



Birmingham Safeguarding Adults Board

Strategic Plan 2018/2019



About our Strategic Plan

Ambition

As a first and overriding ambition, BSAB is committed to listening to the voice of the citizens of Birmingham.

We will ensure that, wherever possible, safeguarding responsibilities across the city are delivered in a way that empowers the community and its individual citizens, that supports defensible decision making and risk enablement.

A city free from harm and neglect, of our most vulnerable citizens will always be an ultimate aim and the Birmingham Safeguarding Board is working hard with all of our Partners towards this goal. In 2018-19 we will **focus our energy on empowering our communities and citizens.**

Our focus is on developing effective **preventative and early intervention strategies** that minimize the risk of abuse and neglect occurring, by working to establish **safer communities for people with care and support needs.** To enable this, we will also support the work of the West Midlands Combined Authority on region wide awareness of the impact of early traumatic experiences.

This will include areas such as unregulated housing, transition from children to adults' services, domestic abuse and the impact of social isolation.

The Care Act 2014 set out a new legal framework for the delivery of care and support services in England and a new way of working for Adults Safeguarding Boards that we have welcomed and used to our best advantage over the last 3 years to create an **innovative, dynamic and collaborative adult safeguarding culture.** We have reduced bureaucracy and empowered many organisations to make safeguarding personal and everybody's business and are keen to remove the fear of safeguarding only being a specialism.

The Act also established the "**wellbeing principle**", making promoting wellbeing the core purpose of local authorities' exercise of their care and support functions. Wellbeing relates to a range of factors including social wellbeing, contribution to society (self-worth/value) and personal and family relationships. Given what we know about the functioning of the human mind and emotional needs, there are clear links between loneliness and poor wellbeing. We also know through national and international research that there are emerging links between social isolation and the propensity for abuse and neglect, therefore it is also deemed to be the responsibility of Safeguarding Adults Boards.

Achieving through Partnerships

As you know our Board is committed to ensuring there is a far broader partnership of agencies engaged in championing safeguarding principles and ways of working across the city. We want this to include full engagement with third sector, carer and user groups. We are committed to being inclusive recognising the vital contribution non-statutory bodies have to offer in delivering effective safeguarding in Birmingham. This last 12 months have seen our **Partner organisations grow to record numbers and record levels of involvement** in delivering on our priorities.

It is our ambition in 2018-19 to reach even further and encourage organisations of all sizes and shapes to work with us **to roll out our social movement.** We feel we are **stronger together and** have a much greater opportunity to create real change if we **work in partnership.**

Safer Communities is a priority for BSAB. A wide ranging partnership has been developed around vulnerable adults who use the Private Rented Sector in the city. Over 2017 a number of works streams were developed to respond to immediate concerns about safety and wellbeing and to consider how best the experience of citizens who access this type of accommodation and professional who support them can be used most effectively to shape supported accommodation quality and referral systems in the years ahead.

Over this year, we have achieved a number of successful multi-agency responses to providers in the city who were considered not to be meeting the physical and support requirements for vulnerable adults in their properties. The approach led by West Midlands Fire Service, Birmingham City Council Social Work and Commissioning teams allowed for a holistic set of visits that engaged and supported landlords as well as checking on any safeguarding issues that may have arisen.

Going forward into 2018-2019, partners working with the support of BSAB are developing a forum to share intelligence about good practise and poor or risky provision with both voluntary support organisation and our statutory colleagues such as the Probation Service, the Mental Health Trust and Commissioning.

We also support and encourage a number of our partners who have already joined forces to create solutions or place joint funding bids for specific projects that would never have worked together if they hadn't realised their joint ambitions through the Safeguarding Partnership meetings.

We have developed **an innovation fund** to encourage more partner organisations to come forward to support us in achieving our priorities and ambitions. **You will see more of this in 2018-19.**

We will also introduce our **Peer to Peer audits in 2018-19** that will add great value to our plans for changing of the shape of our assurance processes.

We will **continue to rise to the challenge of leading the culture change in Birmingham** and to make sure that **our collective vision, values and culture translate into our frontline practice**. I would urge you to complete a Memorandum of Understanding and join the work of the Safeguarding Board.

Safeguarding Adults Reviews

A Safeguarding Adults Review or SAR may be held when an adult with care and support needs dies or has experienced serious abuse or neglect and there is concern that partner agencies could have worked together more effectively to support and protect the person who suffered harm.

These reviews are to identify whether any lessons can be learned about the way organisations worked together and to consider how the learning can be used to improve practice in the future.

A SAR is not an enquiry into the cause of an individual death or injury. It does not look for someone to blame and it is completely separate from any investigation being undertaken by the police or a coroner. The SAR concentrates instead on whether professionals can learn anything from what happened.

Any individual (including members of the public) may put forward a case for consideration for a Safeguarding Adults Review.

A staff member in a partner agency who believes a SAR is warranted should discuss their concerns in relation to the case in question within their organisation before submitting the request.

Requests for Safeguarding Adults Reviews are made to the Safeguarding Adults Board. Requests are considered by the SAR group; who meet to consider whether the SAR threshold is met. Requests are considered on a case-by-case basis. After consideration, the recommendation from the group will be passed to the Independent Chair of The Safeguarding Board and will either be (a) dealt with as a SAR, or (b) the criteria is not met and the issues may be addressed through other routes.

Priorities for the SAR group for 2018-2019 will be:

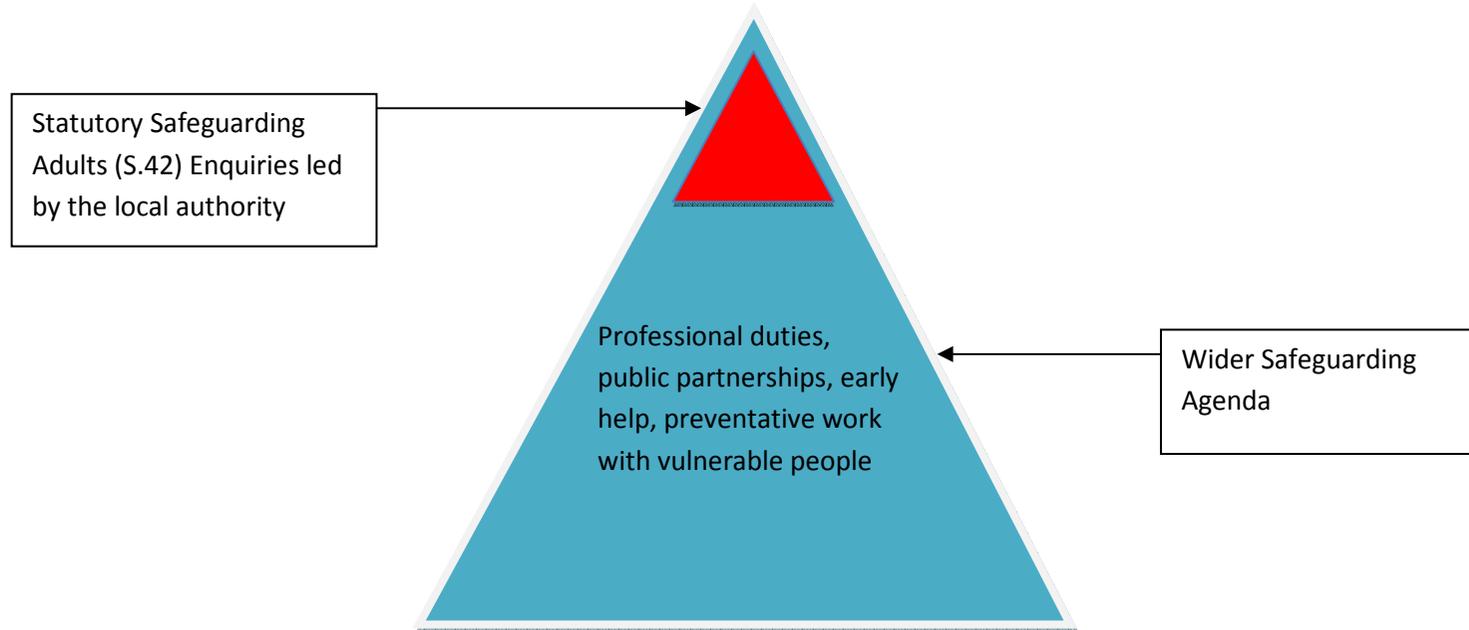
- **Reviewing and implementing the Terms of Reference including the expansion of the membership to include Housing and Drug, Domestic Abuse and Drug & Alcohol Misuse Services.**
- **Focusing on the dissemination of learning from local SAR referrals and from regional and national SAR themes for improving practise.**

Our Safeguarding Principles

Safeguarding duties apply to any adult who:

- has needs for care and support (whether or not the local authority is meeting any of those needs) and;
- is experiencing, or at risk of, abuse or neglect; and
- as a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect.

'Care and Support' means the mixture of practical, financial and emotional support for adults who need extra help to manage their lives and be independent – including older people, people with a disability or long-term illness, people with mental health problems, and carers. It can include an assessment of a person's needs, the provision of services and the allocation of funds to enable a person to purchase their own care and support. It could include care home, personal assistants, day services, or the provision of aids and adaptations.



Making Safeguarding Personal (MSP)

Making Safeguarding Personal is the model and framework we use when working with the citizens of Birmingham.

Making Safeguarding Personal is a shift in culture and practise in response to what we now know about what makes safeguarding more or less effective from the perspective of the person being safeguarded. It is having conversations with people about how we might respond in safeguarding situations in a way that **enhances involvement, choice and control as well as improving quality of life, wellbeing and safety**. It is about seeing people as **experts in their own lives and working alongside them**. It is about collecting information about the extent to which this shift has a positive impact on people's lives. It is a shift from a process supported by conversations to a series of conversations supported by a process. (LGA Making Safeguarding Personal Guide 2014)

As partners we work in a variety of settings, with adults of all ages, whose situations are all very different. We therefore deliver our safeguarding responsibilities in a range of different ways. In 2017 partners from a wide range of provision came together to produce **'Making Safeguarding Personal' – What good person-centred adult safeguarding practice looks like in Birmingham**. The booklet outlines what we as partners consider being the best basic practise standards for MSP. **This is what we have agreed we will measure ourselves against and will form part of the partner Assurance Statements from 2017-2018 onwards.**

The standards are 'We' statements under the following themes:

- **Hearing the Person**
- **Respecting the Persons Choice's**
- **Understanding the Person**
- **Being honest with the Person**

Risk Enablement - *Balancing wellbeing and Risk: What Adult Safeguarding is all about*

BSAB believes that at the heart of adult safeguarding lies a tension between the duty to protect an adult from the risk of harm with the duty to support them to maintain as much control and choice over their life as possible.

All practitioners involved in safeguarding an adult at risk have a duty to understand this tension and to work with the adult (and others involved with them) to ensure that an appropriate balance is struck between managing risk and protection from harm with promoting their autonomy and wellbeing in any action they take. We call this Risk Enablement.

Its Practice Guidance developed with partners over 2017-2018, aims to support practitioners to achieve the balance between protection and autonomy that is right for the adult in each case.

BSAB calls on all its partner organisations to support their front line staff in adopting the principles of its risk enablement guidance as part of meeting their adult safeguarding duties. Partners should ensure the values and culture of their organisations explicitly supports front line staff in working in this way.



Mental Capacity Act

Making Safeguarding Personal and applying the Risk Enablement Approach cannot be done properly without applying the principles of the Mental Capacity Act. The Mental Capacity Act 2005 is:

“...legal framework for acting and making decisions on behalf of individuals who lack the mental capacity to make particular decisions for themselves....

...is intended to assist and support people who may lack capacity and to discourage anyone who is involved.... from being overly restrictive or controlling.”

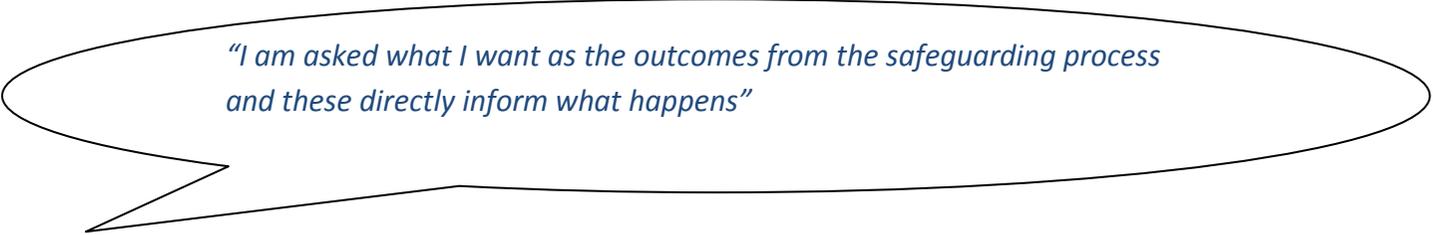
“... aims to balance an individual’s right to make decisions for themselves with their right to be protected from harm if they lack capacity to make decisions to protect themselves”

Justice Mumby – Court of Protection (2007)

“The fact is that all life involves risk, and the young, the elderly and the vulnerable, are exposed to additional risks and to risks they are less well equipped than others to cope with. But just as wise parents resist the temptation to keep their children metaphorically wrapped up in cotton wool, so too we must avoid the temptation always to put the physical health and safety of the elderly and the vulnerable before everything else. Often it will be appropriate to do so, but not always. Physical health and safety can sometimes be bought at too high a price in happiness and emotional welfare. The emphasis must be on sensible risk appraisal, not striving to avoid all risk, whatever the price, but instead seeking a proper balance and being willing to tolerate manageable or acceptable risks as the price appropriately to be paid in order to achieve some other good – in particular to achieve the vital good of the elderly or vulnerable person’s happiness. What good is it making someone safer if it merely makes them miserable?”

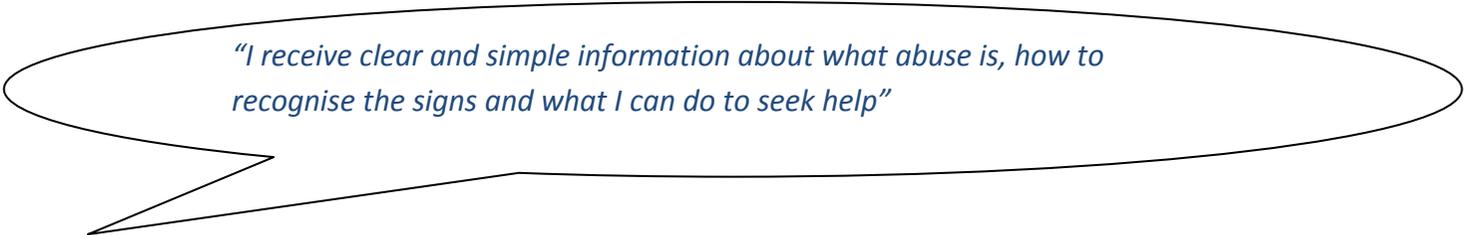
BSAB fully embraces the **6 adult safeguarding principles** that should guide and inform the approach to delivery of safeguarding responsibilities by all partner agencies across the city. These principles are:

EMPOWERMENT – People being supported and encouraged to make their own decisions and informed consent.



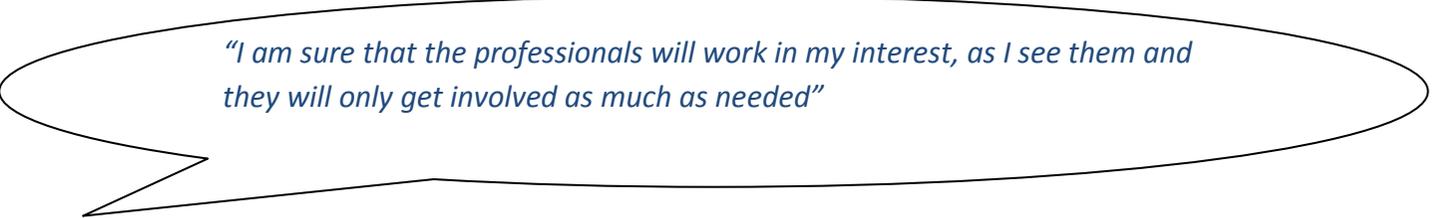
“I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens”

PREVENTION – It is better to take action before harm occurs.



“I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help”

PROPORTIONALITY – The least intrusive response appropriate to the risk presented.



“I am sure that the professionals will work in my interest, as I see them and they will only get involved as much as needed”

PROTECTION – Support and representation for those in greatest need.

“I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding to the extent to which I want”

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

“I know that staff will treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me.”

ACCOUNTABILITY – Accountability and transparency in delivering safeguarding.

“I understand the role of everyone involved in my life and so do they”

The Board's Role in Learning and Development

Birmingham Safeguarding Adults Board recognises that safeguarding responsibilities in the city have to be delivered flexibly, in a wide range of ways and by a very wide range of partners. Safeguarding is genuinely everybody's business, and as part of the fundamental culture shift we are seeking to deliver in Birmingham, our approach is collaborative rather than prescriptive. We are very aware that as far as improving outcomes for citizens, one size does not fit all.

Our approach to 'training' reflects this position. We do not think it is either feasible or desirable that a standardized approach to training, or the adoption of set training packages, should be expected or required of the different organisations making up our partnership. Partners are individually and separately responsible for assessing the learning and development needs of their own staff or volunteers and we recognise and respect that this is likely to look different from organisation to organisation.

Each organisation must make its own judgement, based on their own particular circumstances, role and function, as to whether they feel their own staff/volunteers are skilled and competent in what they are expected to deliver in terms of their safeguarding responsibilities. In some, but not all, cases this may be informed by the requirements of commissioner and regulator, however as a board we do not set standards in this area: what you might reasonably expect of a large statutory provider is, for example, not necessarily what you would expect of a small community group or similar.

The role of BSAB is to seek assurance that the system as a whole works, rather than focusing on the arrangements within individual partners. We do however expect that the approach to learning and development within all partner organisations should reinforce the basic cultural shift we are trying to deliver together in Birmingham:

- A commitment to risk enablement
- A culture of defensible decision-making
- A focus on prevention and early intervention
- A commitment to working in partnership/collaboration to improve outcomes for citizens
- A move away from the historic reliance on simply referring everything to the local authority
- A commitment to 'Make Safeguarding Personal'

The board does clearly have a role in trying to support and promote a learning culture within the city and within the partnership. However we are not a training provider and we are very clear that we do not want to encourage a culture that simply promotes ‘training for the sake of training’, but rather a culture that is always demonstrably focused on the aim of improving outcomes for citizens in practice. As a board, we are therefore committed to finding creative ways to:

- Promote and support reflective practice within partner organisations
- Promote and support the value of good supervision arrangements
- Promote and support case based learning forums for practitioners
- Share and collate examples of best practice
- Share the knowledge coming out of SARS or other serious incidents
- Encourage partners to share their own training and learning resources across the partnership
- Capture citizen voice and citizen perspectives to inform partner approach to staff learning and development
- Where appropriate, produce simple jargon free and accessible guidance on key themes or issues
- Consider national trends and developments whilst maintaining a clear focus on Birmingham’s unique challenges

All of the above will be informed by the voice of our citizens and our partners as to where they think our key challenges as a city lie. We encourage all partner organisations to use their voice at partnership meetings to support and be part of what we are trying to achieve. We will also seek to work with other boards or agencies where there are cross cutting themes or areas of joint interest in learning and development, as part of a ‘whole city’ approach

Priorities for the Learning & Development group for 2018-2019 will be:

- **Finding out what training is going on out there and learning from good practice so we can share it wider.**

Assurance, Governance and Scrutiny

BSAB seek assurance at a strategic and operational level across all types of service provision and commissioning.

Seeking assurance is the centre of all Safeguarding Adults Board business and in Birmingham we have a structure and reporting mechanism to facilitate a timely view of how the cities partners are doing. The Executive Board receives Assurance Summaries from the Scrutiny & Governance Committee which meets 8 times a year. With a membership of over 25 organisations the Scrutiny & Governance Committee hears from a range of providers and commissioners about their safeguarding frameworks. It covers strengths, weaknesses & risks, any learning and development needs for partners and how well the services are meeting the principles of MSP, Risk Enablement and Care Act expectations.

All parts of the SAB, including the wider partnership, the Executive Board and the two work groups (SARs and Learning & Development) contribute to the schedule of these requests to ensure that we are acting upon City knowledge and expertise to allow for a coherent picture in a large and diverse sector.

Each year, each partner organisation is asked to share with us their work, good practise, citizen voice and any concerns or themes they have around Adult Safeguarding. By publicising these snapshots of work across Birmingham we are able to share with citizens as well as colleagues assurances that important Safeguarding approaches are being followed.

We will be developing Peer to Peer Audit tools over the year to enhance the partner relationships and support in understanding and providing quality and citizen focussed assurances.

Learning from SARs reviews will be fed through the Learning & Development Group and the Scrutiny & Governance Committee to ensure joint working, action and assurance are priorities.

BSAB Assurance and Governance Structure

