



Report to Policy Committee

Author/Lead Officer of Report:
Janet Kerr, Chief Social Work Officer

Report of: Strategic Director Adult Care and Wellbeing
Report to: Adult Health & Social Care Policy Committee
Date of Decision: 16th March 2023
Subject: Adult Safeguarding Delivery Plan Update

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given? 1243				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				
<p><i>“The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”</i></p>				

Purpose of Report:

This report provides the first update on progress made with the Adult Safeguarding Delivery Plan which was endorsed by Committee in September 2022.

The aim of the Delivery Plan is to ensure that we have robust response towards safeguarding Adults from abuse and neglect.

Recommendations:

It is recommended that Adult Health and Social Care Policy Committee:

- Endorse progress with the Adult Health & Social Care Safeguarding Delivery Plan.
- Requests that the Director of Adult Health & Social Care continues to provide the Committee with updates on progress against the Delivery Plan on a six-monthly basis, including updates made based on ongoing learning.

Background Papers:

- Appendix 1 – Adults Health and Social Care Safeguarding Adults Delivery Plan
- Appendix 2 – Domestic Abuse and Safe Accommodation update
- Appendix 3 – Domestic Abuse and Coercive Control Policy
- Appendix 4 – Equalities Impact Assessment

Lead Officer to complete: -		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Laura Foster
		Legal: Patrick Chisholm
		Equalities & Consultation: Ed Sexton
		Climate: Jessica Rick
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	<i>Alexis Chappell</i>
3	Committee Chair consulted:	<i>Councillors George Lindars Hammond and Angela Argenzio</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: Janet Kerr	Job Title: Chief Social Work Officer
	Date: 24th February 2023	

1. PROPOSAL

- 1.1 Safeguarding is everyone's responsibility.
- 1.2 Safeguarding means protecting people's right to live in safety, free from abuse and neglect. Statutory safeguarding applies to adults with care and support needs who may not be able to protect themselves. It can also include neglect, domestic violence, modern slavery, organisational or discriminatory abuse.
- 1.3 This paper provides the first update on progress made since the [Adult Safeguarding Delivery Plan](#) was approved by Committee in September 2022. The Safeguarding Delivery Plan update can be found at *Appendix 1*.
- 1.4 The aim of the Delivery Plan is to ensure that Sheffield has robust response towards safeguarding Adults from abuse and neglect. The plan was developed to coordinate our activities as a Council to ensure safety and preventing harm of people in need of care and support across Sheffield. It was developed in partnership with colleagues and partners to support a partnership approach to implementation.
- 1.5 The structure and content of the delivery plan has been updated following learning and review over the past six months, particularly in relation to preparation for the introduction of CQC Assurance and during implementation of the future design of adult care.
- 1.6 Over the past six months good progress has been made in implementing the delivery plan and in particular, increasing the resourcing available to enable implementation has been further progressed through introduction of the following dedicated posts from April 2023:
- Adult Safeguarding Board Manager – previously the role was shared with children services and following review a dedicated adult's role and a dedicated children's role have been established to build capacity to safeguard adults.
 - Safeguarding Coordinator and business support – this is a role which, will support delivery upon the MASH, coordinate delivery upon the safeguarding plan and coordination of safeguarding arrangements across the Council.
- 1.7 A 'Safe and Well' performance clinic has been established to provide assurance of safe systems of working, governance policies and procedures. As the clinic progresses, any actions identified as a result of the learning will be reflected in the safeguarding delivery plan to ensure that all improvements related to safeguarding are coordinated within the same plan.

- 1.8 There has also been good progress made around domestic abuse and support in safe accommodation over the past six months, in particular developments have included new contracts in place for women's refuges and dispersed safe accommodation and for counselling support to aid recovery from the impact of domestic abuse. See appendix 2 and 3 for a more detailed progress update on the Domestic Abuse Safe Accommodation Strategy and spending.

Performance Update

- 1.9 Our ambition is to respond on a timely basis, reduce risk and improve outcomes in line with Making Safeguarding Personal. The Delivery Plan in Appendix 1 details our performance position and trajectory towards meeting our targets.

- 1.9.1 In particular, it highlights that:

- Accessibility of services is significantly improving due to reduced waiting lists for safeguarding and DoLs renewals. The safeguarding waiting list has more than halved in the past six months.
- An improved impact on risk, with an increase in cases where the risk is removed or reduced.
- A reduction in cases where outcomes were fully met, indicating further work required to improve performance in this area.
- Satisfaction with the safeguarding process remains consistently high, and above target.

- 1.9.2 This is a journey of continuous improvement, and it is positive to see performance is improving in most areas. A more detailed examination of each performance measure is outlined below.

- 1.9.3 • Performance measure 1: Initial triage / risk assessment completed within 24 hours of receipt of referral.

The performance measures in the safeguarding delivery plan have been reviewed alongside development of a set of metrics to measure the success of the MASH implementation. The previous measure 'Percentage of contacts statutory criteria determined within 3 Working Days' has been replaced with 'Initial triage / risk assessment completed within 24 hours of receipt of referral'. The updated measure is focused on ensuring that any urgent safety concerns are addressed as quickly as possible.

The current performance across all social care teams currently completing triage of safeguarding referrals is 69%. One of the aims of introducing a MASH is to improve this performance so that the vast majority, and at least 90% receive initial triage within the first 24 hours.

1.9.4 • Performance measure 2: Satisfaction with Safeguarding Process

This measure indicates if the person being safeguarded is satisfied with how the safeguarding episode went. Performance against this measure has increased slightly from 97% to 98%, consistently exceeding the 95% target.

1.9.5 • Performance measure 3: Safeguarding Adults Outcomes Met

This measure indicates where a person was able to express their desired outcomes, how well they were met. The three response options are not met, partially met, and fully met. Performance against this measure has decreased from 64% fully met to 55% fully met, and below the 80% target. Over the next 6 months targeted activity will be undertaken to improve this performance, including considering what resourcing is required.

1.9.6 • Performance measure 4: Safeguarding Adults Impact on Risk

This measure is specifically for referrals that have progressed to a safeguarding enquiry, to indicate whether the risk remains or has been reduced or removed. Performance against this measure has improved from 78% removed or reduced to 83%. This is a positive direction of travel towards the target of 95%.

1.9.7 • Performance measure 5: Accessibility of Services: DoLs waiting lists

The last quarter has seen an improvement in performance. The waiting list at the end of December was 505 for new referrals compared with 529 at the end of July 22. The biggest improvement was the waiting list for renewals, which has reduced from 855 to 407, getting much closer to the target of 334 by June 2023. Over the next 6 months, its aimed to embed new ways of working to continue to decrease backlogs. A risk has been added to the risk register regards the availability of social workers to meet DoL's demand in Sheffield, with a risk mitigation of review of resource required alongside dedicated recruitment campaign.

1.9.8 • Performance measure 6: Accessibility of Services: Safeguarding waiting lists

The last quarter has seen a significant improvement in performance. The waiting list at the end of December was 200 compared with 453 at the end of July 2022. This is a reduction of more than half and great progress in the right direction towards the target of 75 by June 2023.

1.10 Implementation of the Safeguarding Delivery Plan Progress Update

1.10.1 Good progress has been made in relation to delivery upon the safeguarding plan. Key areas of progress in each area of work are outlined below.

1.10.2 Thematic Review

The independent review of the Safeguarding Partnership Board is well underway. The review is progressing well and on track for recommendations and learning points to be provided by the end of March. The response to the recommendations will be led by the Safeguarding Partnership Board.

Upon completion of the Safeguarding Partnership Board review, the same independent reviewer will subsequently lead a Council wide safeguarding review between May and October 2023. This review will inform learning and provide recommendations which will lead to further updates to the safeguarding delivery plan.

1.10.3 Deprivation of Liberty (DOL) / Liberty Protection Safeguards (LPS)

Recruitment of a Coordinator dedicated to this area of work has been completed. The coordinator has been in post for three months and is leading cross-departmental and cross city multi-agency work as part of preparations for the introduction of LPS.

The preparations are progressing well however there are currently no clear timescales from government for LPS implementation. Despite this the groundwork will continue to increase preparedness for when revised timescales are issued. The target timescales in the delivery plan are no longer appropriate given the national delays and will require review and updating when guidance and new timescales are issued.

Work is progressing well to reduce waiting lists, with reductions made in the last quarter (see performance section 1.13 of this report).

1.10.4 Practice Principles, Learning and Development

A dedicated safeguarding learning session has recently been delivered for committee by the Chief Social Work Officer and First Contact Service Manager. The session covered an overview of safeguarding, our statutory responsibilities, case examples and progress with development of a multi-agency safeguarding hub for adults in Sheffield.

Building on the learning session and to improve understanding further, a work shadowing session has been arranged for Cllr George Lindars-Hammond and Cllr Steve Ayris, to spend time at First Contact office with staff who triage and respond to safeguarding referrals.

Adult Social Care safeguarding training applies the principles of Making Safeguarding Personal and strength-based practice. Service launch events are taking place as part of implementation of the new operating model, which include a presentation and consistent message from the Chief Social Work Officer.

Establishing an improved framework for recording and monitoring safeguarding learning and development will be progressed following implementation of the new Adult Social Care Operating Model in March 2023.

A statement on conversion practice has been produced and has been submitted to Strategy and Resources Committee on 15th March for approval to sign up.

1.10.5 Operational Safeguarding

Work is progressing well to implement robust arrangements for identifying early indicators of concern, preventing abuse and neglect, preventing poor outcomes through lack of care continuity, and responding to safeguarding in regulated care environments.

- A market position statement and sustainability plan were approved by committee in February 2023.
- Over the next 6 months, further improvements will be undertaken in terms of system recording and through implementation of the multi-agency safeguarding hub and new care homes team within the new adult social care operating model.

Work has been carried out to map current processes, pathways, models of working, panels and contractual arrangements relating to protecting adults. The next step is to identify themes and from those proposals for improvements.

1.10.6 Multi Agency Safeguarding Hub (MASH)

There have been huge steps forwards with developing a MASH for adults in Sheffield over the past six months. A modelling group was established and tasked with developing a model for the MASH which achieves collective outcomes and considers design, pathways required, learning and which is within current resources.

The modelling group reviewed the current high-level processes and performance data, explored existing adult MASH models, outlined principles, and intended outcomes for a model, and developed high level options for how a MASH could work in Sheffield.

The group evaluated the options and collectively agreed a preferred model, which has been agreed by the Steering Group, along with a preferred method for information sharing.

An Operational Group has been established with partners to develop and co-design the required detail for implementation, for example, detailed processes, information sharing agreement, standard operating procedures.

The operational group includes reps from a wide range of adult social care partners including South Yorkshire Police, Probation Service, Council Housing, South Yorkshire Fire and Rescue, Domestic Abuse Coordination Team, Team Around the Person, Sheffield Teaching Hospitals, Sheffield Health and Social Care Trust, Children's social care, NHS South Yorkshire ICB

Tests of change are underway in the form of a daily 'huddle' Teams call, chaired by Adult First Contact colleagues with regular attendees from partner agencies including South Yorkshire Police, Council Housing, Health and Social Care Trust and Probation. Representatives from other agencies have also shadowed huddle discussions and positive feedback has been received from all representatives who have been involved with the test. The tests are already demonstrating the value of multi-agency working for helping to keep adults in Sheffield safe from abuse and neglect, and the formal introduction of a MASH will build on this further. Metrics have been agreed to measure the impact of the introduction of the MASH. The current estimated launch date for MASH is 1st April 2023.

1.10.7 Performance and Reporting

A set of measures has been established to be used consistently across all forums, with reporting to the Board, Committee and Council now implemented to enable scrutiny and assurance.

Approval has been completed to recruit to the role of a dedicated Safeguarding Adults Board Manager, rather than the previous arrangement where one Board Manager was responsible for both Children's and Adults safeguarding. Recruitment to the role is in progress and it's aimed that this will bring additional capacity to the Adult Safeguarding Board

1.10.8 Communication and engagement

There is a lot of good work happening, for example, a weekly e-bulletin is circulated to all AHSC employees. It is acknowledged that there is still room for improvement in this area, which will be progressed further upon successful recruitment to the role of a dedicated Safeguarding Adults Board Manager who would oversee this.

Work is required to identify the most appropriate opportunities for co-production in the safeguarding remit. Discussions have taken place with the Practice Coordinator leading on involvement to progress this and to develop a suitable approach.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 The safeguarding delivery plan meets the Safe and Well and Effective and efficient Adult Social Care outcomes as set out in the Adult Social Care Strategy in several ways.
- 2.2 The plan also supports a broad range of strategic objectives for the Council and city, and is aligned with existing policies and commitments, including: -
- *Our Sheffield: [One Year Plan](#)* – under the priority for Education Health and Care, Enabling adults to live the life that they want to live and the Councils new delivery plan.
 - SCIE [Making Safeguarding Personal \(MSP\)](#) using Strengths-based approaches to social care
 - Safeguarding means protecting people’s right to live in safety, free from abuse and neglect. This is everyone’s responsibility.
 - *Conversations Count*¹⁰: our approach to adult social care, which focuses on listening to people, their strengths, and independence.
 - *Our new ASC Operating Model* - this aligns to that new arrangement by ensuring a dedicated focus on safeguarding adults
 - *Unison Ethical Care Charter*¹³: signed up to by SCC in 2017¹⁴, the Charter ‘establishes a minimum baseline for the safety, quality and dignity of care’.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 A crucial element in the successful prevention of abuse is the increased involvement in people receiving, and staff directly delivering care, in the development of all key parts of the plan. Throughout the sector, we know that involving and coproducing these makes them more likely to be successful.
- 3.2 To enable this, the governance structures will include the voices of those receiving care, carers, partners, and care providers so that we ensure we deliver what matters to people of Sheffield. This includes co-developing a mechanism (e.g., Citizens Board) so that people with lived experience are equal partners.
- 3.3 An overall approach to coproduction and involvement is also a key element of the delivery plan, ensuring that the voice of citizens is integrated into all major developments ahead. This includes signing up to Think Local Act Personal Making It Real. A dedicated item on this is proposed as part of the Committee’s forward plan.

3.4 The design and build of the multi-agency safeguarding hub is being led by a multi-agency group who will be part of the hub delivery going forward. Our review of governance, contracts and safeguarding pathways is based upon feedback from practitioners who deliver these services. The proposals will mean that people who are at risk will receive a quicker response which will not only improve safety but will reduce the need for repeat chaser calls.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

4.1.1 As a Public Authority, we have legal requirements under the Equality Act 2010, collectively referred to as the 'general duties to promote equality'. Section 149(1) contains the Public Sector Equality Duty, under which public authorities must, in the exercise of their functions, have due regard to the need to:

1. eliminate discrimination, harassment, victimisation and any other conduct that is connected to protected characteristics and prohibited by or under this Act;
2. advance equality of opportunity between those who share a relevant protected characteristic and those who do not;
3. foster good relations between those who share a relevant protected characteristic and those who do not.

4.1.2 The proposal described in this report is consistent with those requirements. It aims to develop a more efficient and person-centred approach and, as referenced in the Consultation section above, to ensure citizens' voices and experiences help to inform and develop the processes.

4.1.3 The nature and purpose of Adult Health & Social Care means that people sharing the protected characteristics of Age and/or Disability will be directly impacted by the proposals. However, the safeguarding remit means that people sharing certain other protected characteristics (e.g. Sex, Race, Sexual Orientation) may also be particularly affected.

4.2 Financial and Commercial Implications

4.2.1 The Council has a statutory duty to set a balanced budget. For 23/24, a standstill budget approach has been adopted because of the Council's financial position, with each committee asked to work within their budget envelope.

4.2.2 Full consideration will be given to the affordability and viability of any proposals arising from this plan.

4.3 Legal Implications

4.3.1 The core purpose of adult health and social care support is to help people to achieve the outcomes that matter to them in their life. The Care Act 2014 sets the Council's statutory power to direct the provision that:

- promotes wellbeing
- prevents the need for care and support
- protects adults from abuse and neglect (safeguarding)
- promotes health and care integration
- provides information and advice
- promotes diversity and quality.

4.3.2 Beyond the Act itself the obligations on Local Authorities are further set out in the Care Act statutory guidance issued by the government. By virtue of section 78 of the Act, Local Authorities must act within that guidance.

4.3.3 The Care Act Statutory Guidance at paragraph 4.52 requires Local Authorities to:

"... have in place published strategies that include plans that show how their legislative duties, corporate plans, analysis of local needs and requirements (integrated with the Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy), thorough engagement with people, carers and families, market and supply analysis, market structuring and interventions, resource allocations and procurement and contract management activities translate (now and in future) into appropriate high quality services that deliver identified outcomes for the people in their area and address any identified gaps".

4.3.4 This report therefore sets out how the Authority will meet its statutory obligations and it is itself a requirement of the wider Care Act framework.

4.3.5 The Living The Life You Want to Live – Adult Social Care Strategy which was approved in March 2022 set out the high-level strategy to ensure these obligations are met. This report builds upon that by setting out how the aims of the strategy will be delivered and provides for the monitoring and review encouraged by the statutory guidance.

4.4 Climate Implications

4.4.1 There are no climate implications of this report.

4.5 Other Implications

4.5.1 There are no specific other implications for this report. Any recommendations or activity from the detailed workplans of the strategy will consider potential implications as part of the usual organisational processes as required.

5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1 This is an update on previously endorsed delivery plan in line with recommendations approved at Committee. No alternatives options are available due to this.

6. REASONS FOR RECOMMENDATIONS

- 6.1 An approved delivery plan for the strategy gives a structured approach to delivery of the vision, outcomes and commitments set out in the overall strategy. It will also provide greater accountability and transparency of how will do this.
- 6.2 Asking for regular updates and refreshes of the plan will keep the Committee, wider stakeholders, and the public the ability to hold the Council to account for progress and provide an additional mechanism to input to future development.