Telford & Wrekin Safeguarding Adults Board:
Strategic Plan

“Feeling as safe as I want to be”
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1. Introduction

This document sets out the priorities for Telford & Wrekin Safeguarding Adults Board (TWSAB) for 2016-2017. The TWSAB was established in April 2015 in line with the Care Act 2014 which required local authorities to set up a Safeguarding Adults Board (SAB) in their area, giving these boards a clear basis in law for the first time.

The objective of a SAB is to help and protect adults who have needs for care and support, who are experiencing or are at risk of abuse or neglect, and as a result of their needs are unable to protect themselves from abuse or neglect. This is whether or not the adult is having their needs met or whether they meet the local authority’s eligibility criteria for care and support services.

The Act says that the SAB must:

- include the local authority, the NHS and the police, who should meet regularly to discuss and act upon local safeguarding issues;
- develop shared plans for safeguarding, working with local people to decide how best to protect adults in vulnerable situations;
- publish a safeguarding plan and report to the public annually on its progress, so that different organisations can make sure they are working together in the best way.

The SAB is the key statutory mechanism for agreeing how the relevant organisations in Telford and Wrekin will cooperate to safeguard adults at risk in the Borough and for ensuring the effectiveness of what they do. The work of the Board is governed by the following principles:

- **Empowerment** – Presumption of person led decisions and informed consent.
- **Prevention** – It is better to take action before harm occurs.
- **Proportionality** – Proportionate and least intrusive response appropriate to the risk presented.
- **Protection** – Support and representation for those in greatest need.
- **Partnership** – Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse.
- **Accountability** – Accountability and transparency in delivering safeguarding

We will continuously seek to improve our services and develop innovative solutions to improve outcomes for people in the Telford and Wrekin area with our vision and mission being:-

**Vision**

Leading and driving forward excellence in safeguarding to ensure all adults feel as safe as they want to be

**Mission**

We will ensure that each relevant organisation cooperates in safeguarding adults and that the multi-agency arrangements work effectively to achieve positive outcomes for our communities.

Andrew Mason, Independent Chair
2. Strategic objectives 2016-2017

The Telford and Wrekin Safeguarding Adult Board (TWSAB) was established in April 2015 and as such its first year in operation focused on establishing effective board governance structures and processes on which to build and develop over the coming years. Now that the Board has effective processes in place and has firm foundations, it can begin to be more developmental, challenging and ambitious in its priorities to ensure that it delivers real outcomes for the most vulnerable people of Telford and Wrekin.

It is recognised that the TWSAB needs to continue to monitor and progress the day to day business of protecting the most vulnerable people in the Borough and this will be central to everything we do. However, the Board also wants to progress and develop, taking a more preventative approach to safeguarding by promoting the principle that safeguarding is everyone's business. The Board also wants to ensure it is having a real impact on the lives of those at the greatest risk of abuse and neglect in our society by supporting and embedding the key principles of Making Safeguarding Personal (MSP) to ensure that these are at the heart of safeguarding in Telford and Wrekin.

The focus of Making Safeguarding Personal is to ensure that safeguarding practice is person centred and outcome focussed – this is a significant culture shift away from putting individuals through a process which aims to safeguard them to an approach which engages with individuals to better understand their own wishes, feelings and desired outcomes. The focus is instead on using the process to support these conversations whilst adapting the process to most effectively engage with individuals and ensure their personal needs are met. Although no one could argue with the principles set out in Making Safeguarding Personal, the Board wants to be assured that these are experienced in practice by all individuals going through the safeguarding process and that MSP is at the heart of all of its decisions. Therefore, a key focus of the Board will be to establish to what extent MSP is having a positive impact on people’s lives locally. This is a thread throughout the Board’s Strategic Plan with the aim of demonstrating that the principles of MSP are fully embedded in practice across all agencies and that individuals desired outcomes have been met wherever possible.

3. TWSAB Strategic Priorities for 2016-2017

The following section highlights the key priorities for the Board over the coming 12 months. These are set out against the six key principles underpinning all adult safeguarding work as highlighted by the Care Act 2014.

For each priority, the Board has identified a set of performance measures (both qualitative and quantitative) which will be used to monitor progress against these priorities and these are highlighted at the end of each section and are summarised in the table at Appendix 1. The following also identifies key actions for the Board over the coming 12 months which are also highlighted in the sections below. A summary of key actions is shown at Appendix 2 and will form the basis of the SAB’s work programme for the coming 12 months.

Responsibility for progressing these priorities will be delegated by the Board to its three sub groups:- Safeguarding Engagement (SE), Quality, Performance and Operations (QPO) and Partnership Training, Learning and Development (PTLD) (see diagram on page 19). The responsibility for each action is also shown at Appendix 2. The Board will receive regular progress reports from each Sub-group to ensure these priorities are progressed and delivered.
Empowerment: People being supported and encouraged to make their own decisions and informed consent.

A key element of MSP is enabling individuals to have an informed discussion about their own situation, exploring with them what they would want to change and what they would hope to improve as a result of the safeguarding process. This includes using the safeguarding process flexibly to enable individuals to identify their own options and choices and helping them to understand the implications of those choices. In order to determine whether the safeguarding process has been effective in helping individuals to be as safe as they want to be, we must first be assured that we know what outcomes the individual wants to achieve at the end of the process. The Board wants to be sure that wherever possible, individual’s desired outcomes are met at the end of the safeguarding process. It is recognised that in line with MSP, these outcomes are what the individual wants to achieve and therefore may not necessarily result in a perceived risk being removed. What is critical is that the individual is as safe as they want to be and that they understand the consequences of their choices. The Board wants to ensure that individuals are supported to identify their own outcomes using an advocate where appropriate.

A key measure of success is how safe people feel and whether people feel as safe as they want to. The Local Authority undertakes an annual survey of individuals who use adult social services which captures how safe and secure individuals feel – the Board wants to ensure that anybody identified in the survey as not feeling safe will be contacted by the Safeguarding Team to ensure that they are as safe as they want to be.

In order to measure its effectiveness, the Board will monitor:

- The number of individuals who identified desired outcomes at the beginning of the safeguarding process
- How many people have an advocate, family or friend support them when they can’t express their own views
- The proportion of individual’s outcomes which were either fully met, partially met or not met
- The proportion of people who use services who feel safe (as reported in the Adult Social Care Outcomes Framework (ASCOF))
- The proportion of people who use services who say that those services have made them feel safe and secure (as reported in the Adult Social Care Outcomes Framework (ASCOF))
Prevention: It is better to take action before harm occurs.

As well as ensuring that individuals who are subject to abuse and/or neglect are protected from further harm, the Board recognises the importance of preventing abuse from happening in the first place. There are several preventative strands identified for the Board over the coming 12 months which aim help prevent abuse.

Key to preventing abuse is raising awareness of adult abuse to ensure that individuals and members of the public are aware of what abuse is, what form it can take and what to do if they think someone is being abused/are being abused themselves. The Board wants to continue to raise awareness of adult safeguarding issues amongst the local community building on the key principle that “Safeguarding is everyone’s business”. By promoting awareness of abuse, local communities will feel more confident in identifying abuse and also addressing it where they may otherwise feel it is not their place to intervene or not know what they should do with any concerns they may have. The Board will review and refresh its current public information in order to develop a consistent suite of public information leaflets for all partners to use to raise awareness at community events/campaigns. The Board will continue to support Action on Elder Abuse Day locally and will use this to raise awareness of adult abuse and neglect.

It is recognised that prevention of abuse and neglect is the responsibility of all agencies and in order to be effective requires a multi-agency approach. The Board wants to better understand the extent and availability of preventative services for the most vulnerable members of our community. The Board wants to establish what our preventative offer is to our communities by holding an event where agencies offering preventative services specifically relevant for adults who may be at risk of abuse and/or neglect can network and better understand what each other offer and how links can be made between these existing preventative services. The outcome of this event will inform the future development of the Board’s preventative work.

The Board also recognises the preventative measures it can take as commissioner of services for the most vulnerable people in our society in order to protect individuals in institutional settings across the Borough. The Board will be developing and adopting an organisational framework to ensure a robust response to safeguarding concerns in institutional settings.

In response to the organisational framework, action learning sets will be established to ensure a shared understanding of roles and responsibilities associated with the framework. In addition, and where necessary, additional guidance will be developed to support the application of the framework. The Framework will be reviewed after one year in operation to ensure it remains effective.

Effective monitoring, communication and information sharing in relation to high risk establishments will continue through the already well established CQC information sharing
meetings where the Board will ensure its continued representation. The Board will ensure a **proactive response to issues raised** at these meetings with feedback from these meetings being a regular consideration at Board in order to identify and agree issues which need to be considered further in order to reduce risk as far as possible. This will be considered alongside the recently revised quality assurance framework in order to **highlight high risk themes** which need to be considered for further action by the Quality, Performance and Operations sub-group to ensure the Board **responds to such themes and prevents issues escalating.** The Board will continue to **monitor emerging themes and trends** highlighted by other well established reporting mechanisms to ensure lessons are learned and action taken where appropriate to improve services and reduce the risk of further potential harm occurring. For example **identifying common areas of training needs** which may have contributed to them being rated as inadequate.

In order to measure its effectiveness, the Board will monitor:-

- Information gained at each level of the organisational abuse framework
- The number of local providers rated as inadequate and/or requiring improvement
- Of those providers, the number who are subject to the large scale investigation process, who have services suspended (both voluntary and mandatory), who have a performance improvement notice in place
- Common themes and trends from local health service providers incident reporting
- Monitor number of safe and well checks undertaken locally by the Fire Service for individuals over the age of 65

**Proportionality:** The least intrusive response appropriate to the risk presented.

In line with the key MSP principles, the Board wants to be sure that its response to any safeguarding concern is proportionate and relevant to the individual concerned. In responding to such concerns, the views and wishes of the individual concerned will be key to deciding on how best to address the presenting risk ensuring individuals feel involved in the process rather than feeling the process has been done to them. Following the implementation of the Care Act 2014, it is crucial that all agencies involved in safeguarding fully understand their role in protecting individuals and that processes are used effectively and flexibly to best meet the needs of the individual/s concerned. The Board will **seek assurance that Section 42 enquiries** are undertaken effectively alongside existing mechanisms for addressing and learning from safeguarding incidents. The Board will **develop and implement a framework for understanding the Section 42 enquiry** to ensure consistency and a common understanding across all agencies of their role in the Section 42 process. The framework will also consider the role of agencies own internal mechanisms for addressing concerns where they do not meet the criteria for a Section 42 enquiry. This will ensure a consistent understanding of the steps which can be taken to reduce risk to vulnerable individuals and the appropriateness of those processes. Any **learning from the implementation of this framework** will be considered and addressed by the Partnership Training, Learning and Development sub-group of the Board.
In order to measure its effectiveness, the Board will monitor:

- Number of safeguarding concerns raised locally and how many of these progress to enquiries
- The number of enquiries the local authority has caused another organisation to undertake
- Themes and trends emerging from local health services providers complaints where safeguarding was a key component
- Number of incidents dealt with by the Police service locally which involved an individual in potentially vulnerable circumstances

**Protection: Support and representation for those in greatest need.**

In order to protect the most vulnerable people in society, the Board wants to ensure that the key principles and messages implicit within MSP are embedded and fully understood across the workforce. In order to fully and effectively embed MSP and ensure that individuals experience this whenever they come into contact with our services, we must ensure that we have a capable and competent workforce who are confident in applying the MSP principles when keeping people as safe as they want to be. The Board will develop a set of standards to clearly set our expectations for staff competency particularly in relation to MSP. This framework will be implemented across partners agencies represented on the Board via a multi-agency learning and development plan which will support delivery of the framework and contribute to our staff being competent and capable. The approach to delivering the framework will focus less on formal guidance and training but more on action learning sets which will be themed events for partners and relevant staff focussing on key issues/areas for development highlighted as part of implementation of the framework.

A key element of protection is around representation of those in most need – a key focus of the Board’s work will be around engagement of the most vulnerable members of our society in the work of the Board. This is covered in more detail within the partnership theme below.

The Board will continue to monitor the implementation of Deprivation of Liberty Safeguards locally to ensure that this is being used effectively and only where appropriate.

In line with Section 6(7) of The Care Act 2015, the SAB will develop a framework for responding to allegations against people working with adults with care and support needs (i.e. those who are in positions of Trust). This robust framework will seek to ensure that individuals are protected from any individual in a position of trust who is considered to pose a risk and that the individual is unable to remain or seek a similar position of trust in the future.
In order to measure its effectiveness, the Board will monitor:

- The number of individuals represented by an advocate or friend/family member
- The number of DoLS applications received and authorised
- The number of Community DoLS forwarded to the Court of Protection

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

A key priority for the Board will be improving its engagement with the local community and in particular those individuals who are hard to reach and the most vulnerable people in society who are unable to protect themselves from harm and abuse. As described within the ‘Empowerment’ section above at page 5, communities need to be supported to help play their part in preventing, detecting and reporting abuse and neglect through the promotional work of the Board. However, the Board also recognises that it needs to actively engage with its community in order to capture and take account of their views in it’s work – connecting with individuals in society who are unable to protect themselves from harm will be a key challenge for the Board and will be the primary focus of the Safeguarding Engagement sub-group. By promoting awareness of abuse and neglect in the community, we can nurture the current strengths and capacity in our community to improve the wellbeing and protect the more vulnerable members of the community.

In addition, the Board will proactively seek the views of individuals who have experienced the safeguarding process in order to capture feedback and potential learning from their experience in order to improve the services we deliver and ensure they are delivering the principles of MSP.

As well as working more closely with our communities, the strong partnership arrangements which already exist need to continue to be developed in order to maximise the use of our limited resources across the partnership and achieve maximum effect. This will be a key theme across all areas of the Board’s work. The Safeguarding Adults Review (SAR) process introduced by Section 44 of The Care Act 2014 provides opportunities for partners to come together and learn from cases where areas for improvement are highlighted. A SAR can be requested by any of the Board’s partners and is a multi agency review which aims to promote effective learning and improvement, explore examples of good practice and develop insights into the way organisations are working together in order to prevent and reduce abuse/neglect from occurring again. The Board welcomes this approach to learning and maximising opportunities to develop and learn in partnership. We will therefore be learning from the first application of the SAR process and reviewing and amending the current SAR process to take account of this...
learning. The Board will also oversee the *implementation of any learning identified* by the first SAR case which began in 2015.

Given the broader remit and opportunities available to undertake a SAR following the Care Act 2014, the Board wants to *further promote the SAR process* to ensure a shared understanding of its scope, remit and benefit in terms of identifying learning on a partnership basis.

Recognising that discharge from hospital can be a significant event for an individual in terms of supporting them to maintain their wellbeing and independence, this can also be a time when individuals are at their most vulnerable if not effectively supported through this period. Locally, a new discharge model has been introduced and therefore the Board will be developing a *measure to examine the success of the new discharge models* in order to assure itself that discharge processes are taking account of individuals needs and wishes and ensuring they are protected from the risk of harm upon discharge from hospital.

Linked to it’s prevention work, the Board will be increasing partner agency and staff understanding of adult safeguarding work over the coming 12 months and *examining the opportunities offered by incorporating adult safeguarding into the current Multi Agency Safeguarding Hub (MASH) arrangements* which are already in place for safeguarding children.

In order to measure its effectiveness, the Board will monitor:-

- **Number of safeguarding adult reviews undertaken locally**

**Accountability:** Accountability and transparency in safeguarding practice.

The Board recognises the strong partnership arrangements already in place and the commitment from each partner agency to deliver the safeguarding agenda in Telford and Wrekin. Without this continued commitment from all partner agencies to local safeguarding arrangements, the Board would not remain effective in achieving its priorities and protecting the most vulnerable members of our society. The commitment of all agencies represented on the Board will be monitored by the Board in relation to agencies attendance at Board and sub-group meetings. Attendance and contributions to these key meetings will ensure this business plan is delivered with momentum over the coming 12 months and that all partners remain accountable for its delivery.

Similarly, the Board will continue to be represented on the regional safeguarding policy and procedure group which is responsible for developing safeguarding policy and procedure on a regional basis to address the requirements of the Care Act 2015 and any other relevant legislation. The Board will ensure that any *developments in policy and procedure* at a regional level are implemented locally.
The Board will continue to regularly **review and update its risk register** to capture key risks to the delivery of this business plan on a multi agency basis and ensure that this document adds value to the Board discussions.

Linked to earlier priorities in relation to the implementation and embedding of MSP principles across all partner agencies, the Board will consider an **audit of the Safeguarding process** to establish the extent to which MSP has been embedded in practice. Feedback and learning from this will help to develop and inform plans for the next financial year. Similarly, the Board’s **performance framework will continue to be developed** to take account of any issues/themes which emerge throughout the year. This will include both qualitative and quantitative information in order to measure the effectiveness of the local processes in delivering a service which is MSP focussed.

In order to measure its effectiveness, the Board will monitor:-

- Agency attendance at Board
- Agency attendance at sub-groups
- Number and nature of high risks identified by the Board

**4. TWSAB Structure and governance arrangements**

The TWSAB has, as detailed in the Terms of Reference (published on the TWSAB website), relationships with other key strategic partnerships and boards within Telford and Wrekin, including the Telford & Wrekin Safeguarding Children Board.

In order to drive forward the priorities noted above the TWSAB has three key sub-groups - the diagram below at Appendix 3 Page 19 illustrates their linkages to the board and other strategic groups.

The TWSAB has membership from the strategic leaders across organisations in Telford and Wrekin who work with adults who may be at risk. For a full list of members please refer to the Terms of Reference published on the TWSAB website.

**4.1. Safeguarding Engagement Sub-group**

**Key functions:** The key objective of this sub-group is to engage with the most vulnerable members of our community and represent the views of the local community with whom they engage with at Board.

It will have delegated authority for delivering the following objectives of the TWSAB:

- *Engage with individuals who are hard to reach and may be at risk of abuse but are unable to protect themselves from abuse or risk of harm*
Engage with individuals who have been through the safeguarding process to capture learning for the Board

Represent the views of individuals and communities (with whom they engage) on the Board

Raise the profile of adult safeguarding across communities within Telford & Wrekin with a particular focus on those individuals who are unable to protect themselves from harm and abuse.

4.2. Quality, Performance and Operations (QPO) Sub-group

**Key functions:** The key objective of this sub-group is to ensure that the Board’s Business Plan is delivered by evidencing successful outcomes for adults, ensuring development priorities and objectives are achieved and that targets and performance data, including audit findings, are available to the Board within agreed timescales.

This group will also identify areas for further development, with an emphasis upon continuous improvement. It will have delegated authority for delivering the following objectives of the TWSAB:

- ensuring that the collation and interrogation of data on safeguarding occurrences is being undertaken in order to ensure that the prevention of abuse is being applied across all partner agencies within Telford and Wrekin.

- developing and embedding assurance processes, including peer reviews and self assessments.

- assessing whether TWSAB partners are fulfilling their statutory obligations;

- conducting Safeguarding Adults Reviews (SARs) in accordance with Section 44 of The Care Act 2014;

- considering safeguarding adult enquires which may indicate the necessity for undertaking a Safeguarding Adult Review (SAR) and to make recommendations about how to proceed;

- commissioning and conducting learning reviews (in liaison with the PTLD Sub-group), not only in respect of cases which meet the SAR criteria, but also on other discretionary cases which can provide useful insights into the way organisations are working together to safeguard adults;

- ensuring, where possible, that families are invited to contribute to case reviews and supported through the process and that the final review is shared with them by the appropriate professional;

- ensuring coordination with any learning outcome meetings which take place as a result of the SAR procedure;
4.3. Partnership Training, Learning & Development (PTLD) Sub-group

**Key functions:** The key objective of this group is to take responsibility for learning, training and policy and procedures development as well as overseeing multiagency development initiatives. This will include developing and disseminating good practice and local guidance which protects and safeguards adults; influencing and guiding practice, setting standards to ensure that staff are trained to agreed core competencies/standards in order to improve the skills and knowledge of professionals who have responsibilities relating to safeguarding adults. This will always be undertaken in partnership with all TWSAB partners.

It will have delegated authority for delivering the following objectives of the TWSAB:

- supporting the West Midlands regional safeguarding group who develop policy & procedures at a regional level to ensure consistency across the region;
- ensuring the adoption and compliance of the adult safeguarding policies and procedures in accordance with The Care Act 2014 by monitoring and developing the interagency safeguarding systems and processes;
- developing local guidance which supports and interprets regional policy & procedure into a practical ‘how to’ guide for local staff;
- implementing best practice developments following evidence based reviews and research; and
- developing a framework/standards for multi agency learning, development and training.
- monitoring funding made available to the TWSAB for Training and development

5. TWSAB Work Plans

Each sub-group will develop a Work programme which captures the above priorities (as listed at Appendix 2) – these will be reviewed at every Board meeting and emerging priorities/objectives will be added throughout the year as necessary.

Progress reports against the work programmes will be presented to Board meetings and will identify any significant milestones or barriers to achieving the priorities in order that the Board can address any barriers and make decisions required to progress priorities. Achievements and overall progress will be reported in the TWSAB Annual Report.

6. TWSAB Finance and resources

The TWSAB’s work is funded by the following statutory partner agencies:

- Local Authority,
- West Mercia Police,
- Telford & Wrekin Clinical Commissioning Group,

The contributions will be regularly reviewed and presented to the Board for approval on an annual basis.
The TWSAB relies not only on funding from other agencies but also resources and their contribution and participation on the Board and the sub-groups is vital to the effective implementation of TWSAB’s priorities. As part of the annual report, other agency contributions will be noted.

Given the limited funding available to the Board, any specific pieces of work undertaken requiring additional funding will require approval by the Board who will seek contributions from all partners represented on the Board.

Given the financial climate in which we work and the reducing Government funding available, it is recognised that the Board must focus is efforts on the most vulnerable adults in its community who are not able to protect themselves against abuse. Collaborative working and pooling of resources will also be key to making the most progress with our limited funds. The Board will regularly consider and highlight where multi-agency working could achieve better outcomes than each agency alone.
Appendix 1: Performance Measures by Priority

The following summarises the performance measures against each priority which the SAB will be regularly monitoring – these may change throughout the year to take account of emerging issues/themes and trends.

<table>
<thead>
<tr>
<th>Priority Area</th>
<th>Performance Measures</th>
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</thead>
<tbody>
<tr>
<td><strong>Empowerment</strong></td>
<td>- The number of individuals who identified desired outcomes at the beginning of the safeguarding process</td>
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<td>- How many people have an advocate, family or friend support them when they can’t express their own views</td>
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<td><strong>Prevention</strong></td>
<td>- Information gained at each level of the organisational abuse framework</td>
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<td>- The number of local providers rated as inadequate and/or requiring improvement</td>
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<td>- Of those providers, the number who are subject to the large scale investigation process, who have services suspended (both voluntary and mandatory), who have a performance improvement notice in place</td>
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<td>- Common themes and trends from local health service providers incident reporting</td>
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<td>- Monitor number of safe and well checks undertaken locally by the Fire Service for individuals over the age of 65</td>
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<td><strong>Proportionality</strong></td>
<td>- Number of safeguarding concerns raised locally and how many of these progress to enquiries</td>
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<td>- The number of individuals represented by an advocate or friend/family member</td>
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<td><strong>Partnership</strong></td>
<td>- Number of safeguarding adult reviews undertaken locally</td>
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<td><strong>Accountability</strong></td>
<td>- Agency attendance at Board</td>
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<tr>
<td></td>
<td>- Agency attendance at sub-groups</td>
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<td></td>
<td>- Number and nature of high risks identified by the Board</td>
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## Appendix 2: Priorities and Key Tasks by Sub-Group

<table>
<thead>
<tr>
<th>Responsible Sub Group</th>
<th>Key Actions</th>
<th>Priority Area</th>
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</thead>
<tbody>
<tr>
<td>Engagement</td>
<td>Board will review and refresh its current public information to support Action on Elder Abuse Day locally</td>
<td>Prevention</td>
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<td></td>
<td>Connecting with individuals in society who are unable to protect themselves from harm</td>
<td>Partnership</td>
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<td></td>
<td>will proactively seek the views of individuals who have experienced the safeguarding process</td>
<td>Partnership</td>
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<td>Partnership Training, Learning &amp; Development (PTLD)</td>
<td>Establish what our preventative offer is</td>
<td>Prevention</td>
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<td></td>
<td>Developing and adopting an organisational framework</td>
<td>Prevention</td>
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<td></td>
<td>In response to the organisational framework, action learning sets will be established to ensure a shared understanding of roles and responsibilities</td>
<td>Prevention</td>
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<td>Additional guidance will be developed to support the application of the framework.</td>
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<td></td>
<td>The Framework will be reviewed after one year in operation to ensure it remains effective.</td>
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<td></td>
<td>Identifying common areas of training needs which may have contributed to providers being rated as inadequate.</td>
<td>Prevention</td>
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<td></td>
<td>Develop a framework for responding to allegations against people working with adults with care and support needs</td>
<td>Prevention</td>
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<td></td>
<td>Any learning from the implementation of the Section 42 framework will be considered and addressed</td>
<td>Proportionality</td>
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<td></td>
<td>Develop a set of standards to clearly set our expectations for staff competency particularly in relation to MSP a capability framework to clearly set our expectations for staff competency</td>
<td>Protection</td>
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<tr>
<td></td>
<td>Develop a multi-agency learning and development plan to support delivery of the capability framework. The approach to delivering the framework will focus less on formal guidance and training but more</td>
<td>Protection</td>
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<tr>
<td>Quality, Performance &amp; Operations (QPO)</td>
<td>Deliver action learning sets to address key gaps/themes highlighted by the learning and development plan</td>
<td>Protection</td>
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<td></td>
<td>Ensure that any developments in policy and procedure at a regional level are implemented locally.</td>
<td>Accountability</td>
</tr>
<tr>
<td></td>
<td>Anybody identified in the survey as not feeling safe will be contacted by the Safeguarding Team to ensure that they are as safe as they want to be.</td>
<td>Empowerment</td>
</tr>
<tr>
<td></td>
<td>Continued representation at CQC information sharing.</td>
<td>Prevention</td>
</tr>
<tr>
<td></td>
<td>The Board will ensure a proactive response to issues raised at these meetings with feedback from these meetings being a regular consideration at Board in order to identify and agree issues which need to be considered further in order to reduce risk as far as possible.</td>
<td>Prevention</td>
</tr>
<tr>
<td></td>
<td>highlight high risk themes which need to be considered for further action</td>
<td>Prevention</td>
</tr>
<tr>
<td></td>
<td>Ensure the Board responds to such themes and prevents issues escalating.</td>
<td>Prevention</td>
</tr>
<tr>
<td></td>
<td>The Board will continue to monitor emerging themes and trends highlighted by other well established reporting mechanisms to ensure lessons are learned</td>
<td>Prevention</td>
</tr>
<tr>
<td></td>
<td>seek assurance that Section 42 enquiries are undertaken effectively alongside existing mechanisms</td>
<td>Proportionality</td>
</tr>
<tr>
<td></td>
<td>develop and implement a framework for understanding the Section 42 enquiry</td>
<td>Proportionality</td>
</tr>
<tr>
<td></td>
<td>Implement learning from the first application of the SAR process</td>
<td>Partnership</td>
</tr>
<tr>
<td></td>
<td>review and amend the SAR process to take account of learning from the first application of the SAR process</td>
<td>Partnership</td>
</tr>
<tr>
<td></td>
<td>further promote the SAR process to ensure a shared understanding of its scope, remit and benefit</td>
<td>Partnership</td>
</tr>
<tr>
<td></td>
<td>Board will be developing a measure to examine the success of the new discharge models</td>
<td>Partnership</td>
</tr>
<tr>
<td></td>
<td>examining the opportunities offered by incorporating adult safeguarding into the</td>
<td>Partnership</td>
</tr>
<tr>
<td>Current Multi Agency Safeguarding Hub (MASH) arrangements</td>
<td>Accountability</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>-----------------</td>
<td></td>
</tr>
<tr>
<td>Review and update its risk register</td>
<td>Accountability</td>
<td></td>
</tr>
<tr>
<td>Audit of the Safeguarding process to establish the extent to which MSP has been embedded in practice</td>
<td>Accountability</td>
<td></td>
</tr>
<tr>
<td>Performance framework will continue to be developed</td>
<td>Accountability</td>
<td></td>
</tr>
</tbody>
</table>
Appendix 3

Telford and Wrekin Safeguarding Adults Board (TWSAB): Relationship with other Partnerships and Groups