



NORTH WALES SAFEGUARDING ADULTS BOARD

ANNUAL BUSINESS PLAN

2017/18

NORTH WALES SAFEGUARDING ADULTS BOARD

BUSINESS PLAN 2017-18

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North Wales Safeguarding Adults Board

Mission Statement

The North Wales Safeguarding Adults Board has adopted the 3-P approach within its business planning. This being Prevent, Protect and Prepare which are included in the board's three mission statements.

1. North Wales Safeguarding Adults Board will **PROTECT** adults within its area who have needs for care and support (whether or not a local authority is meeting any of those needs: and are experiencing, or are at risk of, abuse or neglect.
2. North Wales Safeguarding Adults Board will **PREVENT** those adults within its area, from becoming at risk of abuse, neglect or other kinds of harm.
3. North Wales Safeguarding Adults Board will **PROVIDE** the overall responsibility for challenging agencies to ensure effective measures are in place to **PROTECT** & **PREVENT**

Summary of Improvement for NWSAB 2017/18

The NWSAB will focus on the following 4 objectives during 2017/18 alongside its strategic priorities and core business.

1. The NWSAB and subgroups continue to evolve to ensure effectiveness.
2. How the NWSAB collaborates with other Boards, Partnerships, persons/bodies in its activities
3. How the NWSAB disseminates the learning from the Adult Practice Reviews
4. How the NWSAB proactively engages with Adults and their carers to ensure that they are given the opportunity to participate.

Improvement 1 : The NWSAB and subgroups continue to evolve to ensure effectiveness

Summary of Required Improvements :

- 1. Maintain a stable Business Unit that will support the NWSAB & NWSCB**
- 2. Ensure that the NWSAB complies with the requirements of the Social Services and Well-Being (Wales) Act 2014**
- 3. Maintain good record of attendance at appropriate level and mandate at Board Meetings**
- 4. Ensure engagement from across agencies in the work of the Board and the subgroups and ensure stability of chairing arrangements for the subgroups.**

Priority Areas	Where are we now?	What needs to improve?	What do we need to do?	Who is responsible	How will we measure success?
Maintain a stable Business Unit that will support the NWSAB & NWSCB	Currently a part time 'Interim Manager' is in post, with 2 Board Coordinators (seconded) and a shared Admin Assistant. Current period of transition from one host authority to another.	Establish a stable Business Unit to ensure that all work is carried out and coordinated in a productive manner.	Recruitment to all posts within the Business Unit to enable stable and sustainable support to the Boards and their sub groups.	NWSAB/NW SCB	Recruitment to all posts and subsequent progress of the Board's statutory duties and work on strategic priorities.
Ensure that the NWSAB complies with the requirements of the Social Services and Well-Being (Wales) Act 2014	Extensive programme of safeguarding training for local authority staff undertaken across north wales. Revision of statutory framework and key national statutory guidance issued: Working Together to Safeguard People (Vol.1);	Training for multi-agency partners. Training for partner agencies and commissioned services.	Contribute to consultation. Ensure compliance.	NWSB Business Manager.	Training records. Reports of adults at risk. Compliance in practice audits. National feedback. CSSIW Inspection.

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Priority Areas	Where are we now?	What needs to improve?	What do we need to do?	Who is responsible	How will we measure success?
	WT to Safeguard People APRs (Vol.2); WT to Safeguard People Adult Protection & Support Orders (Vol.4). Performance Measurement Framework for Local Authorities (SSWBA s 145).				
Maintain good record of attendance at right level at Board Meetings	Inconsistent attendance from some agencies and not at appropriate level and mandate.	Appropriately designated members who are able to consistently attend and contribute to the work of NWSAB.	Review Terms of Reference (ToR) & Roles/Responsibilities' Documentation.	NWSAB	Each partner will attend meetings as required and participate at the right senior level.
NWSAB members have a responsibility to challenge others not only on their contribution to the board but also on	There is a growing element of challenge on safeguarding practice. Agencies have been challenged on the need for appropriate	The NWSAB needs to further refine and improve the degree of challenge and specify the responsibility of members to challenge and hold each other to account. To be prepared to	A review of the ToR and Roles and Responsibilities Develop a robust system of challenge, a culture of acceptance, and to respond positively.	NWSAB NWSB Business Manager	Partner contribution reports to the Board. Use of Independent

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Priority Areas	Where are we now?	What needs to improve?	What do we need to do?	Who is responsible	How will we measure success?
<p>the quality of member agencies safeguarding practice.</p> <p>Establish and maintain peer challenge practice.</p> <p>Challenge in respect of any matter of concern and safeguarding issues in relation to any high profile or more serious enquiries e.g. Tawel Fan, Operation Jasmine etc.</p>	<p>representation on the Board.</p> <p>The Board has exercised appropriate challenge in respect of the issues concerned and invoked Section 137 of the Act – request for information.</p>	<p>respond positively to challenge.</p> <p>NWSAB needs to further refine and improve the nature of challenge when the two reports are complete.</p>	<p>NWSAB will assist with multi agency learning following the publication of the Ockenden Report and HASCASS Report in respect of Tawel Fan and will work in partnership with the Independent Oversight Panel in this work.</p>	<p>Chair</p> <p>NWSAB</p> <p>Business Manager</p>	<p>Members as ‘critical friends’.</p> <p>Compliance with section 137 requests for information.</p> <p>Effective multi agency learning is evidenced.</p>

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Priority Areas	Where are we now?	What needs to improve?	What do we need to do?	Who is responsible	How will we measure success?
The two-way relationships between the Board and the local delivery groups need be made more explicit.	The delivery groups are working well and are delivering on Board strategy whilst managing operational issues but lack clarity from the Board.	Clarity and direction from the Board. Refresh of sub groups' ToR and work programmes.	Maintain and improve two way communication channels between Board and sub groups. Delivery groups to receive direction from the Board. Regular meetings between chair NWSAB and sub group chairs.	NWSAB Delivery/Sub Group Chairs	Highlight reports to Board. Progress on sub groups work programme and Board's priorities.
The Board also needs to be clear about the nature of the information from Board meetings that is made available to the regional and delivery groups for sharing purposes.	Key messages are provided that can be shared.	Key messages need to be more informative rather than one line headings.	Produce improved key messages for use within the sub groups.	Chair NWSAB NWSB Business Manager	Highlight reports to Board. Challenge from sub groups on matters discussed at Board.

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Ensure engagement from across agencies in the work of the Board and the subgroups and ensure stability of chairing arrangements for the subgroups.	Chairing and attendance of Policy & Procedure Group had been an issue during 2016. Chairing of Workforce and Training has been unstable since 2015 -16 with 4 Chair changes during the period. Total participation from across the Board's agencies has not been consistent in relation to policy development. Attendance at Subgroups has been problematic.	Attendance needs to be consistent from all agencies and membership stabilised.	Review of ToR, look at alternative meeting models. Escalation to NWSAB if required.	Chairs of sub groups/ Business Manager	Chair appointed and work programme developed. Consistent and appropriate attendance and participation. Clear understanding about the role and remit of the subgroups.
On the existing priorities the focus had been on actions with little evidence that these actions are making a	Not using standardised, quality data collection tools	How evidences is gathered to measure effectiveness.	Develop or adopt data collection tools to measure outcomes. Develop practice of evidencing the	NWSAB Delivery Groups	Audits/Case Studies. Post APR implementation

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Priority Areas	Where are we now?	What needs to improve?	What do we need to do?	Who is responsible	How will we measure success?
difference across the region.			implementation of APR action plans.		evidence to APR group.

Improvement 2 : How the NWSAB collaborates with other Boards, Partnerships, persons/bodies in its activities

Summary of Required Improvement :

- 1. Develop arrangements between statutory and non-statutory partnerships locally, regionally and nationally to ensure safeguarding governance and accountability**
- 2. Improve links and working arrangements with the North Wales Safeguarding Children’s Board to improve a holistic approach to safeguarding individuals**
- 3. Establish links with the National Independent Safeguarding Board and improve links with other regional Safeguarding Board to share good practice, areas for learning and improvement and contribute to consistent safeguarding approaches to safeguarding across Wales**

Priority Areas	Where are we now	What needs to improve	What do we need to do	Who is responsible	How will we measure success
Develop arrangements between statutory and non-statutory partnerships locally, regionally and nationally to ensure safeguarding governance and accountability	NWSAB is aware of local and regional partnership arrangements which have links to safeguarding adults. There are no formal reporting arrangement between these partnerships and individuals	The NWSAB is a statutory board and should seek assurance on the work of all the other partnerships and groups.	Establish clear lines of accountability and reporting mechanisms between the Safeguarding Board, Public Service Boards ,Area Planning Boards, Safer Communities Boards/Partnerships, Human Trafficking Cohesion	Chair/Business Manager	Coherent understanding of the safeguarding activity of each partnership Decrease in duplication Ability to influence safeguarding agendas
Improve links and working arrangements with the North Wales Safeguarding Children’s Board to improve a holistic approach to	SSWB Act 2014 and the Regulations set out the same functions and procedures of both Safeguarding Adults and Children Board.	TOR for the Boards needs to be aligned. Highlighting reports and updates from each board should be provided	The Board to clarify what it hopes to achieve from this relationship and put a strategy in place with the agreed aim in mind	Business Manager	TOR reflecting the SSWB Act. Members are aware of the work undertaken across children and adults.

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Priority Areas	Where are we now	What needs to improve	What do we need to do	Who is responsible	How will we measure success
safeguarding individuals	Since September 2016 The Business Unit serves both Boards Both boards share a single budget and website. Joint Workforce & Training Subgroup.	Share Relevant Strategic Priorities – for example Self Neglect.			Increased dovetailing leading to improved outcomes for individuals in need of care and support.
Establish links with the National Independent Safeguarding Board and improve links with other regional Safeguarding Board to share good practice, areas for learning and improvement and contribute to consistent	Function of NISB is set out in legislation. Chair of NISB sits on the NWSAB and there are regular Meetings between business managers across Wales (3 times per year)	Business Units across Wales meet quarterly. To include other staff as well as the Business Managers Sharing of documents and templates and good practice across Wales	Work towards development of shared documentation and reporting framework	Business Managers	Robust reporting arrangements Success of National Safeguarding Week.

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Priority Areas	Where are we now	What needs to improve	What do we need to do	Who is responsible	How will we measure success
safeguarding approaches to safeguarding across Wales					

Improvement 3: How the NWSAB disseminates the learning from the Adult Practice Reviews and shares examples of good practice.

Summary of Required Improvements :

1. Ensure that the lessons learnt from APR's are disseminated throughout the agencies.
2. Assurance that practice and policies have changed in agencies as a result of APR's
3. Improve sharing of emerging themes and lessons learnt across Wales

Priority Areas	Where are we now	What needs to improve	What do we need to do	Who is responsible	How will we measure success
Ensure that the lessons learnt from APR's are disseminated throughout the agencies.	Local APR's are presented to the Local Delivery Groups Each report is posted on the Board's website together with a blog post.	Reports are circulated widely within agencies and are used as a resource in group supervision. To include power point presentation of lessons to be learnt. Agencies signpost practitioners to the website	Every year there should be a thematic report commissioned by the NWSAB in respect of the local lessons learnt but also consideration of the emerging themes from the wider context for the same period. Ensure that the website is updated regularly	Chair of APR Group Business Manager	Increased dissemination of learning regionally and nationally. Post APR implementation evidence to APR group and audit.
Assurance that practice and policies have changed in agencies as a result of APR's	Action Plans are reviewed by the Local Delivery Groups and then reported to the APR.	Introduce arrangements for agencies to report on improvements to practice and policies	1. Standing Agenda Item for APR meetings 2. Diary marker for each agency to report to APR group 12 months from date of presentation to NWSAB on the changes to practice and policy	Chair of APR Business Manger Each member of APR group	1. Reduction in similar issues/themes emerging from reviews
Sharing of examples of good practice/good	One delivery group has developed a 'good practice' template together with a	Communication of good practice across all partners and agencies.	Adoption of the template across all sub groups and a standing agenda item.	All sub group members, Chairs &	The number of good practice reports that are reviewed.

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Priority Areas	Where are we now	What needs to improve	What do we need to do	Who is responsible	How will we measure success
'saves' across North Wales.	programme for agencies to contribute.		Each member to bring examples of good practice over the course of the year.	Business Coordinator.	

Improvement 4 : NWSAB proactively engage with individuals and their carers to ensure that they are given the opportunity to participate

Summary of Required Improvements :

1. Individuals affected by the exercise of the NWSAB's function be given the opportunity to participate in the Board's work

Priority Areas	Where are we now	What needs to improve	What do we need to do	Who is responsible	How will we measure success
Adults affected by the exercise of the NWSAB's function be given the opportunity to participate in the Board's work	The NWSAB held a number of varied activities across North Wales raising awareness of safeguarding and giving members of the public opportunity to speak to practitioners.	At least once a year Safeguarding Boards must give Adults the opportunity to participate in one or more events of the board's work.	<p>Look to develop a feedback protocol that workers could use with Adults subject to adult protection plans.</p> <p>Capture the views of vulnerable people and adults at risk automatically rather than as an afterthought</p> <p>Develop an evaluation process to ensure that the feedback received is meaningful.</p> <p>Invite Adults to participate in a Safeguarding Week event, with an opportunity to obtain their views.</p>	NWSAB	<p>Number of adults and vulnerable people participating in the work of the Board.</p> <p>Nature of that participation</p> <p>Evaluation of activities</p> <p>Feedback received.</p>

Strategic Priorities

The following areas have been identified as being the strategic priorities for the Board

1. Outcomes for adults who are the subject of adult protection plans are improved as a result of all agencies across North Wales consistently delivering high quality adult protection services according to agreed best practice.
2. The risk that vulnerable adults and 'adults at risk' suffer or become subject to abuse or neglect is reduced because staff and the public are fully aware of the need to safeguard and protect, and know what to do if there is a safeguarding issue.
3. The NWSAB operates effectively and meets its statutory responsibilities.
4. Development of a regional approach to assist adults who self-neglect.

OUTCOMES

Overarching Outcome: Outcomes for adults who are the subject of adult protection plans are improved as a result of all agencies across North Wales consistently delivering high quality adult protection services according to agreed best practice.	
PREVENT	<ul style="list-style-type: none"> ▪ To standardise and improve the quality of multidisciplinary practice in relation to POVA and Safeguarding under The Social Services and Well-Being (Wales) Act 2014 and to agree regional standards.
PROTECT	<ul style="list-style-type: none"> ▪ To learn from APRs, SUIs, SFOs, etc. and ensure that the learning is shared across North Wales and nationally as appropriate
PROVIDE	<ul style="list-style-type: none"> ▪ A platform for sharing good practice with commissioned/contracted services/ third/ private sector partners.

Overarching Outcome: The risk that vulnerable adults and 'adults at risk' suffer or become subject to abuse or neglect is reduced because staff and the public are fully aware of the need to safeguard and protect, and know what to do if there is a safeguarding issue.	
PREVENT	<ul style="list-style-type: none"> ▪ Raise the profile/awareness of the need to safeguard vulnerable adults and adults at risk & empower vulnerable adults and adults at risk to safeguard themselves.
PROTECT	<ul style="list-style-type: none"> ▪ Develop Adult Protection pages on the North Wales Safeguarding Boards' website with information of how and when to refer. ▪ Ensure that all staff including partner agencies and commissioned providers are aware of their duty under SSWBA(W) Act 2014 s128 to report an 'adult at risk'
PROVIDE	<ul style="list-style-type: none"> ▪ Information to raise awareness of safeguarding issues, particularly when and how a referral should be made.

Overarching Outcome: The NWSAB operates effectively and meets its statutory responsibilities and is assured of the quality of safeguarding services across North Wales.	
PREVENT	<ul style="list-style-type: none"> To continually reflect and assess the Board’s progress and ensure there is sufficient flexibility to address emerging issues.
PROTECT	<ul style="list-style-type: none"> To develop mechanisms for measuring the effectiveness of the Board and sub-groups activities. To develop a common data set (both qualitative and quantitative) which, together with sound analysis, provides the Board with an understanding of safeguarding across North Wales.
PROVIDE	<ul style="list-style-type: none"> Mechanisms to ensure the participation and involvement of individuals and their carers in the work of the NWSAB.

Overarching Outcome: A North Wales approach to understand and manage incidence of self-neglect and the needs of those affected.	
PREVENT	<ul style="list-style-type: none"> Development of a self-neglect and associated protocols with an established pathway to assist those who self-neglect.
PROTECT	<ul style="list-style-type: none"> To learn from APRs, SUIs, SFOs, etc. with regards to self-neglect and its associated issues and ensure that the learning is shared across North Wales and nationally as appropriate.
PROVIDE	<ul style="list-style-type: none"> Training and awareness raising for staff to assist in the implementation and use of the protocols.

Membership of the North Wales Safeguarding Adults Board

Member	Agency
Neil Ayling (Chair)	Flintshire County Council
Jo Ramessur-Williams (Vice Chair)	North Wales Police
Jenny Williams	Conwy County Borough Council
Judith Magaw	Community Rehabilitation Company
Hannah Griffith	Wales Probation Service
Awen Morwena Edwards	Gwynedd Council
Janet Hughes (Legal)	Conwy County Borough Council
Louise Bell	Betsi Cadwaladr University Health Board
Charlotte Walton	Wrexham County Borough Council
Jane Davies	Flintshire County Council
Phil Gilroy	Denbighshire County Council
Gill Harris	Betsi Cadwaladr University Health Board
Alwyn Jones	Isle of Anglesey Council
Kate Devonport	Conwy County Borough Council
Margaret Flynn	National Independent Safeguarding Board
Aled Davies	Gwynedd Council
Tim Owen	North Wales Fire & Rescue Service
Mary Wimbury	Care Forum Wales
Nicola Stubbins	Denbighshire County Council
Nikki Harvey	Welsh Ambulance Service Trust
Debbie Pachu	Public Health Wales
Francine Salem	Wrexham Borough Council
Nick Dann	HMP Berwyn
Caroline Turner	Isle of Anglesey Council

North Wales Safeguarding Children's and Adults Board

Joint Budget/Expenditure

2016/17 Budget & Expenditure		
INCOME		Amount
Total Funding from partner contributions		£218,562
Contribution from Reserve carried forward		£279,866
Contribution from Schools re CSE Drama (£100 per school)		£ 5,400
TOTAL INCOME		£503,828

EXPENDITURE	Amount	
STAFFING		
Total staffing Costs	£173,148	
Child Practice Reviews & Adult Practice Reviews		
Total CPR & APR costs	£37,000	
Administration costs		
Total administration costs	£18,500	
EVENTS		
TOTAL EVENTS	£21,000	
TRAINING		
Total Training	£13,000	
CSE Action Plan		
CSE Theatre Drama	£35,000	
TOTAL EXPENDITURE	£297,648	
Future Reserve	£206,180	