public messages and press statements.
- Raise the public profile of the Board so people will know what it can do for them.
- Issue regular newsletters and target them at people who could be at risk eg. people in receipt of direct payments.
- Open up access to Board meeting minutes and other key documents.
- Conduct wide consultation on the Board's strategy, annual reports and other projects.
- Update and make relevant the public face of safeguarding eg posters, leaflets, etc.

d) Promote a culture change within all the organisations to embed a person-centred approach.

We want to develop a culture within care and health organisations that puts the service user at the centre of everything that happens to them **"no decision about me without me."** It means that the adult, their families and carers are working together with agencies to find the right solutions to keep people safe and support them in making informed choices.

The Board has already adopted the **Making Safeguarding Personal** programme and organisations are working to embed it through changing systems and their staff culture from process-driven to outcome-led. We want to see it fully embedded across the care and health system and are setting up a sub-group to lead it with the following objectives:

- People are safeguarded in a way that supports them in making choices and having control in how they choose to live their lives.
- People are empowered to speak out, saying what they want and taking a full part in their care planning.
- Appropriate independent advocacy is provided to individuals when they are unable to speak for themselves without support or do not have the mental capacity to do so.
- Risk management seeks a proportionate balance of acceptable risks, in the words of Lord Justice Munby "what good is it making someone safer if it merely makes them miserable?"
- Care planning starts from the outcomes that people want, understands that these can change through the intervention and keeps them involved throughout it.
- Resulting personal safeguarding plans are realistic, practical and acceptable to the Individual.
- Making Safeguarding Personal is built into training at all levels.
- Policies, procedures and systems are revised to embody a person-centred approach.

The person-centred approach will also extend to **carers**. We recognise that caring for a relative or friend is extremely demanding requiring utmost dedication and patience. Therefore when carers needs are assessed workers will take into account that by providing support and breaks, they are at the same time preventing possible breakdown in the relationship. If abuse or neglect does happen then it will be dealt with compassionately.

e) Establish a user-friendly reporting framework which measures and assures the Board's work and its impact on safeguarding.

The aim of the strategy is to improve safety for adults at risk of harm so we need to know if the strategy is working, how well and in what areas it is not. Otherwise we are working in the dark. There are a number of ways to find the answers to those questions and we intend to use them all.

There is a lot of data available and the board have set itself the job of making sense of it in a **performance reporting framework** that is easy to understand and only report the things that will make a real difference to people. We will take data from:

- Existing performance indicators from member organisations that show how quickly and effectively they responded to concerns.
- Outcome data from casework and service users that says if they felt any safer following safeguarding intervention.
- Analysis of what happened to reported concerns that were not progressed to a statutory safeguarding enquiry.
- Surveys of service users' and carers' views eg. "would you report a similar concern again?"
- Results of annual self-assessments and peer reviews.
- Mapping of shared concerns and agreed actions with other boards and bodies.
- Case file audits.
- Safeguarding reviews.
- Healthwatch case studies
- The Care Quality Commission's judgements of Rotherham's services.

The performance framework will be widely available, updated and presented to the full Board at each of its regular meetings. It will feed into improving practice and to hold people to account where they are not achieving what they should be. It will address issues of quality as well as quantity, particularly from the perspective of those who have experienced safeguarding services.

RELATED DOCUMENTS

Single page version of this strategy.

The Board's Work Plan 2015/6.

The Board's constitution including its terms of reference.

Rotherham Multi-agency Safeguarding Adults Procedures.

Sign-up document for all partners (include logos).

ROTHERHAM SAFEGUARDING ADULTS BOARD

STRATEGY-ON-A-PAGE

OUR VISION

People of Rotherham are able to live a life free from harm where all organisations and communities

- have a culture that does not tolerate abuse
- work together to prevent abuse
- knows what to do when abuse happens

It's the Board's job to make the vision real by ensuring that agencies who support people at risk of harm are able to prevent abuse happening, act swiftly when it does and are competent in achieving good outcomes for people.

We will know we have achieved it when:

People are aware that protecting them is taken seriously and their concerns will be responded to sympathetically.

People know where to go to when they have a concern.

People will be supported to report a concern.

People's desired outcomes are always taken into consideration.

Services always work with individuals to make them feel safer.

After reporting a concern they will be told what has been done about it.

People will know what to expect from the safeguarding system.

People will know what the Safeguarding Board is and what it does.

OUR PRIORITIES 2015/18

- a) Review and update the Board's organisation to give it the capacity to deliver its strategic objectives and promote a constructive and challenging culture.
- b) Review and update the Board's constitution to maximise partnerships and establish its identity.
- c) Involve the public in planning, quality assurance, service provision and communication.
- d) Promote a culture change within all the organisations to embed a person-centred approach.
- e) Establish a user-friendly reporting framework which measures and assures the Board's work and its impact on safeguarding.

BACK PAGE

What to do if you suspect somebody is being abused.

Contact numbers, etc.