



Report to Policy Committee

Author/Lead Officer of Report:

Dawn Bassinder, Chief Social Work Officer

Report of: Strategic Director Adult Care and Wellbeing

Report to: Adult Health & Social Care Policy Committee

Date of Decision: 20th September 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? 2313 (formally 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:-				
<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"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."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>				

Purpose of Report:

This report provides the third update on progress made with the Adult Safeguarding Delivery Plan which was endorsed by Committee in September 2022. An update was provided in March 2023 and this update is a six month onwards update in line with the Cycle of Assurance approved in June 2023.

The aim of the Delivery Plan is to ensure that we have robust response towards safeguarding Adults from abuse and neglect and are continually learning so that we deliver the best care and support to people of Sheffield.

Recommendations:

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

1. Endorse progress made with implementing the Adult Care and Wellbeing Safeguarding Delivery Plan.
2. Endorse a consultation programme during September and October on Safeguarding responsibilities noted at Appendix 2, to enable final approval at Committee in November 2023.
3. Requests that the Strategic Director of Adult Care and Wellbeing 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 Care and Wellbeing Safeguarding Adults Delivery Plan
- Appendix 2 – Safeguarding Responsibilities
- Appendix 3 – Performance Report
- 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: Dawn Bassinder
	<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>Councillor 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: Dawn Bassinder	Job Title: Chief Social Work Officer
	Date: 09th August 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 second update on progress made since the <u>Adult Safeguarding Delivery Plan</u> was approved by Committee in September 2022. The Safeguarding Delivery Plan update can be found at <i>Appendix 1</i> and aims to ensure that Sheffield has robust response towards safeguarding Adults from abuse and neglect and continuous learning so that we deliver outstanding services.
1.4	Over the past six months good progress has been made in implementing the Delivery Plan and, increasing the resourcing available to enable implementation has been further progressed through introduction and successful recruitment to the following dedicated posts: <ul style="list-style-type: none"> • 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 in the City. • Safeguarding Coordinator, Social Work Practice Consultants and Business Support – these support delivery upon the MASH and assurance regards practice quality in safeguarding.
1.5	A 'Safe and Well' performance clinic is now embedded, this is 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.
1.6	There has also been good progress in the implementation of regular safeguarding audits, this was started in August 2023 and is continuing lead by the Safeguarding Co-ordinator and the MASH Social Work Consultant. A Safeguarding Audit Toolkit has been developed and shared with Members as part of our briefing on our safeguarding improvements.
1.7	As a result of the progress made over the past twelve months, several of the actions on the original endorsed plan have been successfully completed. A record of the actions successfully completed is noted at Appendix 2. The Delivery Plan has been updated to reflect this, and to reflect alignment to Making Safeguarding Personal Principles. Any new actions that have been incorporated in the plan as they have been identified.

1.8	This ensures that the Delivery Plan continues to be a live and regularly updated document to effectively coordinate all safeguarding improvement work.
1.9	A dedicated Safeguarding Assurance Lead is in process of recruitment to provide the resource to coordinate delivery upon the plan, cascade learning across the service and benchmark with other authorities so that we can become outstanding in our approach to safeguarding in the City.
1.10	Performance Update
1.10.1	Our ambition is to respond on a timely basis, reduce risk and improve outcomes in line with Making Safeguarding Personal. The Adult Performance Report is at Appendix 3, providing details of our performance position and trajectory towards meeting our targets. In line with our Cycle of Assurance this enables scrutiny of our performance to the Safeguarding Board, Committee and Council.
1.10.2	<p>The Performance Report highlights that:</p> <ul style="list-style-type: none"> ✓ Feedback to referrers where the concern has not progressed to enquires has improved by 13% and is now standing at 87% ✓ 52% increase in referrals to Safeguarding referrals to First Contact (MASH) since January 2023. ✓ Accessibility of services has plateaued due to maintaining reduced waiting lists for safeguarding and DoLs renewals. ✓ For 93% of people, risk was removed or reduced, which is an increase of 12% compared to April (83%) ✓ An increase of 55% in people reporting their outcomes were fully met compared to April (66.67% vs. 42.86%) ✓ Satisfaction with the safeguarding process remains consistently high, and above target at 77%.
1.10.3	This is a journey of continuous improvement, and it is positive to see performance is improving in most areas. A more detailed examination of some of the key performance measures is outlined below.
1.10.4	<ul style="list-style-type: none"> • <u>Responsivity to Safeguarding Referrals</u> <p>Sheffield City Council has adopted the safeguarding timescales as recommended in the Northern ADASS Regions Collective document ‘ANRC Assurance - What Good Looks Like’ (December 2022). This prescribes:</p> <ul style="list-style-type: none"> • Any referrals regarding a potential emergency safeguarding concern must receive an immediate response. • Initial screening (to establish urgency) should take place within 24 hours of referral receipt. • Majority of planning (strategy) discussions should take place within 5 days and s42 enquiries within 28 days, taking into account, exemptions to enable Making Safeguarding Personal to apply.

Due to this, local measures have been updated to reflect guidance and the impact is –

- 75% screened in 24 hours.
- s42 safeguarding concluded currently on average 50 median days.

Since the commencement of the Adult MASH, the screening process has been further streamlined to ensure it is more effective. Approximately 400 referrals are being received per week for new and known customers where potential safeguarding concerns have been identified. This is in a context where Adult Care is responding to an 52% increase in referrals from February 2023.

Despite volume and increase, this is a significant shift from the previous process which typically saw around 200 referrals being held on a waiting list (and therefore not being screened within one working day) and demonstrates the success of the Adult MASH.

While this is not reflected in the current measure of response in 24 hours it is linked to the increased improvement in providing feedback to referrers and workforce capacity. Due to this further improvement activity is planned over next quarter to ensure there is an increase in timely responses to referrals to meet our target. This includes recruitment to agency staff as a short-term risk mitigation while recruitment is underway for permanent posts in the team.

In August 2023, the median average days to complete s42 enquiries was 50 days. While this is not meeting the locally set target of 28 days it is an improving picture since January 23 where the median was 68 days. Our risk mitigation is the recruitment to agency staff as a short-term measure whilst recruitment is underway and implementation of dedicated practice development and review so that we are delivering timely assessments.

In addition, a paper is to be presented for comments to the Adult Safeguarding Board setting out Safeguarding organisational responsibilities based on best practice and an agency-to-agency best practice approach to improve proportionality of referrals as a further means of ensuring an effective and proportionate response to Safeguarding. The document for comment and consultation is at Appendix 2

1.10.5 • 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 remained consistently high over the past twelve months at 78.65%.

The Safeguarding Adult Partnership Board, Performance and Quality subgroup has recently discussed the appropriateness of this measure and agreed it should be changed to “do you feel safer?” for future reports. This

<p>1.10.6</p>	<p>aligns well with the national ASCOF Measure and will be used for reporting from later this year.</p> <ul style="list-style-type: none"> • <u>Were the person's Outcomes Met?</u> <p>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. In Q1 of 23/24, of people who expressed their desired outcomes, in 97% of cases these outcomes were fully or partially met (All Enquiries).</p> <p>Further practice activity will be undertaken to progress deliverable safeguarding outcomes which are supportive resolutions as key learning from the data.</p>
<p>1.10.7</p>	<ul style="list-style-type: none"> • <u>Impact on Risk</u> <p>In 93% of concluded S42 safeguarding enquiries during the quarter, where risk was identified, the reported outcome was that risk was reduced or removed.</p> <p>This is the same as the figure for All England in 21/22 (S42 Enquiries) which was 91%. However, over the last 4 quarters, the % of enquiries where the risk was removed has decreased, and the % of enquires where it was reduced has increased. This is a positive direction of travel towards achieving and maintaining our target of 95%.</p>
<p>1.10.8</p>	<ul style="list-style-type: none"> • <u>Accessibility of Services: Deprivation of Liberty (DoLS) waiting lists</u> <p>The Government's Liberty Protection Scheme has been withdrawn for the foreseeable future. A DoLS improvement plan has been developed and implemented to mitigate short term risks whilst creating a more resilient structure over the next 12 months to manage DoLS. This includes building an in-house team to reduce reliance on independent contractors. The improvement plan has been discussed and agreed with Members and at the Safeguarding Adults Board during summer 2023.</p> <p>The waiting list at the end of December was 505 for new referrals compared with 529 at the end of July 22. By the end of July 2023 this was at 578, mainly due to staff retirements and challenges of recruiting to posts.</p> <p>The waiting list for renewals, has in the last 3 months increased from its lowest in February 2023 294 (below target of 334) to 468 at the end of July 2023. 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, agency support alongside dedicated a social work recruitment campaign which has went live in September 2023.</p>

1.11	Implementation of the Safeguarding Delivery Plan Progress Update
1.11.1	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.
1.11.2	<p><u>Adult Multi Agency Safeguarding Hub (MASH)</u></p> <p>The Sheffield Adult MASH has been developed and, over the past six months, has become embedded in our practice and way of working. Future monitoring of the Adult MASH performance will be undertaken as part of the SASP Performance Subgroup to support ongoing continuous improvement. This includes the implementation of a Multi-Agency Safeguarding Audit process to ensure a high standard of good practice is being carried out across Sheffield.</p> <p>In particular, the “MASH Huddles” has been very successful and there are now well established on a twice weekly basis, with regular attendance from partners within South Yorkshire Police, Probation Service and Council Housing and information shared regularly from SHSC. We are continuing to develop relationships with colleagues from, Children’s Social Care, South Yorkshire Fire and Rescue, Domestic Abuse Coordination Team and Sheffield Teaching Hospitals to continue build the MASH as a centre for partnership working and safeguarding excellence.</p> <p>The use of preventative conversations alongside Making Safeguarding Personal principles at the point of initial triage response ensures that the need to progress to a safeguarding episode unnecessarily is reduced and enables community resources to be utilised.</p> <p>As a key next step, the priority is to complete recruitment to posts within the Adult MASH and build partnerships with additional stakeholders including Yorkshire Ambulance Service (YAS), Dept. for Work and Pensions (DWP) and Office of the Public Guardian (OPG) to further build the role of the MASH. An example of how the MASH is working in practice has been provided at a Member Briefing.</p>
1.11.3	<p><u>Thematic Review and Trauma Informed Practice</u></p> <p>The Sheffield Adult Safeguarding Partnership Board Independent Review has been completed and an action plan in response has now been agreed. The report and action plan has been shared with Members and the Board and will be implemented during 2023 to 2024.</p> <p>As a key next step, a Council wide safeguarding review is being undertaken to take forward a One Council approach to Safeguarding including an approach to Trauma Informed Practice. The review is progressing well and on track for recommendations and learning points to be provided by the end of January 2023. In addition to this Trauma Informed Practice guidance has been established and training being sourced for implementation in 2024.</p>

1.11.4	<p><u>Practice Principles, Learning and Development</u></p> <p>The Safeguarding Local Policy and Procedure has been updated and is now available on our new share point site called the Adult Care and Wellbeing Manual. This includes a clear process and practice guidance for a “planning meeting” with an agenda for safeguarding managers to follow. This is in line with the “what good looks like” ADASS guidance.</p> <p>A Job Profile Learning framework is now also completed and on the new Adult Care and Wellbeing Manual. This makes it clear that Safeguarding Training is mandatory for all Social Care Practitioners, Social Workers and Team Manager and must be renewed every 3 years.</p> <p>Going forward this will be monitored through service performance clinics and updates provided to Directors and Members as part of the cycle of assurance approved at Committee in June 2023.</p> <p>As a key next step, our priority will be to update our electronic recording system to ensure Outcomes and Consent to next steps are clearly recorded.</p>
1.11.5	<p><u>Organisational Safeguarding and Early Indicators of Concerns</u></p> <p>Our priority had been to further develop our response to Organisational Safeguarding. The implementation is progressing well with Commissioning and Social Work Teams recording Organisational Safeguarding concerns in a shared system. This sharing of information in one space will improve our responses, particularly in relation intervening early to prevent escalation into greater concerns and in early identification of organisational concerns.</p> <p>This went live on the 1st of September starting with the Adult MASH and Care Homes Teams. It’s planned to implement across all Adult Care between September and December 2023 and thereafter use learning gained to continuously improve our response to organisational safeguarding and embed an approach based around intervening early to prevent harm.</p> <p>This work compliments our activities over the last year to establish market sustainability and continuity of care set out in our Market Sustainability Plan approved at Committee in February 2023 and our recommissioning of homecare, supported living and day activities so that all of our commissioned services are of good quality and sustainable.</p>
1.11.6	<p><u>Enhanced Assurance Framework</u></p> <p>At Committee in June 2023 a Cycle of Assurance was agreed which included a six-monthly update to Committee on Safeguarding performance. In addition to this embedding of service and team performance clinics through the performance clinics.</p>

<p>1.11.7</p> <p>1.11.8</p>	<p>A Safeguarding Adults Partnership performance framework is in place and this will be updated in 2023 – 2024 following a recommendation from the thematic review.</p> <p>The enhanced assurance framework has been added to the Safeguarding Policies and Procedures and the Safeguarding Assurance Lead, when recruited, will lead on ongoing implementation and coordination of the Adults Enhanced Assurance Framework alongside the Delivery Plan.</p> <p><u>Communication and Engagement</u></p> <p>A weekly e-bulletin is circulated to Adult Care Teams and from September there will be a dedicated Safeguarding e-Bulletin setting out progress made, learning and next steps. With the successful recruitment to the Safeguarding Adults Board Manager, a communications plan is underway to connect the work of the Board to Adult Care Practitioners and Partners.</p> <p>A particular focus is on learning from Domestic Homicide Reviews (DHR's) and Safeguarding Adults Reviews (SAR's) being shared more clearly.</p> <p>As part of the recent Adult Care and Wellbeing 'Festival of Involvement', a safeguarding event was co-hosted by SCC and the Safeguarding Board Customer Forum. Members of public were invited to join discussions about what good adult safeguarding looks like, how it can be measured and information and advice around adult safeguarding. It has been agreed that Adult Care and Wellbeing will have its own website going forward.</p> <p><u>Internal Audit Update</u></p> <p>As of the 9th of August 2023, Internal Audit have followed up progress on the implementation of recommendations and associated actions originally reported in September 2021.</p> <p>Internal Audit have been satisfied that progress has been made against the recommendations and actions have been implemented. Only one recommendation regarding risk governance is in progress. This is on the updated Safeguarding Delivery Plan.</p>
<p>2.</p>	<p>HOW DOES THIS DECISION CONTRIBUTE?</p>
<p>2.1</p> <p>2.2</p>	<p>The safeguarding delivery plan contributes to delivery upon the Safe and Well and Effective and Efficient Adult Social Care outcomes as set out in the Adult Social Care Strategy Living the Life You Want to Live.</p> <p>This proposal directly supports the future design of Adult Care (operating model) and, as such, enables removal of avoidable demand and helps to ensure an efficient, effective system. The design of the new system is rooted in improving the experience of people through the care system, ensuring individuals are protected from abuse and harm and maximising their independence wherever possible.</p>

2.3	<p>The plan also supports a broad range of strategic objectives for the Council and City, and is aligned with existing policies and commitments, including:</p> <ul style="list-style-type: none"> - • <i>The Council Delivery Plan and Our Sheffield: One Year Plan.</i> • ADASS Making Safeguarding Personal and using Strengths-based approaches to social care. • Sheffield Safeguarding Adults Partnership – Action Plan and Strategic Direction • Safeguarding means protecting people’s right to live in safety, free from abuse and neglect. This is everyone’s responsibility. • <i>Unison Ethical Care Charter</i>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	As part of the recent Adult Care and Wellbeing ‘Festival of Involvement’, a safeguarding event was co-hosted by SCC and the Safeguarding Board Customer Forum. Learning from the festival of involvement has informed an update to the Safeguarding Delivery Plan.
3.2	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.
3.3	To deliver upon that ambition, there is a dedicated customer forum through the Safeguarding Board in place and in addition to this Adult Care have invested in a dedicated post who is co-designing and leading development of a citizen board.
3.4	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.
3.5	The design and build of the multi-agency safeguarding hub is being led by a multi-agency group. 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	<u>Equality Implications</u>
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

	<p>authorities must, in the exercise of their functions, have due regard to the need to:</p> <ol style="list-style-type: none"> 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 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.
4.1.4	The updated Equalities Impact Assessment is at Appendix 4 and learning from the EIA has informed an update to the Safeguarding Delivery Plan, for example, in relation to action 6b 'Further support Citizens Involvement to support and enable co-production and engagement with people who use our services and their families and carers'.
4.1.5	Analysis completed as part of the EIA had provided evidence that safeguarding referrals related to people who share the protected characteristic of disability are more likely to be progressed to require a safeguarding enquiry, than for those without a disability (see EIA for analysis).
4.1.6	Attendees at the Festival of Involvement included individuals with physical and/or learning disabilities, and in some cases the individual's carer, ensuring the views of individuals within particular cohorts were represented in discussions about what does good safeguarding look like, how it should be measured, and the information and advice available.
4.2	<u>Financial and Commercial Implications</u>
4.2.1	All activity arising from the delivery plan must be covered within the available budgets, or otherwise mitigated.
4.2.2	Full consideration will be given to the affordability and viability of any proposals arising from the plan.

4.3	<u>Legal Implications</u>
4.3.1	<p>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:</p> <ul style="list-style-type: none"> • 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	<p>The Care Act Statutory Guidance at paragraph 4.52 requires Local Authorities to:</p> <p>“... 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”.</p>
4.3.4	This report therefore sets out how the Authority will meet its statutory obligations in relation to Safeguarding and it is itself a requirement of the wider Care Act framework.
4.4	<u>Climate Implications</u>
4.4.1	There are no direct climate implications associated with approving this report. However, Sheffield City Council – and its 10 Point Plan for Climate Action – is a partner in the Safeguarding Board.
4.4.2	We are committed to working with partners aligned with our Net Zero 2030 ambition and where specific procurement/commissioning exercises take place related to safeguarding provision we will aim to consider providers approach and performance in terms of managing the climate impacts of the services they provide. This would be done via more detailed CIAs for specific procurements.
4.4.3	To support a multi-agency approach to Climate Action in relation to Safeguarding, the Safeguarding Partnership Board has been asked to consider a collective response and in particular role of the Board and partner organisations in delivering upon the 10 Point Plan.

4.5	<u>Other Implications</u>
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 safeguarding improvements so that Members and the public can be assured that Adult Care is delivering upon its commitment to protect people from abuse and harm. 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.

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