



SASP 2014-15 Business Plan: Update Jan-15

Introduction

Each year, SASP Executive Board develops and agrees a business plan setting strategic direction and key outcomes, and connecting these to the council’s vision and wider objectives, and matters of national strategy. Members are sufficiently senior in their organisations to influence, lead and support the implementation of the Business Plan and its further development.

Vision Statement



People of Sheffield are able to live a life free from avoidable harm, in communities that



- *do not tolerate abuse,*
- *work together to prevent abuse occurring*
- *know what to do when abuse happens’*



Core objectives and outcomes for 2014-15:


1. Implement an effective Performance Framework and use data and information to improve safety and practice quality
2. Improve the Quality of safeguarding practice, ensuring consistent standards across the partnership
3. Respond to improvement drivers (local and national) ensuring learning is embedded in practice, strengthening of risk mitigation and to ensure partnership working is effective
4. Deliver the Equalities Action
5. Promote public awareness of safeguarding being everyone’s business



Key	G/C	completed
	G	Performing well / No concern - No further action needed
	A	Slightly off track / Minor concern - Active management needed
	R	Significantly Off track / Major concern - Escalation needed



Key Outcome 1: Implement an effective Performance Framework and use data and information to improve safety and practice quality			
step	What we will do	Update: Jan-15	RAG
Page 94	1.1 Interrogate data and information presented to interpret apparent inconsistencies and trend	<p>Quarterly report draws together routine statistical data to develop an over view of trend and evidence what's really happening. Data confirms there has been no significant change over the past 20 months in the characteristics of individuals at risk of abuse or nature of abuse.</p> <p>Performance around timescales and the backlog of open overdue cases remain a concern: Interim Head of Care and Support has put in place a range of initiatives to strengthen leadership message, improve accountability and efficiency.</p> <p>Benchmarking data is reported in the SASP Annual Report using national statistical data to place Sheffield.</p> <p>Performance Indicators Task and Finish group meetings: Acceptance that some alerts do not meet threshold, benefit of reporting is that concerns are logged and visible.</p> <p>Narrative to support and explain data will be developed via Operational Board. Exception reporting, by agreement, back to Executive Board from 2015-16.</p> <p style="text-align: right;">Completed</p>	G 
	1.2 Seek additional information to verify and explain when things are starting to go wrong so that we can act promptly to safeguard people	<p>Partners have been asked to look ahead and share local intelligence to help predict emerging areas of risk and opportunity. 'Horizon scanning' allows us to consider priorities already identified in the 2014-15 Business Plan, and strengthen our ability to respond to the future challenges that we are likely to face.</p> <p>South Yorkshire Police (SYP) presented a draft Information Sharing Agreement to Sep-14 Operational Board: its purpose is to agree a formal information exchange between SYP and social care services, to assist working together to protect adults at risk, and provide a framework for action. The agreement aims to adopt a partnership approach to ensure policies and practice of agencies assist collaboration. The agreement includes Barnsley, Rotherham, Doncaster and Sheffield social services.</p> <p>Prevent / Channel strategy brief presented to Jun-14 Operational Board.</p>	G 




		<p>Outcomes from Board Development event held Dec-14, includes key issues to address and develop in 3 year Strategic Plan</p> <p>Trading Standards have drafted a paper setting out a range of interventions to be implemented in 2015-16, and will be reported to the Operational Board for approval (date not yet agreed)</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 95</p>	<p>1.3 Accepting there is no single system that allows us to easily report and analyse concerns that do not meet the Safeguarding threshold, share local intelligence to describe activity, themes and trends. Use this to help predict emerging areas of risk and opportunity</p>	<p>We know our local demographic continues to change, and use of face-to-face and telephone interpreting services 2013-14 (SCC contract) is a helpful source of intelligence to help target and direct support to vulnerable groups. This will inform our Equalities Action Plan, to promote awareness and access to information.</p> <p>Independent Chair of Adult Safeguarding presented a recommendation to Sep-14 Operational Board, seeking support to report ongoing initiatives and campaigns taking place across partner organisations that influence and perhaps go beyond key priorities of the 2014-15 SASP Business Plan. It was agreed quarterly updates will be reported into Operational Board, commencing Nov-14. Issues of concern, to be escalated by agreement to the Executive Board to facilitate a co-ordinated response.</p> <p>Commissioned services continue to develop risk framework – update report presented to Nov-14 Executive Board Note: Amber status recognises there is no single system to collate concerns</p>	<p style="text-align: center;">A</p> 
<p>1.4</p>	<p>Ensure safeguarding workers have access to appropriate legal and professional advice to support risk management We monitor and report:</p> <ul style="list-style-type: none"> • Use of Mental Capacity Act, analyse usage and identify areas for concern • Case advice response times, analyse usage and identify areas for concern 	<p>In line with national developments, Sheffield is experiencing an unprecedented rise in the number of DOL referrals from hospital and residential settings: The Supreme Court (Cheshire/West case) has clarified that a far greater number of people require an assessment and this has a significant additional extra cost. A briefing was presented to Jun-14 Operational Board.</p> <p>Operational Task Group established, including CCG, Legal Services and Director of Care and Support (SCC) to manage operational risk and provide governance assurance to SASP. Note: SASP Executive Boards role is to assure risks are mitigated as much as possible.</p> <p>SASP approved 50K additional funding (2014-15 only) to support additional cost pressures.</p>	<p style="text-align: center;">A</p> 

	<ul style="list-style-type: none"> Deprivation of Liberty (DOL) <p>These measures will feature as components of the performance, provide assurance that workers know where to access advice, and help identify 'cold' spots</p>	<p>Operational Board will oversee DOL action plan – report due Feb-15.</p> <p>Note: Amber status illustrates demand/capacity.</p>	
<p>Key Outcome 2: Improve the Quality of safeguarding practice, ensuring consistent standards across the partnership</p>			
step	What we will do	Update: Jan-15	RAG
<p>2.1</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 96</p>	<p>Quality assure Safeguarding process stages - Alerts, Strategy, Investigations via planned audits</p>	<p>Independent Chairs to seek more face-to-face feedback from service users about feeling safer, and the safeguarding process: this approach helps to embed the principles of Making Safeguarding Personal and improve outcomes for the service user. Promote Risk approach to balance the wishes of the person, in the most practical way.</p> <p>A temporary additional Safeguarding Development manager has been appointed to undertake quality assurance audits into decision making throughout the safeguarding pathway.</p> <p>An over view of themes is being collated, and will be used to improve performance: initial findings include 'inappropriate' alerts are made, and we accept some tolerance as evidence we are meeting the expectation of CQC.</p> <p>Key areas of development to focus on outcomes for service users, and promoting effective interface of a range of support services. Report and recommendations via Operational Board</p>	<p>A</p> 
<p>2.2</p>	<p>Continue to link all sources of intelligence to inform Risk management in safeguarding</p>	<p>South Yorkshire Police have appointed a Safeguarding lead.</p> <p>Simon Richards attended Housing Services Managers meeting Jul-14 to champion and raise profile of Safeguarding: about 42,000 council properties are managed.</p> <p>ASB intelligence will improve identification of hotspots and possible links to safeguarding concerns. CE working with Safer Neighbourhoods manager to evaluate PRAM data.</p> <p>With the support of SCC and SYP increase the number of registered Sheffield Safe Places and make sure these are based in areas where people need them the most: demonstrate that partially hidden and under reported issue of crime and harassment targeting disabled</p>	<p>G</p> 

		<p>people is effectively addressed. Safeguarding Adults at Risk Audit Tool implemented in Jun/July. A review of the relationship between VAP and PRAM panels and their interface is progressing. Associate Designated Nurse Safeguarding Adults is leading work to share public health data mapping, to help reveal hotspots.</p> <p>New learning from SCR is embedded into training and development materials.</p> <p>The Jay Report raised public awareness of Child Sexual Exploitation – Sheffield response is currently being managed. SASP business plan approved resources to undertake research work into reducing the risk of 18-25 year old: impact on Sheffield CSE Service has contributed to this work being delayed.</p>	
<p>2.3</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 97</p>	<p>How good is safeguarding in care homes and how can it improve</p>	<p>Service contracts promote core values of independence, safeguard people’s dignity & respect. Recent changes to the way serious incidents are reported and monitored will improve the screening of complaints.</p> <p>SCC Head of Strategic Commissioning and Partnership (Communities) presented to the Nov-14 Executive Board. A review of Quality in Care Boards has been completed and confirmed KPIs were sufficient. SF advised routine reporting of actions arising from the review will be via SASP Operational Board.</p> <p>A temporary part time resource works from the Adult Safeguarding Office to embed understanding and use of the Mental Capacity Act and DOL, and to promote care that is compliant with the legislation and the least restrictive. Evaluation to date indicates that the training and follow up is supporting changes in practice, however a number of care providers have not yet engaged in the initiative.</p>	<p>G</p> 

Key Outcome 3: Respond to improvement drivers (local and national) ensuring learning is embedded in practice, strengthening of risk mitigation and to ensure partnership working is effective			
step	What we will do:	Update: Jan-15	RAG
Page 98	<p>3.1 Seek and receive assurance that outcomes relevant to Adult Safeguarding are progressed in a timely and effective manner</p> <ul style="list-style-type: none"> • Winterbourne View • Francis Report • Cheshire/West 	<p>A verbal update from Kevin Clifford (NHS Sheffield CCG) about local implications of the Winterbourne View reports was given to the June-14 Exec Board. Assurance was given about governance arrangements</p> <p>SF updated Nov-14 SAB.: a recent national report suggests that sufficient progress has not been made. SF suggested a formal report be submitted to the Executive Board,</p> <p>The Supreme Court ruling has significantly reduced the threshold for DOLS and for the first time brought individuals in supported living accommodation into the scope of the legislation and people who are in receipt of 24 hour home care packages. It does not impact on people eligible for or subject to detention under the Mental Health Act.</p> <p>The Board reiterated this is a national issue and are awaiting a more structured national response. In the meantime all agencies must</p> <ul style="list-style-type: none"> • minimise the likelihood of having to apply for DOLS • what can be done in practise to reduce the number of people who need DOLS. <p>Best Interest Assessor resource released from NHS Sheffield for an interim period, building capacity to respond to the pressures in the short/medium term and to examine how longer term solutions can be developed effectively.</p>	<p>G</p> 
	<p>3.2 Ensure SASP is able to implement Care Act 2014</p>	<p>A briefing was presented to Jun-14 Exec Board, Implementation Project Team established, and public consultation closed on 9 July. Work is progressing and actions include:</p> <ul style="list-style-type: none"> • Local implementation project • Initial review of guidance is positive – more detailed work to follow • Respond to consultation on draft guidance <p>SR and CE completed initial RAG matrix testing readiness.</p> <p>Nov-14 SASP agreed Board members to nominate attendees. Priorities should be to scope the work needed and identify how best to manage it going forward.</p>	<p>G</p> 

Key Outcome 4: Deliver the Equalities Action Plan and continue SASP commitment to 'Manifesto for Change' in			
step	What we will do:	Update: Jan-15	RAG
Page 99	4.1 Encourage, guide and monitor progress of Safe In Sheffield project to reduce disability related harassment and abuse of vulnerable adults	<p>Heeley City Farm commissioned to continue work into 2014-15. The Scheme aims to support people with learning disabilities who may be lost, ill or frightened and to provide a temporary refuge where they can get help.</p> <p>There are currently about 100 registered places. Staff or volunteers who offer a safe place are given disability awareness training and are advised how to spot those suffering from hate crime or prejudice. All the venues are approved by police</p> <p>SHSCT register indicates there are about 3800 people with Learning Disabilities in Sheffield, and about 1700 have a care package.</p> <p>Sheffield Safe Places is now recognised regionally as a great example of this type</p> <ul style="list-style-type: none"> • provides an increased support network of 3rd party reporting points, in public places, despite austerity measures • SASP commitment and endorsement helps evidence public authorities are progressing and meeting their Equality objectives in respect of safeguarding and disability-related harassment • Sheffield Hallam University show case event in Jan-15 	G 
4.2	Improve our understanding of the circumstances and motivations of perpetrators, and embed learning in training front line staff and partners in how to recognise and treat disability-related harassment	<p>Safe In Sheffield action plan includes the production of Case Studies and use as part of publicity and training, to engage and empower volunteers.</p> <p>SCC Head of Neighbourhood Intervention and Tenant Support to consider how to support this scheme further, and utilise existing networks of housing providers and forums. This will improve the interface between agencies to identify and resolve persistent cases of anti-social behaviour and harassment, taking into account the vulnerability of the victim</p>	G 
4.3	Review of existing data to produce a	Continuation of developmental work started in 2013/14 to gain a better understanding of the	

	map analysis for Safeguarding in Sheffield, and build on analysis to construct a model against which levels of types of Safeguarding activity and outcomes can be effectively assessed	<p>level of abuse across Sheffield will continue.</p> <p>First drafts produced; need to develop into postcode (occurrence and headcount) to protect confidentiality.</p> <p>Information from South Yorkshire Police (ASB reports) and safeguarding alerts used to identify geographical area to establish new Safe Places, and where these were needed the most.</p>	<p>A</p> 
Page 100	4.4 Implement actions from the Equalities Workshop to improve access to services, and engagement with Adult Safeguarding across all communities in Sheffield	<p>Enquiries by midwives and health staff to identify incidents of domestic violence with regards to any additional vulnerabilities staff consider whether domestic abuse or safeguarding referral is required</p> <p>North Primary Care Locality has commissioned a piece of work aimed at support GP practices manage patients with Learning Disabilities and want to share the findings practices in the city. Please see attached documentation that highlights where practices can make reasonable changes to their systems and process in order to support this patient cohort.</p> <p>Work in progress with Public Health consultants to map incidence of abuse across Sheffield to inform targeted work</p> <p>SASP 2015-18 Strategic Plan to include updated equalities plan, progress reports to Operational Board.</p>	<p>A</p> 
Key Outcome 5: Promote public awareness of safeguarding being everyone's business			
step	What we will do:	Update: Jan-15	
5.1	Run a campaign to improve awareness and confidence as Safeguarding being an effective way to protect people at risk	<p>Safe in Sheffield Scheme promoted during Learning Disabilities Week Jun-14, and includes actions to establish and develop effective relationships with Sheffield Community Council for Church Care (SCCCC), Dementia Alliance and other support groups</p> <p>SASP Exec Board endorsed the decision by SCC to engage with the Making Safeguarding Personal agenda (led by LGA). Representatives from Sheffield attended a workshop in York (29 Sept) to better understand the key principles of shifting safeguarding a process, to a</p>	<p>G</p> 

		<p>commitment to improving outcomes alongside people, to developing a real understanding of what people wish to achieve. key issues to consider are:</p> <ul style="list-style-type: none"> • How we engage practitioners in changing their responses to safeguarding • Balancing risk with the views of the person • Mental capacity issues and duress • Ensure advocates are available to people in safeguarding • How we will engage customers and customer groups to empower them to take on this role <p>Cath Erine to produce action plan, and report via Operational Board.</p>	
<p>5.2</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 101</p>	<p>Target campaigns</p>	<p>Safe In Sheffield Scheme extended and promoted to engage key Mental Health (under 65) Adult Dementia and Brain Injuries service providers to help expand the support of this scheme, and improve the response to vulnerable adults.</p> <p>Outcomes from Customer Forum meeting held in Aug-14 include the routine reporting back from Operational Board, and that a standing item 'Customer Board Feedback' is included in the Operational Board agenda.</p> <p>SASP agreed to support a scoping exercise into how young adults at risk of sexual exploitation are supported: work commissioned, but impact of Jay Report on Sheffield CSE Service has unavoidably delayed this specific action.</p> <p>SASP to ensure learning and key messages from SCR and DHR are highlighted, and internal training updated. Action Plans routinely reported to Operational Board, lack of engagement or progress will be escalated to Exec Board for resolution.</p> <p>A total of 21,544 Home Safety Checks were carried out across South Yorkshire in 2012-13, 17,384 were for those considered to be most vulnerable e.g. households where the occupants are very young or elderly, are disabled have mobility problems and/or lifestyle increases the risk of fire. 4,182 referrals for the latter came from our partners and our Vulnerable Persons Advocate continues to deliver Fire Safety talks and presentations to professionals and service user groups e.g. Falls Prevention Group.</p>	<p>G</p> 