

Oxfordshire Safeguarding Adults Board Strategic Plan – 2023-2027

Our vision for Oxfordshire is of a county in which all service providers and other stakeholders work together to support adults at risk of harm to prevent abuse happening; when it does occur, acting swiftly to achieve good outcomes and engaging with, listening to and responding to the views and wishes of people at risk on what would make them feel safe

What is Safeguarding?

Safeguarding means protecting people's health, wellbeing and human rights and enabling them to live free from harm, abuse and neglect. The work of the Board is driven by its vision to promote partnership working, collaborating to help people feel safe and free from abuse and neglect.

Who we are

The Safeguarding Adults Board (SAB) is a multi-agency partnership which has statutory functions under the Care Act 2014. Our main focus is to ensure that safeguarding arrangements in the County work effectively so that adults at risk are able to live their lives free from abuse or neglect.

An 'adult at risk' is a person aged 18 or over who has needs for care and support and as a result of those needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect (in this plan we will call an adult at risk 'the adult').

What we do

Our overall purpose is to help and safeguard adults with care and support needs.

The Board ensure that, locally, abuse is prevented and that, when it does occur, partners respond in line with the needs and wishes of the person experiencing harm.

A key role of the Board is to ensure that there is a partnership approach to delivering safeguarding services by promoting collaboration between all the partners for effective communication, information sharing and awareness raising.

Working together and with adults at risk of abuse the Board aims to ensure people are:

- safe and able to protect themselves from abuse and neglect
- treated fairly and with dignity and respect
- protected when they need to be
- able to easily get the support, protection and services that they need.

How we work

The Board is made up of the three Statutory Agencies (Local Authority, NHS Integrated Care Board, and the Police), together with other key partners and groups who support vulnerable adults and promote safety and well-being. The Board is led by an Independent Chair, who ensures that all partners fulfil their statutory duties

The Board is supported by a number of sub-groups, who meet on a quarterly basis. Each group has its own work plan based on the strategic priorities of the Board and provides regular updates in respect of progress.

Our Strategic Statement - what we plan to do

We will work together as partner organisations with people in our communities so that adults can live the best lives they can with their wellbeing and rights being supported, safe from abuse and neglect.

Our work will follow the six Safeguarding Principles:

- Accountability - accountability and transparency in delivering safeguarding
- Partnership - providing local solutions through services working with communities
- Prevention - it is better to take action before harm occurs
- Proportionality - proportionate and least intrusive response appropriate to the risk presented
- Protection - support and protection for those in greatest need
- Empowerment - promoting person-led decisions and informed consent

How are we going to do this?

The Care Act 2014 sets out the overarching objective of a SAB is to assure itself that local safeguarding arrangements and partners act to help and protect adults in its area who:

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

Our strategic priorities

This plan sets out how we intend to deliver our services over the coming years. We will review this plan yearly to respond to local needs. We will focus on four areas of equal importance, which will be our strategic priorities and form the core of our vision. We will continue to work with our partners and hold each other accountable to make sure that they are achieved.

Working in Partnership

The Board is only effective if the partners around the table are working together to safeguard adults with care and support needs at risk of abuse and neglect. The Board will build upon the close working arrangements already in place to achieve the following:

1. The Board Members will work together as a partnership at all levels, looking to strengthen that relationship, empowering those working within our systems.
2. The Board and its partners will look for greater integration across the Adult and Children's Board, either at Full Board or at subgroup level. This does not have to mean combining the groups but reviewing Board processes and aligning the group agenda it may streamline some of the discussions.
3. All work will be done with the "so what?" question in mind. If work does not actively improve practice outcomes and is not linked to clear outcomes in the purpose of the work then it will not be taken forward.
4. The Board will work to improve the understanding of the roles and responsibilities of the organisations working with adults across Oxfordshire, what they offer, what are the thresholds for those services and what to do when there are professional differences of opinion about accessing services.

Preventing harm occurring

It is always better to prevent harm occurring rather than responding once harm occurs. The Board will build upon the work that is already in place to achieve the following:

1. Improve the use of the Multi-Agency Risk Meeting (MARM) to assist providers who have cases that are not progressing, such as cases where there are lots of agency involvement but not necessarily a key lead, so that ideas and actions can be shared to improve outcomes. This requires a senior leadership ownership and active engagement to promote the process and hold their own and other organisations to account for its effectiveness.
2. Develop an overarching practice framework for the whole partnership, which includes restorative practice and trauma-informed working and clearly defines what these mean.
3. Develop an overarching commitment and strategy to tackling inequality and anti-discriminatory practice within safeguarding, and actively assess and respond to any identified issues.
4. Improve awareness of the safeguarding support available, the pathways and mechanisms e.g. how to trigger a statutory response before serious harm has occurred, amongst people most at risk and those supporting and working with them (perhaps using the Engagement Subgroup to do this?)

Responding swiftly when harm occurs

When organisations are alerted to abuse occurring, we are responsible as a system for responding swiftly and intervening as early as possible. The Board will build upon what is already in place to achieve the following:

1. Initiate a system-wide discussion on how we share information and intelligence in a way that reduces requests from information between partners (i.e. proactive information sharing), improving our intelligence and therefore

the support we offer in an effort to reduce or remove the risks people are facing, where possible.

2. Adopting a collaborative problem-solving approach in the face of learning from MARMs, SARs, SI's and difficult or complex safeguarding events. This must come with an acknowledgement that decisions can be extremely complex with no clear right/wrong answer and we will not be able to protect everyone as well as we would want to.
3. Reviewing the Board's dataset to ensure that the Board is assured when an issue occurs that the system responds in a timely fashion and in line with Making Safeguarding Personal principles.

Engaging effectively with people at risk

The Safeguarding Board and its partners should be engaging with those who are using services or have experience of the safeguarding process to better inform our work and improve how we react to incidents of safeguarding. The Board will work to achieve the following:

1. Hearing the voice of the adult at every meeting, whether it is a success story, a concern or just the experience of someone on the receiving end of our services
2. Consider an expert by experience at the Board or its subgroups or link into existing expert by experience panels run by partner agencies
3. Work closely with Advocacy organisations/providers to include the voice of those they work with are also heard at Board level
4. Review the strategic plan for 2024 onwards to co-create with people using our services the safeguarding priorities for the partnership

Strategic Action Plan 2023-27

Theme	Priority	Action	Lead	Deadline
<u>Working in Partnership</u>	1- The Board Members will work together as a partnership at all levels and looking at strengthening that relationship, empowering those working within our systems.	1. Board to recommend that either the OSAB is an equal partner at MASA or an additional meeting of the same people is called to function as an Adult MASA. <i>NB – Community Safety (Safer Oxfordshire Partnership) may be making a similar request in regard to the their partnership.</i>	Full Board	Winter 2023
		2. Board will commission a peer review/peer challenge exercise in the summer 2024 to assess the impact of the changes made during year 1 on the strategy.	Full Board	Summer 2024
<u>Working in Partnership</u>	2- The Board and its partners will look for greater integration across the Adult and Children’s Board, either at Full Board or at subgroup level. This does not have to mean combining the groups but reviewing Board processes and aligning the group agenda it may streamline some of the discussions.	3. OSAB Chair to write to OSCB Chair requesting a joint T&F group to look at ways to align group agenda, board processes and consider if any groups can be joined	Jayne Chidgey-Clark	Winter 2023
		4. Proposal to be brought to a joint extraordinary OSAB & OSCB meeting for discussion and approval	Jayne Chidgey-Clark	Spring 2024
		5. Commission a joint review of 'Think Family' and if it is truly embedded in practice (particularly of families with multiple entry points to safeguarding processes, eg. both children and their caregivers or significant other adults in their life involved with both children and adult safeguarding processes). Also for women who have eligible care and support needs who face court proceedings and are at risk of having their children removed or not returned to their care.	Full Board	Summer 2024

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<u>Working in Partnership</u>	3- All work will be done with the “so what?” question in mind. If work does not actively improve practice outcomes and is not linked to clear outcomes in the purpose of the work then it will not be taken forward.	6. Change Report Frontsheets to ask “how will this work improve service delivery?” and what does different look like to those offered the service.	OSAB Business Unit	Autumn 2023
		7. All action plans from SARs will require a column on “how will this work improve service delivery?”	SAR Subgroup	Autumn 2023
		8. Subgroups to review workplans to include the “how will this work improve service delivery?” against its plans.	Subgroup Chairs	Autumn 2023
<u>Working in Partnership</u>	4- The Board will work to improve the understanding of the roles and responsibilities of the organisations working with adults across Oxfordshire, what they offer, what are the thresholds for those services and what to do when there are professional differences of opinion about accessing services.	9. T&F group established to create an Oxfordshire Handbook, a guide to statutory and commissioned non-statutory services in Oxfordshire. This will include descriptions of the services, how they are accessed, what the thresholds are and how to escalate a difference of opinion. To include description of what people can expect from those services.	Full Board	Winter 2023
		10. To be reviewed annually to ensure it is up-to-date and incorporated into the peer review activity, which should be broadened to all Board members. Short, recorded interviews with Board Members to discuss their organisation, what they offer, how services are accessed and how decisions are made on who qualifies. These will sit on the OSAB website	Full Board	Summer 2024
		11. Adoption of the escalation protocol and monitoring of its use. This is likely best done via self-assessment work as it is hoped escalations to Board level are rare.	Procedures Subgroup	Winter 2023
	5- Improve the use of the Multi-Agency Risk	12. Produce concise resource on the purpose and use of MARM (7-minute briefing, short video to upload onto website, etc)	OSAB Business Unit	Autumn 2023

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<u>Preventing harm occurring</u>	Meeting (MARM) to assist providers who have cases that are not progressing, such as cases where there are lots of agency involvement but not necessarily a key lead, so that ideas and actions can be shared to improve outcomes. This requires a senior leadership ownership and active engagement to promote the process and hold their own and other organisations to account for its effectiveness.	13. Publish these resources and cascade through agencies	OSAB Business Unit	Autumn 2023
		14. Board Members to review through team engagement events that this cascading has worked and monitor the increase in MARM referrals and MARM outcomes. This could be reported on either via audits of the Commitment Statements, incorporated into the annual Safeguarding Self-Assessments or built into the PIQA single agency governance reporting arrangements.	All Board Members	Autumn 2024
<u>Preventing harm occurring</u>	6- Develop an overarching practice framework for the whole partnership, which includes restorative practice and trauma-informed working and clearly defines what these mean.	15. Board to adopt Government definition of trauma-informed approach and what this means for organisations	Full Board	Winter 2023
		16. PIQA to conduct multi-agency audit on how compliant organisations are with the trauma-informed approach definition.	PIQA	Spring 2024
		17. Definition and compliance question on trauma-informed and empowerment to be included in the safeguarding self-assessment, both the Board Member return and the practitioner questionnaire.	PIQA	Summer 2024

Theme	Priority	Action	Lead	Deadline
<u>Preventing harm occurring</u>	7- Develop an overarching commitment and strategy to tackling inequality and anti-discriminatory practice within safeguarding.	18. Equality, Diversity & Inclusion strategy & statement to be developed	Full Board	Completed
		19. PIQA to review safeguarding data available on EDI to assess whether any people belonging to the equality strands are over or under-represented. Incorporate this into the self-assessment and include it as a specific focus in the peer review event	PIQA	Winter 2023
<u>Preventing harm occurring</u>	8- Improve awareness of the safeguarding support available, the pathways and mechanisms e.g. how to trigger a statutory response before serious harm has occurred, amongst people most at risk and those supporting and working with them	20. Board to develop guidance on this for: <ul style="list-style-type: none"> a. Frontline Workers b. People who may need a safeguarding response c. Members of the Public 	Full Board	Spring 2024
<u>Responding swiftly when harm occurs</u>	9- Initiate a system-wide discussion on how we share information and intelligence in a way that reduces requests from information between partners (IE proactive information sharing),	21. OSAB to call a meeting of the Board Members and partnership groups (OSCB/SOP/CSPs) to discuss this issue and how it can be achieved. <i>NB - Does this require a change to our systems so there is a way to share intelligence outside of raising a safeguarding concern? Intelligence informs assessments (care need, risk, mental capacity, etc) and yet there is no central hub for this to sit. Would an Adult</i>	Full Board	Summer 2024

Theme	Priority	Action	Lead	Deadline
	improving our intelligence and therefore the support we offer.	<i>MASH resolve this is no one organisation's systems would be happy to host?</i>		
<u>Responding swiftly when harm occurs</u>	10- Adopting a collaborative problem-solving approach in the face of learning from MARMs, SARs, SI's and difficult or complex safeguarding events. This must come with an acknowledgement that decisions can be extremely complex with no clear right/wrong answer and we will not be able to protect everyone as well as we would want to.	22. Develop positive learning from the MARM model around multi-agency meetings to share with the partnership. Multi-agency meeting good practice guidance developed and shared with partners.	Full Board	Summer 2024
		23. Request all partners audit the formal structures/procedures they have for calling multi-agency meetings, including their usage and an analysis of their effectiveness.	PIQA	Spring 2023
<u>Responding swiftly when harm occurs</u>	11- Reviewing the Board's dataset to ensure that the Board is assured when an issue occurs that the system responds in a timely fashion and in line with Making Safeguarding Personal principles.	24. PIQA to bring a proposal to the Full Board of a new dataset that has more focus on the timeliness of response, the person-centredness of practice in safeguarding and impact of our work on frontline practice	PIQA	Autumn 2023

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<u>Engaging effectively with people at risk</u>	12- Hearing the voice of the adult at every meeting, whether it is a success story, a concern or just the experience of someone on the receiving end of our services	25. Full Board to draw up a schedule of members to bring the voice of the adult to the meeting (format to be determined by the member agency e.g. frontline worker bringing a case reflection, advocacy service having a client come to speak to the board, Board Member attending a service-user forum within their agency and then feeding back, etc).	Full Board	Spring 2024
		26. Engagement subgroup to be refreshed to bring in the voice of the adult by inclusion of advocacy services (POWhER, MLMC, etc).	Engagement Subgroup	Autumn 2023
		27. Engagement group to consider the value in developing safeguarding adults community champions and how this could be achieved.	Engagement Subgroup	Summer 2024
		28. Identifying family members who can share insights following commissioning of a SAR.	Engagement Subgroup & SAR Subgroup	Spring 2024
<u>Engaging effectively with people at risk</u>	13- Consider an expert by experience at the Board or its subgroups or link into existing expert by experience panels run by partner agencies	<i>Note the VAM group has already got an Expert by Experience in the group. There may be valuable learning from this group on how to meaningfully engage experts by experience. There is also the Lived Experience Advisory Forum (LEAF) in the homelessness work.</i> 29. Engagement subgroup to develop a proposal on a way to do this meaningfully in a way that does not retraumatise people who have been through the system.	Engagement Subgroup	Winter 2023
<u>Engaging effectively</u>	14- Work closely with Advocacy organisations/providers to	30. Linked to action 25, advocacy services will be asked to bring the voice of those they work within into the work of the	Engagement Subgroup	Winter 2023

Theme	Priority	Action	Lead	Deadline
<u>with people at risk</u>	include the voice of those they work with are also heard at Board level	engagement subgroup and for that to be fed into the Full Board via the subgroup update and an annual presentation		
<u>Engaging effectively with people at risk</u>	15- Review the strategic plan for 2024 onwards to co-create the safeguarding priorities for the partnership	31. Engagement group to be tasked with undertaking a co-production piece of work during 2023-24 so for the March 2024 meeting a co-created strategy is produced. This is done in the knowledge it may contain none of the priorities in the current strategic plan.	Engagement Subgroup	Spring 2024

Glossary

Restorative Practice: a term used to describe behaviours, interactions and approaches which help to build and maintain positive, healthy relationships, resolve difficulties and repair harm where there has been conflict.

Trauma-Informed Practice: an approach to health and care interventions which is grounded in the understanding that trauma exposure can impact an individual's neurological, biological, psychological and social development