



Gwent-wide Adult Safeguarding Board

Strategic Plan 2017-2020

Introduction

The Gwent Wide Adult Safeguarding Board (GWASB) has the statutory responsibility to provide the strategic lead in the region in relation to the safeguarding citizens and the promotion of their well-being, as enshrined in the Social Services and Well-being Act 2014 and accompanying guidance, 'Working Together to Safeguard People Volume 1'.

The Gwent region incorporates Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen. The regional GwASB was established in January 2011, merging the existing tri council Area Adult Protection Committee arrangements in Blaenau Gwent, Torfaen and Monmouthshire with those of Caerphilly and Newport. This regional board became the strategic lead partnership for safeguarding across Gwent with the introduction of the Social Services and Well-being Act 2014, ensuring an equal footing with the South East Wales Safeguarding Children Board.

The membership is as follows:

GWENT WIDE SAFEGUARDING ADULT BOARD MEMBERSHIP	
Keith Rutherford Torfaen C.B.C. Chair	Chief Officer Social Services
Lin Slater Aneurin Bevan University Health Board Vice Chair	Assistant Director of Nursing
Alyson Hoskins Blaenau Gwent Social Services	Head of Adult Services
Christopher Bradley	Chair of Blaenau Gwent Local Safeguarding Network
Dave Street Jo Williams Caerphilly Social Services	Director of Social Services Head of Adult Services
David Thomas	Chair of Caerphilly Local Safeguarding Network
Julie Boothroyd Monmouthshire Social Services	Head of Adult Services
Ian Bakewell	Chair of Monmouthshire Local Safeguarding Network
Chris Humphrey Newport Social Services	Head of Adult Services
Mary Ryan	Chair of Newport Local Safeguarding Network

GWENT WIDE SAFEGUARDING ADULT BOARD MEMBERSHIP	
Gill Pratlett Torfaen Social Services	Head of Adult Services
Deborah Davies	Chair of Torfaen Local Safeguarding Network
Dr Nigel Farr Public Health Wales	Designated Doctor, Safeguarding
Nikki Harvey Welsh Ambulance Service Trust	Safeguarding Lead Officer
Leanne Brustad Gwent Police	Detective Superintendent
Steve Bartlett	Older People's Commissioner for Wales
Kay Galvin South Wales Fire Service	Head of Education
Nic Davies Heather Nicholls National Probation Service Wales	Head of Gwent Local Delivery Unit Deputy Head Gwent Local Delivery Unit
Giles Mason HMP Usk / Prescoed	Governor
Diana Binding Community Rehabilitation Company	Assistant Chief Executive
Rebecca Haycock VAWDASV	Regional Advisor
Scott Sanders Charter Housing & Derwen Cymru	Director
Peter Kennedy Torfaen Voluntary Alliance	Senior Executive Officer

GWENT WIDE SAFEGUARDING ADULT BOARD MEMBERSHIP	
Martin Featherstone Louise George GAVO	Chief Executive Officer Facilitator
Eleri Thomas Office of the Police and Crime Commissioner	Deputy Commissioner
Mel Roach Stephen Berry and Kelly Richards Regional Safeguarding Business Unit	Business Unit Manager Development Officer x 2

The GwASB's purpose is to lead, co-ordinate and ensure the effectiveness of multi agency safeguarding adult practice in the region.

The Board is funded by contributions from statutory partner agencies who have agreed the funding formula as set out in the Welsh Government document, 'Working Together to Safeguard People Volume 1 – Introduction and Overview', the guidance which accompanies the Social Services and Well-being (Wales) Act 2014. This funding resources a Regional Safeguarding Business Unit consisting of a business manager, development officers and administrative support staff who provide support for both children and adult boards and all of the sub groups. The specific costs for this support are set out below.

Total costs	£355,000
Staff costs	£289,000
Day to day running costs	£26,000
Child practice reviews	£4,000
Adult practice reviews	£4,000
Training Programmes	£22,000
Engagement / Websites & Publicity / Professional events (Including National Safeguarding Week)	£10, 000

Our Annual Plan will focus on improved outcomes for adults. This means understanding what we want to achieve, planning how we will get there, including who will do what by when and importantly, how will we know we are making a positive difference to people's lives.

Our vision is that:

We protect adults who have care and support needs, and are experiencing or are at risk of, abuse and neglect. We work to prevent further adults across Gwent from becoming at risk of abuse and neglect

This means:

- Making sure that adults are protected from abuse, neglect and exploitation;
- Preventing abuse, neglect or exploitation; and
- Ensuring that people are living and being cared for in safe homes and communities.
- Ensuring that the well-being of adults requiring support is at the core of all levels of service provision

Equalities Statement

The Gwent-wide Adult Safeguarding Board will work actively against all forms of discrimination towards and by citizens, regardless of their individual background and circumstances. Our equalities commitment covers ethnic origin, sex, age, marital status, sexual orientation, disability, gender reassignment, religious beliefs or non-belief, use of Welsh language, British Sign Language and other languages, nationality, responsibility for any dependents or any other reason which cannot be shown to be justified.

What We Have Done So Far

The Gwent area has a long history of collaboration in relation to the protection of vulnerable adults, with the increase of the collaborative agenda; in 2011 the decision to merge the 5 Local Authority areas to form one adult safeguarding board was taken. The work started then has been continued by GwASB, providing a strong platform from which to begin work as the lead statutory partnership for safeguarding adults.

Some of the key achievements of that collaborative work include:

- Consulted with citizens in a variety of engagement events and local and regional forums to gather the views of people about the adult protection process and the safeguarding board
- Used the information provided by these events to inform this plan
- Consulted with service users and developed a range of leaflets with advice and guidance
- Developed websites that provide advice and guidance for, parents and carers, the public and professionals
- Agreed 'branding' and a logo for the Board to ensure the profile of the Board is raised amongst citizens in Gwent
- Produced a quarterly newsletter to update professionals of the work of the Board
- Developed a data set to benchmark Protection of Vulnerable Adults (POVA) activity across the region
- Monitored the performance of care home provision across the region, especially when concerns are flagged up
- Developed a group to undertake an audit around 'falls' in residential care settings
- Used the information from that audit to produce guidance of best practice for care staff
- Supported the scoping of the regional Multi Agency Safeguarding Hub (MASH) initiative
- Developed a range of training modules from basic awareness through to an advanced level to equip professionals to keep adults who require support safe in a variety of settings
- Worked closely with the Regional pilot on VAWDASV to improve access to training and advice
- Worked more closely with SEWSCB (the regional safeguarding children Board) to improve links across the whole safeguarding agenda
- Participated in national safeguarding week with a variety of events, culminating in a conference for professionals covering safeguarding for adults, children and VAWDASV
- Undertaken a review of how we work and established how best we can provide a more holistic approach to safeguarding
- We have reviewed and revised the terms of reference and membership of all of our sub groups and combined the work of some, to ensure best use of agencies time and resources

What we are going to do next

The Board has identified four strategic priorities to focus on over the next three years.

- **Targeting Interventions towards adults who are at risk of specific types of abuse**
- **Improving the Quality of Care across the region**
- **Ensuring the continued effectiveness of safeguarding practice during the implementation and transition of the Social Services and Well-being (Wales) Act 2014**
- **Improving the effectiveness of the Regional Adult Safeguarding Board**

In order to ensure seamless transition from our previous plan we have agreed to carry over any work which has yet to be completed. The agreed priorities for the first year will include any outstanding work and ensure that corresponding actions are completed before embarking on new tasks.

In our second year we will deal with newly identified and emerging work streams related to each of the above, and prioritise them based on our progress in year one.

During the third year of the plan we will deal with consolidation of the Board's work related to each of our identified priorities and assessing the effectiveness of what we have achieved in the previous two years.

All of these priorities will have specifics which focus on improving outcomes for people who are experiencing, or are at risk of experiencing abuse, neglect and exploitation. We will also take account of those who are in need of a care and support plan. We have also included the co-ordination of preventative services as it has been recognised that the Board has a responsibility to influence other partnerships and keep safeguarding at the core of their business.

These priorities will also focus on ensuring there are effective safeguarding arrangements in place in member agencies across the region and that the Board meets its statutory obligations. This will in turn provide the necessary foundation for improving outcomes for citizens across our region.

We recognise that it is important to develop a performance management framework which will allow us to benchmark performance of our constituent agencies and begin to understand where we need to look for improvements. The changes to the structure of our sub groups will improve governance and a formal reporting in structure will ensure a two way communication process between our strategic Board and its sub groups.

For the first year we will be concentrating on establishing baseline information on each of the priorities and in the second and third years we will be better placed to target areas we want to improve. This will help us to refine our action plan to ensure the resources we have are being used to best effect.

In order to achieve this approach the Board has agreed its core business as being:

- **Adult Practice Reviews**
- **Links with other strategic groups and partnerships**
- **Agreeing and implementing a Performance Management / Quality Assurance framework**
- **Developing and disseminating Policies and Procedures**
- **Training**
- **Development of Local Safeguarding Networks**
- **Implementation of new Legislation**
- **Continuing to engage with citizens across Gwent**

Over the next 3 years the Board wants to continue to improve the leadership, co-ordination and effectiveness of multi agency safeguarding adult practice. Research, previous serious case reviews and adult practice reviews have demonstrated that robust safeguarding systems and effective front line practice improves outcomes for people.

Achieving our purpose requires effective working at all levels, from the operational frontline to the regional strategic Board. Rather than seeing this in a traditional hierarchical way as a Safeguarding Board supported by local and regional activity, we need to recognise it as a whole system.

As such there will be constant interaction between the local and regional elements and we will only be as good as the effectiveness of each part and the communication between these. Effective regional leadership and governance is essential, equally so is good joint working at a local level.

Messages from Professionals

We spoke to groups of professionals at a conference held in the wake of the findings of Operation Jasmine. They gave us some information which has informed our priorities in this plan. Their messages were very clear and ensured we knew that:

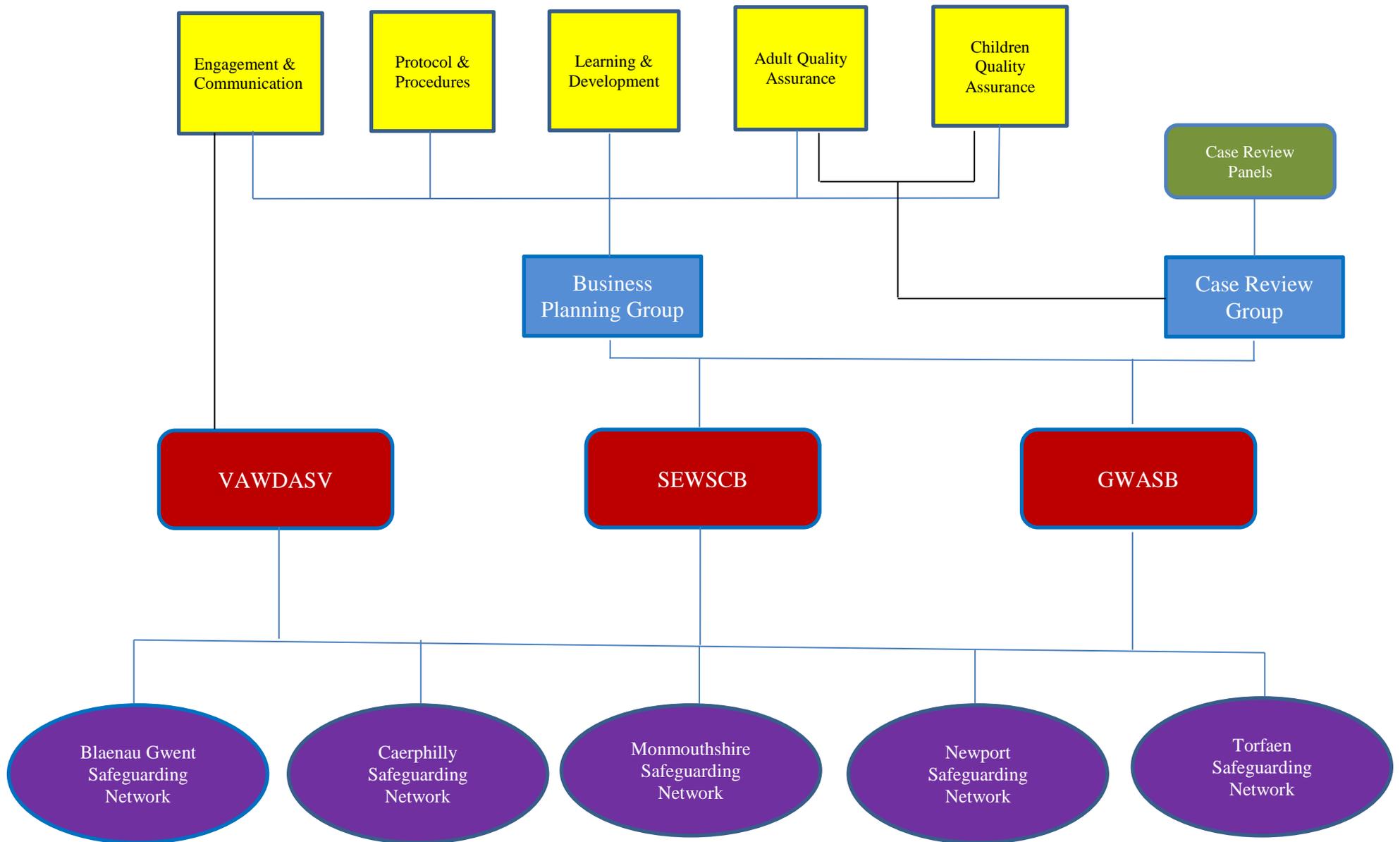
- They wanted a focus on early intervention to prevent abuse from happening or escalating
- There should be clear and agreed pathways and guidance which should be monitored by the Board
- We need to ensure a consistent application of thresholds for care standards and POVA interventions
- There should be better communication between agencies and improved understanding of each others roles
- They requested better protocols for sharing information across agencies
- They noted that collaboration across voluntary sector, statutory sector and commissioned services should be improved
- Awareness of GwASB and the work of the sub groups should be improved across professionals and the general public
- There was a need for raising the awareness and uptake of advocacy
- It is important to share the messages and lessons learnt from the safeguarding work that is undertaken across the region with front line staff and volunteers

Further Partnership and Collaborative Work

Over the forthcoming years there will also be further collaboration between Gwent Wide Adult Safeguarding Board (GwASB) and the South East Wales Safeguarding Children Board (SEWSCB), and a number of the sub groups will work more closely across both Boards which will enable a consistency of approach across the region. The new sub groups will in turn formally report back to each of the statutory Safeguarding Boards. This structure has taken account of the core business of both Boards and the formation of the sub groups reflect this. GwASB has also recognised the need to ensure good communication with the Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) strategic partnership Board as this type of abuse features highly on the strategic priorities identified by GwASB.

A diagram of the Board and its sub groups is included below:

Regional Strategic Safeguarding Structure



Gwent-wide Safeguarding Adult Board (GwASB)

Strategic Priorities for 2017-2020

Strategic Priority 1 – Targeting Interventions towards Adults who are at risk of Specific Types of Abuse

Outline of Need: Many adults are adversely affected by a number of different types of abuse. Over the last few years, the Gwent-wide Adult Safeguarding Board has learned that many adults are frightened, worried or harmed by the behaviour of others. Examples of this include neglect, domestic abuse, financial abuse, physical abuse, emotional abuse and sometimes sexual abuse. Current data, case audit and case reviews show that these issues are present in a high number of cases in which adults have been seriously injured or died as a consequence of abuse and/or neglect. There are emotional and physical consequences of abuse and neglect, which can be indicators of distress and harm in adults. Therefore, it is the intention of GwASB to prioritise specific types of abuse over the next three years, modifying priorities in accordance to local evidence and demonstrating consistent improvements within this key safeguarding area.

Within this Strategic Priority, the focus for Year 1 will be:

- Neglect – Identify and understand the pattern of Neglect in the region in order to develop strategies to prevent further incidents
- Financial abuse - Work on a multi-agency basis to raise awareness of this type of abuse and share exemplars to minimise risk

Priority Focus	What do we want to achieve?	What are the outcome indicators?	By when	Sub-Group Lead
Neglect	A comprehensive regional data set to establish a base line of neglect cases dealt with by adult protection teams	Neglect data from each local authority area collated to establish the prevalence of cases in the region	September 2017	Quality Assurance and Performance Group
Neglect	To develop a set of comprehensive guidelines for practitioners to equip them to recognise and address issues concerning neglect in adults in need of care and	The guidelines are produced, endorsed by GwASB and disseminated amongst professionals The information included in the neglect	March 2018 September	Protocols & Procedures Group Learning

	support, both in the community and care settings	guidelines should be included in the training packages available for professionals working with adults	2018	&Development Group
Neglect	To raise awareness with the public of neglect cases that may be occurring in the community or care settings and encourage concerns to be reported	A campaign to raise awareness of the dangers associated with neglect of adults, to include information about how and where to report concerns	March 2018	Engagement and Communication Group
Financial Abuse	To work closely with Gwent Police colleagues and adult protection teams to establish the extent of reported financial abuse across the region	To highlight the levels of financial abuse to professionals	September 2017	Quality Assurance & Performance Group
Financial Abuse	Decide on a range of measures to be taken to tackle financial abuse in the community and help individuals remain safe	Raising awareness of varying examples of financial abuse with professionals and citizens across Gwent. Supporting individuals to tackle this type of abuse from carers and relatives	March 2018	Quality Assurance & Performance Group Engagement & Communication group
Financial Abuse	Business Planning Group to establish examples of best practice when dealing with financial abuse across region and to work with Safeguarding Networks to disseminate to front line practitioners	Financial abuse workshop topics to be presented to GwASB and local Safeguarding Networks	March 2018	GwASB Local Safeguarding Networks

Strategic Priority 2 – Improving the Quality of Care

Outline of Need: The quality of care provided to our most needy groups has long been the highest priority for the range of multi agency service providers across Gwent. In recent years the Dr. Flynn report “In Search of Accountability” has particular resonance across the region. In the past three years much activity has taken place including audits, awareness raising and ‘mapping and gapping’ work to benchmark and improve outcomes for adults in residential settings. However there is now an acknowledgement that there may be an increase in the number of adults potentially at risk in domiciliary care settings too. This can prove to be a difficult area of work to address but GwASB has agreed the following strategic priorities in order to begin to take forward this agenda along with the existing priorities in residential settings. The aim is that work will commence on each priority area and as items are completed or if the emphasis changes within this priority area, the plan will take these into account in the next year.

Within this Strategic Priority, the focus for Year 1 will be

- To agree an approach through multi-agency interventions which provides consistency in dealing with Adult Safeguarding concerns
- To agree a protocol that addresses managing pressure damage in all care settings
- Raise the standard and take up of adult advocacy services across the region

Priority Focus	What do we want to achieve?	What are the outcome indicators?	By when	Sub-Group Lead
Consistent Level of Intervention	Establish a baseline for safeguarding intervention across the region in both residential and domiciliary care	Collation of information and data about adult protection concerns to establish base line	September 2017	Quality Assurance & Performance Group
Consistent Level of Intervention	Develop a guidance document across all Local authority areas to ensure consistency of approach when making interventions	Guidance for professionals is produced which includes information about when safeguarding concerns require an intervention	December 2017	Protocols & Procedures Group
Consistent Level of Intervention	Guidance document is used across the region as part of everyday practice	Guidance document is agreed by GwASB and disseminated to professionals Information about the levels of intervention is included in all GwASB agreed training modules	March 2018	GwASB Safeguarding Networks Learning & Development Group

Consistent Levels of Intervention	GwASB approved training for practitioners working with adults in residential, domiciliary and community care provided across the region	The current GwASB approved modules of training are reviewed and revised to include the guidance on consistent intervention	March 2018	Learning & Development Group
Consistent Levels of Intervention	GwASB approved modules of training are delivered in a co-ordinated way to care providers	The 'delivery group' model used in Children's safeguarding is adopted to provide generic safeguarding training for care providers	March 2018	Learning & Development Group
Managing Pressure Damage	Develop a working document, jointly agreed by ABUHB and the five local authority Social Services departments, to provide a clear pathway for dealing with pressure management in residential and nursing care settings	Task and finish group established with representation from ABUHB and each Local authority area. ABUHB to ensure the process maintains primacy for the health Board in the agreed pathway	March 2018	Business Planning Group Protocol & Procedures Group
Managing Pressure Damage	Working document is disseminated to professionals and care providers to ensure consistent application across all sectors	Working document is agreed by GwASB and disseminated widely Information about the pathway is included in all GwASB agreed training modules	November 2018	GwASB Local safeguarding Networks Learning & Development group
Advocacy	Use information collated previously (2016) and collect new relevant data to establish a benchmark of current level of uptake of advocacy	The 'benchmark' will inform the prevalence of the use of advocacy across the region and will illustrate gaps in provision	September 2017	Quality Assurance & Performance Group
Advocacy	Raise awareness amongst professionals of the entitlement by individuals to all forms of advocacy	The workforce across all care sectors are offering advocacy, especially, when safeguarding issues are identified	November 2017	Business Planning group Local safeguarding Networks
Advocacy	Produce a range of tools to raise awareness of advocacy. This will enable the offer of advocacy to become embedded in practice	These messages can be disseminated through a variety of methods including staff briefings, web based resources,	January 2018	Engagement & Communication Local

		media clips, printed materials and practitioner forums		Safeguarding Networks
Advocacy	Review the uptake of advocacy across the region over the previous year to establish whether the uptake of advocacy has increased.	Audit different care provision against the offer of advocacy to establish whether the use of the service has increased	March 2018 and on-going	Quality Assurance & Performance group

Strategic Priority 3 – Ensuring the continued effectiveness of safeguarding practice during the implementation and transition into the Social Services and Well-being Act

Outline of Need: The Social Services and Well-being (Wales) Act 2014 emphasises the importance of preventative services and differentiates between adults in need of protection and those in need of care and support plans. In order to ensure that other strategic partnerships and local organisations keep safeguarding at the core of their business, regardless of the need for adult protection services, GwASB needs to influence a large number of fora at a strategic level. Strong links between strategic partnerships are vital to the success of this priority

Within this Strategic Priority, the focus for Year 1 will be:

- Continuing links with the regional transformation team and other regional partnerships and local strategic groups;
- Monitoring the provision of training, awareness raising and dissemination of information to organisations across the region.

Priority Focus	What do we want to achieve?	What are the outcome indicators?	By when	Sub-Group Lead
Establishing strong links	The work of GwASB is regularly discussed at local and regional partnership meetings.	Members ensure that GwASB interests are represented at other partnership fora. A demonstration that safeguarding items are regularly placed on agendas.	November 2017	GwASB and Sub-Group Members
Establishing Strong links	GwASB to ensure the transformation team are making links across are regional partnerships and are including SEWSCB in any regional strategic decision making	The transformation team to regularly update GwASB on progress on the implementation of the legislation	March 2018	Transformation Team & GwASB
National Safeguarding Board	Strong links between Board members and the NISB nominated representative. To ensure that any GwASB local or regional priorities and concerns are raised at the NISB	The NISB link representative attends all Board meetings and other regional fora and provides a conduit between GwASB and the NISB	March 2018 and On-going	GwASB and Link NISB rep

Raising Awareness	GwASB ensures that the Website and any newsletters produced provide a comprehensive resource about safeguarding in the region	Website to keep hyperlinks to preventative services in each local authority area. Newsletter to include signposting to broad range of preventative services available	October 2018	Engagement & communication Group
Up to Date Procedures	GwASB to ensure that as soon as the National Protection Procedures are reviewed and agreed they will be disseminated amongst professionals	The updated version of the National Protection Procedures are embedded in practice across the region	March 2018	Protocols & Procedures Group
Vawdasv	To ensure Board representation on the VAWDASV Board and sub-groups.	Ensure Board members act as both safeguarding and VAWDASV champions within regional and local forums.	March 2018 & Ongoing	GwASB

Strategic Priority 4 – Maintaining an Effective Regional Adult Safeguarding Board

Outline of Need: The Gwent Wide Adult Safeguarding Board (GwASB) has the lead strategic role in ensuring that adults in the region are protected from abuse, neglect and all forms of discrimination and live in an environment that promotes their well-being and keeps them safe. The Social Services and Well-being (Wales) Act 2014 specifies the key functions for maintaining an effective regional Adult Safeguarding Board. These include the important function of reviewing the efficacy of measures taken by those partners with safeguarding responsibilities to implement the objectives of the Board and also reviewing the performance of the Board and its partners in carrying out its objectives in safeguarding and protecting adults at risk. Therefore, it is imperative that the GwASB meets its statutory obligations, with regard to ensuring that safeguarding is at the core of the preventative agenda of the regional partnership, that it provides strong leadership and holds agencies to account for safeguarding Adults.

Within this Strategic Priority, the focus for Year 1 will be

- Completion of a Section 135 safeguarding audit by constituent agencies to reflect how the Board is safeguarding its citizens
- Self-assessment of GwASB performance to ensure that safeguarding is at the core of everything we do
- Raising GwASB profile to promote the message that ‘safeguarding is everybody’s responsibility’

Priority Focus	What do we want to achieve?	What are the outcome indicators?	By when	Sub-Group Lead
Improving Communication	A two-way communication process between GwASB and local safeguarding networks.	Regular dissemination of bi-lateral information	November 2017	GwASB members Local Safeguarding Networks
Self Assessment	The Board will accurately assess areas of strength and areas of development for Board partners and represented bodies.	To complete a Section 135 safeguarding audit of all Board partners and represented bodies. To use the Section 135 audit feedback to inform the implementation of a self assessment day.	March 2018	GwASB members Business Planning Group

Self-assessment	The Board will accurately assess its performance in carrying out its objectives.	To complete a self assessment audit with Board partners.	March 2018	GwASB members Business Planning Group
Raising GwASB profile	Establishing strong links with South East Wales nominated representative of National Safeguarding Board	Views and interests of GwASB are strongly represented at a national level.	March 2018	GwASB Chair and Members
Raising GwASB profile	The strategic Annual Plans and Reports owned by GwASB are regularly presented to local Public Service Boards and South East Wales Strategic Partnership Board.	Public Service Boards receive routine presentations from GwASB and have a strong awareness of GwASB key priorities to include in their local agenda Safeguarding becomes embedded in a range of corporate activities.	March 2018	GwASB Chair Vice Chair and Business Manager
Raising GwASB profile	GwASB is represented at any all-Wales safeguarding groups.	Views and interest of GwASB are strongly represented through attendance at all-Wales Policies and Procedures Group, all-Wales Business Managers Group and all-Wales Child Protection Coordinators Group.	March 2018	GwASB and Sub-Group Members
Performance Management	The Quality Assurance Group works on producing a multi- agency performance framework, which enables members to assess the effectiveness of safeguarding practice across the region	Individual elements which form a performance framework are agreed Agencies begin to provide data and qualitative information to the group An annual audit programme is agreed and implemented. In future years the collated information is analysed and presented to GwASB	December 2017	Quality Assurance & Performance Group