

Adult Health and Social Care

Page 229

Safeguarding Adults Delivery Plan 2022 to 2024

Adult Health and Social Care: Adult Safeguarding Delivery Plan 2022 - 2024

Our Vision and Ambitions for people of Sheffield

Our vision is that 'everyone in Sheffield lives in a place they can call home, in communities that care, doing things that matter to them, celebrated for who they are - and when they need it, they receive care and support that prioritises independence, choice, and recovery.

The vision is centred around delivery of five outcomes and six commitments. The commitments and outcomes are the guiding principles we will follow and how we deliver the strategy. They show how we'll achieve our outcomes and highlight what we want to do better. These commitments are:

1. Support people to live a fulfilling life at home, connected to the community and resources around them, and provide care and support where needed.
2. Provide temporary assistance to help people regain some stability and control in their life following ill health or crisis

3. Provide care and support with accommodation where this is needed in a safe and supportive environment that can be called home.
4. Make sure support is led by 'what matters to you', with helpful information and easier to understand steps.
5. Recognise and value unpaid carers and the social care workforce, and the contribution they make to our city.
6. Make sure there is a good choice of affordable care and support available, with a focus on people's experiences and improving quality.

Our Commitment to Safeguarding

Safeguarding Adults is everybody responsibility. It's our collective responsibility to prevent abuse and neglect and improve outcomes of Adults and Carers across Sheffield.

To that end it's our ambition that Adults in need of Care and Support can live safely and well, free from abuse and neglect.

The Sheffield Adult Safeguarding Board leads the partnership planning and oversight of Safeguarding across Sheffield. It aims to ensure that Adults in need of care and support are safe and well.

The Adult Social Care Policy Committee also has a strategic and scrutiny role regards the delivery of Adult Health and Social Care Services across Sheffield.

The strategic vision and principles form a platform on which to build a comprehensive self-assessment.

A self-assessment considers adult social care from different perspectives:

- adult social care statutory duties
- an analysis using the 'Towards Excellence' toolkit from the Association of Directors of Adult Social Care (ADASS)
- an Internal Audit of Safeguarding, and
- in-service practice-based learning.

These different perspectives enable conclusions to be drawn in relation to improvement themes for the Delivery Plan.

The Delivery Plan is structured on these themes, with associated development areas, and opportunities for improvement aligned to them.

This Delivery Plan aims to support the ambitions and governance roles of the Board and Committee by setting out clear: -

- ✓ Performance and governance milestones so that Adults and Carers experience timely and effective support which achieves their outcomes.
- ✓ Involvement milestones so that Adults and Carers feel involved in

- planning and development of services aimed to prevent abuse and harm
- ✓ Delivery milestones which promote multi-agency approaches towards prevention of abuse and achievement of personalised outcomes.

What is Adult Safeguarding?

The Care Act statutory guidance defines adult safeguarding as:

'Protecting an adult's right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adult's wellbeing is promoted including, where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action. This must recognise that adults sometimes have complex interpersonal relationships and may be ambivalent, unclear or unrealistic about their personal circumstances.'

Within this broad understanding of safeguarding, the adult social care duty is to act when it has 'reasonable cause to suspect that an adult in its area (whether or not ordinarily resident there):

- has needs for care and support (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.' (Care Act 2014, section 42)

Therefore, safeguarding in the context of adult social care is for people who, because of issues such as frailty in older age, dementia, learning disability, mental ill-health, or substance misuse, have care and support needs that may make them more vulnerable to abuse or neglect.

Whilst the social care safeguarding duty on local authorities is defined in the Care Act 2014 and its guidance documents, there is a wide range of legislation that is relevant to safeguarding: the Mental Health Act 1983, Mental Capacity Act 2005, The Crime and Victims Act 2004 and subsequent legislation relating to Domestic Violence, Protection Notices and Orders, also relevant is legislation on the criminal offence of Coercive and Controlling Behaviour, and Modern Slavery and Forced Marriages. Safeguarding is also relevant when:

- Doctors are considering compulsory treatment or admission to psychiatric hospital
- When people lack capacity to decide and may be restricted of their liberty
- Delivering timely access to assessment and support and ensuring effective arrangements are in place where there are any moves.
- Ensuring the quality, safety and experience of support provided, which includes making sure effective business continuity and health & safety arrangements are in place.

This delivery plan takes into consideration all of the above, but it has a primary focus on the prevention of abuse and neglect of vulnerable people, and a second emphasis on making safeguarding personal for the vulnerable adults across Sheffield. More information can be found at the Sheffield Adult Safeguarding Board Partnership Website and SCIE: - [The Care Act: Safeguarding adults \(scie.org.uk\)](https://www.scie.org.uk).

What Does Good Look Like?

We have started this delivery plan by setting out some initial indicators of what we think good looks to prevent abuse and neglect and improve individuals and carers outcomes and experiences. The plan is to continue to develop these indicators in partnership with the people we support, carers and partners as we learn and embed our approach to safeguarding in the City.

Leadership & Governance

- ✓ Strategic leaders work together, and evidence joined up visible and effective leadership around a shared vision and plan
- ✓ Staff, Adults, Carer and Partners are and feel confident about the support, leadership and plans in place.
- ✓ Continuous improvement, quality assurance, policies and audit processes and delivery on improvements identified are embedded and evidenced throughout all levels of the service and publicly available.
- ✓ There are periodical self-evaluations of safeguarding, effective multi-agency audits and thematic reviews to determine areas for improvement and then delivery of the improvements identified.

Confident Practice

- ✓ All staff are appropriately trained and supported in safeguarding and making safeguarding personal. They know what to do if they suspect an adult is at risk of harm and are focused on prevention of abuse and neglect.
- ✓ Our approach to the management of risk is commensurate with the principle of risk empowerment and a personalised safeguarding approach, whereby practitioners successfully balance supporting individuals to take appropriate risks, with their professional duty of care to keep people safe.
- ✓ Our response to safeguarding is clearly evidenced and recorded; we prepare detailed risk assessments and risk management plans - including chronologies – where required.

Quality & Outcomes

- ✓ Adults are supported and encouraged to make their own decisions and use informed consent
- ✓ Adults and their unpaid carers are integral to safeguarding formulation and planning and their views inform continued improvements.
- ✓ Independent advocacy is offered to adults at risk of harm and is available if they want it. Staff are fully aware of the role of independent advocacy.
- ✓ Making Safeguarding Personal is embedded across services

Providing Support

- ✓ We have a valid system for prompt, accurate screening of all safeguarding concerns. The three-point test is correctly and consistently applied.
- ✓ We have robust, competent, effective, and integrated safeguarding and practices, pathways, and models of working in place.
- ✓ We share information (electronic and non-electronic) about adults effectively and timeously. Robust protocols are in place.
- ✓ Regulated Care services have clear arrangements which ensure effective prevention and response to safeguarding, continuity of provision and monitoring of wellbeing outcomes achieved.

What are the Key Principles and Outcomes of Safeguarding Adults?

First introduced by the Department of Health in 2011, but now embedded in the Care Act, these six principles apply to all health and care settings.

1. Empowerment

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

2. Prevention

It is better to take action before harm occurs.

3. Proportionality

The least intrusive response appropriate to the risk presented.

4. Protection

Support and representation for those in greatest need.

5. Partnership

Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse.

6. Accountability

Accountability and transparency in safeguarding practice.

Safeguarding Adults Delivery Plan

Safeguarding Adults from Abuse and Neglect

Ambition: Adults in Need of Care and Support live safely and well free from abuse and neglect

Context: Effective safeguarding is a critical part of delivering excellent social care services. It is our collective responsibility to prevent abuse and neglect and improve outcomes for Adults and Carers across Sheffield, and it is our ambition that Adults in need of Care and Support can live safely and well, free from abuse and neglect. The Sheffield Adult Safeguarding Board leads the partnership planning and oversight of Safeguarding across Sheffield, aiming to ensure that Adults in need of care and support are safe and well, while the Adult Social Care Policy Committee also has a strategic and scrutiny role.

Accountable Officer: Director Adult Health and Social Care

Accountable Committee/ Board: Safeguarding Adults Partnership Board and Adult Health and Social Care Policy Committee

Performance picture	Baseline	Current	Target	Direction of travel	RAG	
1 2 3 4 5 6 Page 235	Initial triage / risk assessment completed within 24 hours of receipt of referral	69% (Q3 22/23)	As baseline	90%		
	Satisfaction with Safeguarding Process (Excluding not knowns)	97% (Q1 22/23)	98% (Q3 22/23)	95%		
	3. % Safeguarding Adults Outcomes Met: % expressed outcomes fully met (S42 enquiries)	64% - (Y&H Q1 22/23 average)	55% (Q3 22/23) (64.6% Q1 22/23)	80%		
	4. Safeguarding Adults Impact on Risk: % risk removed or reduced (S42 enquiries)	93% (Y&H Q1 22/23 average)	83% & 8% unknown (Q3 22/23) (78% & 14% unknown Q1 22/23)	95%		
	5. Accessibility of Services: DoLs waiting lists	529 new 855 renewals (July 22)	505 new 407 renewals (Dec 22)	0 new 334 renewals (June 23)		
	6. Accessibility of Services: Safeguarding waiting lists	453 (July 22)	200 (Dec 22)	75 (June 23)		

Area	Milestone/action	By when	Lead	RAG, Progress & Comments	CQC Theme			
					Leadership & governance	Outcomes & experience	Providing Support	Confident practice
1. Thematic review	1a. Commission a thematic and benchmarking review of current Safeguarding Adults Referral, Inquiry and Investigation processes and practice standards to ensure in line with best practice and take learning and recommendations to the Safeguarding Board.	January 2023	AD Access, Mental Health, and Wellbeing Designate Professional NHS SY ICB Sheffield	Independent review ongoing (focused on the partnership not AHSC) Draft report by end of March Processes mapped and will be reviewed as part of MASH implementation, which also involves benchmarking. Case file audits will feed into practice standards.	X			
	1b. Support a review and refresh of the strategic safeguarding leadership priorities and workstreams set against learning from benchmarking, learning from reviews and performance and local assessment of need.	March 2023	Director of Adult and Health and Social Care Chief Nurse	Prioritisation of key actions following completion of independent review	X			
	1c. Establish a joint health and care enhanced assurance framework and infrastructure including a dedicated assurance post, with regular self-evaluation a core part of our safeguarding offer. <ul style="list-style-type: none"> Implement independent annual Safeguarding, DoLs, Mental Health, Domestic Abuse, Modern Slavery policy and procedures compliance audit and review Implement independent six-monthly cross service social care case file audits Implement Independent six-monthly multi-agency case file audits Implement a case file audit plan which reviews case file audits on a quarterly basis RAG rated compliance and audit feedback and use learning to inform ongoing continuous improvement of practice 	June 2023	Chief Social Work Officer Designate Professional NHS SY ICB Sheffield	An agreed product of the independent review will be an enhanced assurance framework	X			

	1d. Embed learning from thematic review into practice	October 2023	Chief Social Work Officer			X		
SD1 / Page 237	2a. Recruit to a DoLs Coordinator to build capacity to coordinate delivery on the Liberty Protection Safeguards, benchmark with other authorities and coordination of DoLs/ LPS performance and improvement activity across the service and with partners.	January 2023	AD Access, Mental Health, and Wellbeing	Coordinator in post since 31/10/22		X		
	2b. Gain cross-departmental and inter-agency agreement for introduction of Liberty Protection Safeguards <ul style="list-style-type: none"> Liberty Protection Safeguards impact analysis Report to Committee on progress with preparations for Liberty Protection Safeguard Liberty Protection Safeguards design and build processes. Liberty Protection Safeguards implement processes/training. Implement Liberty Protection Safeguards 	February 2023 March 2023 June 2023 October 2023 October 2023	AD Access, Mental Health, and Wellbeing Health Safeguarding SY ICB Sheffield Team	Co-ordinator is undertaking cross-departmental work on preparations for LPS. There are no clear timescales from government, but groundwork will continue.			X	
	2c. Deprivation of Liberty Waiting Lists reduced to acceptable risk levels.	June 2023	AD Access, Mental Health, and Wellbeing	Operational plan and backlog management in place and additional management resource.		X		
	2d. Establish a Liberty Protection Safeguards learning and development framework and implementation plan with partners to enable implementation.	June 2023	AD Access, Mental Health, and Wellbeing Health Safeguarding SY ICB Sheffield Team	Co-ordinator is undertaking cross-departmental work on preparations for LPS. There are no clear timescales from government, but work continues.				X
	3a. Implement an Adult safeguarding and ensuring safety learning and development framework which sets out and assures how all Council staff have	October 2023	Chief Social Work Officer	Requires improved recording and monitoring systems and will progress once new AHSC				X

	completed relevant standards of safeguarding learning and development.		Business Change Lead	Operating Model is implemented in March 2023.				
3. Practice Principles, Learning and Development	3b. Deliver Statement and policy regarding Conversion Practice	January 2023	Chief Social Work Officer Health Safeguarding SY ICB Sheffield Team	Written and to committee in February 2023.			X	
	3c. Implement a practice and assurance framework which sets out how all commissioned and non-commissioned providers in the City have completed relevant standards of safeguarding learning and development and have appropriate support and practice standards in place.	March 2023	AD Adult Commissioning Health Safeguarding SY ICB Sheffield Team	CQC & SCC Commissioning have monitoring in place to ensure that safeguarding training has taken place as per Skills for Care guidance. The content / quality of the training is not specifically monitored. Once recommissioning activity completed, quality teams will review as part of core monitoring.				X
	3d. Implement learning and development for Strategic Leaders, Members and Senior Leaders to enable joined up and visible approaches to safeguarding adults across Sheffield.	June 2023	Chief Social Work Officer Designate Professional NHS SY ICB Sheffield	Learning session delivered for committee. Work shadowing session arranged. Independent review outputs will include a feedback session for Elected Council Members focused on findings of the review, the enhanced assurance framework, their leadership role in safeguarding on behalf of the population of Sheffield and partners	X			
	3e. Embed outcomes and strength-based practice and with that increase outcomes met and increase removal and reduction of risk to targets set.	October 2023	AD Access, Mental Health, and Wellbeing	AHSC training comprehensively addresses this.		X		

	<p>3f. Embed making safeguarding personal across adult health and social care.</p>	October 2023	AD Access, Mental Health, and Wellbeing	Safeguarding training includes principles of making safeguarding personal. Chief Social Work Officer attending all service events to deliver consistent message.		X		
	<p>3g. Embed learning from safeguarding adult reviews to identify failings and to learn lessons from cases where adults with care and support needs have experienced serious abuse or neglect, taking action to drive best practice.</p>	October 23	Chief Social Work Officer	Independent review will provide insight.		X		
	<p>4a. Recruit to a Safeguarding Coordinator to build dedicated capacity to coordinate delivery on the Adult Health and Social Care Safeguarding Delivery Plan, benchmarking with other authorities and coordination of operational safeguarding performance and improvement activity across the service.</p>	March 2023	AD Access, Mental Health, and Wellbeing	Preparation for recruitment to this post is underway.	X			
4. Operational safeguarding	<p>4b. Implement effective multi agency arrangements in place to effectively screen and respond to Safeguarding via Hub, with a focus on identifying risk early:</p> <ul style="list-style-type: none"> • High level design approval • Operational group established to oversee implementation • Test of change begin • Full implementation of Multi Agency Safeguarding Hub and safeguarding processes, including PiPoT (align with new Operating Model) 	<p>January 2023 January 2023 March 2023 June 2023</p>	<p>Chief Social Work Officer Health Safeguarding SY ICB Sheffield Team Business Change Lead</p>	High level model agreed, operational group established and tests of change 'huddle' discussions progressing well.			X	
	<p>4c. Implement robust, competent, effective, and integrated safeguarding and ensuring safety practices, pathways, and models of working in place.</p> <ul style="list-style-type: none"> • Map and benchmark current safeguarding processes, pathways, models of working, panels, contractual arrangements to confirm all safeguarding arrangements in place set against legal duties and safeguarding outcomes. 	January 2023	<p>AD Access, Mental Health, and Wellbeing Chief Social Work Officer Business Change Lead Health Safeguarding SY ICB Sheffield Team</p>	Mapping complete. Cohort comparison required before reporting findings and recommendations			X	

	<ul style="list-style-type: none"> High level design of adult safeguarding processes, pathways, practice, model of working aligned to ASC Target Operating Model approved. Operational group established to oversee implementation. Full implementation of new design (align with Target Operating Model) 	<p>March 2023 March 2023 June 2023</p>						
	<p>4d. Ensure there is clarity around what constitutes a safeguarding concern and that there is clear, good quality information available about types of abuse, processes, referral methods and thresholds. This includes clarity on what constitutes a safeguarding concern and concerns arising from the quality of services.</p>	<p>June 2023</p>	<p>AD Access, Mental Health, and Wellbeing Chief Social Work Officer Business Change Lead Health Safeguarding</p>	<p>SASP website contains a wealth of information and social care web offer currently under review. Implementation of a MASH will improve this.</p>			X	
	<p>4e. 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.</p> <ul style="list-style-type: none"> Market Position Statement Approved by Committee Market Sustainability Plan Approved by Committee Early Indicators of Concern and Safeguarding in Regulated Care Approved by Committee and Safeguarding Board 	<p>June 2023 June 2023 June 2023</p>	<p>AD Adult Commissioning and Partnerships AD's Ageing Well North and South AD Adults with a Disability Health Safeguarding SY ICB Sheffield Team</p>	<p>Position statement approved and sustainability plan to committee in February 23.</p> <p>Potential improvements to be explored in terms of system recording and through MASH implementation.</p>			X	
	<p>4f. Safeguarding Waiting list reduced to acceptable risk levels.</p>	<p>June 2023</p>	<p>AD Access, Mental Health, and Wellbeing</p>	<p>Operational plan and backlog management in place.</p>		X		
<p>5. Performance &</p>	<p>5a. Establish routine performance and risk reporting to Policy Committee, Safeguarding Board, Council Performance & Delivery Board, Adult Health and Social Care Performance Clinics including Benchmarking with other authorities and improvement</p>	<p>November 2022</p>	<p>AD Access, Mental Health, and Wellbeing</p>	<p>A focused set of measures has been established to be used across all forums. Work ongoing to ensure they are fully incorporated by all.</p>	X			

	activities and recommendations in response to learning.							
	5b. Support a review of the model of support to the Safeguarding Board to ensure appropriate and dedicated focus on Safeguarding Adults, in turn ensuring there is a clear, resourced strategic plan to address them, and that the Board holds local safeguarding partners to account.	March 2023	Director of Adult and Health and Social Care Chief Nurse SY ICB	Approval complete to recruit a dedicated Safeguarding Adults Board Manager.	X			
6. Communication & engagement	6a. Implement regular communications and updates about the safeguarding board activities, protecting people network and practice updates.	December 2022	Chief Social Work Officer AD Access, Mental Health, and Wellbeing Business Change Lead	AHSC ebulletin includes regular and relevant updates e.g., SAR review outcomes, and information is shared on the SASP website. Recruitment of a dedicated Partnership Board manager for adults would increase the capacity to improve further	X			
	6b. Further support Citizens Involvement to support and enable co-production and engagement with people who use our services and their families and carers.	March 2023	Chief Social Work Officer ASC Coproduction lead Safeguarding Board Manager	Work underway to identify most appropriate opportunities within remit of safeguarding. Discussions taking place with Practice Development Coordinator regarding approach.		X		
Risks			Other issues					
<ul style="list-style-type: none"> Lack of stakeholder and partner engagement prevents successful implementation of a multi-agency safeguarding hub An increase in demand prevents waiting list being reduced 			<ul style="list-style-type: none"> Ongoing challenge in recruiting to social workers reduces impact on addressing waiting lists. 					

- *Ongoing response the pandemic and winter pressures reduces focus on safeguarding across social care.*