

# **ADULT AND COMMUNITY BASED SERVICES COMMITTEE AGENDA**



**Thursday 19 December 2019**

**at 10.00am**

**in Committee Room B,  
Civic Centre, Hartlepool.**

**MEMBERS:** ADULT AND COMMUNITY BASED SERVICES COMMITTEE

Councillors Brewer, Little, Prince, C Richardson, Thomas, Ward and Young.

**1. APOLOGIES FOR ABSENCE**

**2. TO RECEIVE ANY DECLARATIONS OF INTEREST BY MEMBERS**

**3. MINUTES**

- 3.1 To receive the Minutes and Decision Record in respect of the meeting held on 21 November 2019.

**4. BUDGET AND POLICY FRAMEWORK ITEMS**

No items.

**5. KEY DECISIONS**

No items.

**6. OTHER ITEMS REQUIRING DECISION**

- 6.1 Teesside Safeguarding Adults Board Annual Report 2018/19 and Strategic Business Plan 2019/20 – *Director of Adult and Community Based Services and Independent Chair of Teeswide Safeguarding Adults Board.*



**7. ITEMS FOR INFORMATION**

No items.

**8. ANY OTHER BUSINESS WHICH THE CHAIR CONSIDERS URGENT**

**FOR INFORMATION**

Forthcoming meeting dates are set out below. All meetings will be held in the Civic Centre, Hartlepool.

Thursday 30 January, 2020 at 10.00 am

Thursday 27 February, 2020 at 3.00 pm

Thursday 19 March, 2020 at 10.00 am



# **ADULT AND COMMUNITY BASED SERVICES COMMITTEE**

## **MINUTES AND DECISION RECORD**

21 NOVEMBER 2019

The meeting commenced at 10.00 am in the Civic Centre, Hartlepool.

### **Present:**

Councillor: Sue Little (In the Chair)

Councillors: James Brewer, Amy Prince, Carl Richardson and Barbara Ward.

### **Also present:**

In accordance with Council Procedure Rule 4.4; Councillor Paddy Brown as substitute for Councillor Stephen Thomas.

Councillors Marjorie James and Ann Marshall.

Frank Harrison and Gordon and Stella Johnston.

Officers: Jill Harrison, Director of Adult and Community Based Services  
Danielle Swainston, Assistant Director, Joint Commissioning  
David Ward, Head of Finance, Children's and Adult and Community Based Services  
David Cosgrove, Democratic Services Team

### **29. Apologies for Absence**

Apologies for absence were received from Councillor Stephen Thomas and Mike Young.

### **30. Declarations of Interest**

Councillor Carl Richardson declared a personal interest in relation to Minute no. 33.

### **31. Minutes of the meeting held on 24 October 2019**

Received, subject to the addition of Councillors James and Marshall to those present.

## **32. Emergency Duty Team (EDT)** *(Director of Adult and Community Based Services)*

### **Type of decision**

Key decision tests (i) and (ii). Forward Plan ref. CJCS94/19

### **Purpose of report**

For members to approve a change in the governance arrangements for the Emergency Duty Service which was currently commissioned from Stockton-on-Tees Council.

### **Issue(s) for consideration**

The Assistant Director, Joint Commissioning reported that the Tees Valley Directors of Children's Services and Directors of Adults Services had considered the existing service specification and contract for the Emergency Duty Team in Spring 2018 and discussed the continuation of the current commissioned arrangements or an alternative model of a shared service.

It was subsequently agreed following investigation through a working group that an alternative arrangement based on a shared service arrangement was the preferred option on the basis that the current service worked well but the governance arrangements needed to include all the Tees Valley authorities. It was proposed that Stockton-on-Tees Borough Council would continue to provide the service and be responsible for delivering an out of hour's social work service that will respond to urgent or crisis situations.

An executive board/steering group would be established to act as the responsible body to manage the service governance arrangements under the new shared service arrangement. Each authority would appoint a person at assistant director level and a finance officer to act as their representative in relation to the operation of the agreement and representatives will be expected to meet at least once a year. There was not anticipated to be any financial implication to the new arrangements with Hartlepool's contribution expected to continue at £115,000.

A Member questioned how many staff would normally be working during an evening and had any need gone unmet. The Assistant Director stated that she was unaware of the actual staff numbers but there were staff employed and present during out of office hours to respond to calls. Later in the debate, a Member indicated that their experience had been that staff were 'on call' rather than present at a weekend. The Assistant Director stated that there were a core group of staff available at Stockton to provide the out of hours service, though some specialised staff may be on call. As part of the shared service arrangements, the issue of the staff available could be examined.

A Member questioned what involvement elected Members would have in the governance and when the finalised agreement would be presented to Members. The Assistant Director stated that the executive board would only involve senior officers to manage the statutory function. The agreement document was somewhat lengthy and technical and it had not been expected that it would be presented to Members, though if Members did wish to see it for their own information that could be facilitated. Members requested that this happen together with an update report once the arrangements were finalised.

A Member also questioned if there was the ability for the Council to withdraw from the agreement at any future date should it so wish. The Assistant Director stated that this was the case, though the costs of providing a service in-house had been estimated at over £300,000.

### **Decision**

1. That the proposal for the council to make arrangements for the discharge of its statutory duty relating to the provision of an Emergency Duty service by entering into an agreement to participate in a shared service across Tees Valley be approved.
2. That officers be authorised to negotiate and enter into an agreement to formalise the service specification.
3. That an update report together with details of the finalised shared service agreement be brought to a future meeting of the Committee.

## **33. Care Homes for Older People** *(Director of Adult and Community Based Services)*

### **Type of decision**

For information.

### **Purpose of report**

To provide the Committee with an update in relation to care home provision for older people.

### **Issue(s) for consideration**

The Assistant Director, Joint Commissioning reported that since the previous report in March, there had been one change to the CQC (Care Quality Commission) ratings with Wynyard Woods moving from 'Requires Improvement' to 'Good'. There had been two other homes that had been inspected since the last report (De Bruce Court and Warrior Park), however, the inspection reports were not available at this time.

There continued to be no homes in Hartlepool rated as 'inadequate'. Homes rated as 'requires improvement' had action plans that were closely monitored by link officers to ensure improvements were made. Hartlepool

currently had 13 homes rated 'good' 81% and 3 rated as 'requires improvement' (19%). This was an improvement from 75% rated as good in March 2019. The report also outlined the continued support being given to the care home market in Hartlepool, including the Managers Forum.

The Chair welcomed the low number of out of borough placements which it was indicated were a result of people exercising choice rather than necessity. Members asked that future reports show the operators of the homes in the table detailing the CQC rating. This would assist in identifying if there was a problem with an operator rather than just a specific home.

In terms of the capital improvements carried out using the Improved Better Care Fund, a Member questioned if the works undertaken were inspected by Council Health and Safety Officers to ensure the works had been completed and were appropriate. The Assistant Director stated that health and safety was the responsibility of the home and their chosen contractor, but officers did check that the works the funding had been provided for were completed.

The issue of staffing within homes was raised with a member of the public highlighting the staffing issues affecting the Butterwick Hospice which had recently been reported by the media. The Assistant Director stated that recruitment of nurses continued to be a challenge for care home operators, as had been reported to Committee previously, and confirmed that this was a national issue.

### **Decision**

That the report be noted and that a further update report be submitted to Committee in six months' time, or sooner should any of the CQC ratings for homes change.

## **34. Strategic Financial Management Report – as at 30 September 2019** *(Director of Adult and Community Based Services and Director of Finance and Policy)*

### **Type of decision**

For information.

### **Purpose of report**

### **Issue(s) for consideration**

The Head of Finance, Children's and Adult and Community Based Services, outlined the background to the Council's financial situation and the updated budget forecast reported to the Finance and Policy Committee on 11 November 2019. In relation to the budgets managed by this Committee, the Head of Finance reported that at this stage a favourable underspend of £100,000 was forecast though it had to be acknowledged

that demand over the winter period could drastically affect that situation. The report also set out details of the Committee's Capital budget.

A Member questioned one of the listed budget pressures which related to Community Hubs which was due to a "proposed closure of branch libraries in 2018/19 that had not been implemented". The Director of Adult and Community Based Services stated that this pressure linked to a decision to close two libraries in 2018/19 linked to the development of the Community Hubs. The two libraries, Seaton Carew and Throston were still open though their funding had been removed as part of the decision, hence the current pressure. Proposals for the libraries would be included in the forthcoming Library Strategy and officers were continuing to explore options to maintain an effective library offer while also managing the financial pressure. The Chair indicated her support for retaining the libraries and hoped alternative solutions could be found to avoid closure.

A Member expressed some disappointment that this policy committee was receiving its budget information after Finance and Policy Committee instead of in advance, as was normal practice and sought assurance this would be avoided with future quarterly Financial Management reports. The Director stated that, in the case of savings proposals the Committee had received the information in advance and had been able to provide responses to inform the discussion at Finance and Policy Committee. The information being presented today was for information only and the scheduling of reports for future meetings would be considered.

#### **Decision**

That the report be noted.

### **35. Any Other Items which the Chairman Considers are Urgent**

None.

The Committee noted that the next meeting would be held on Thursday 19 December 2019 commencing at 10.00 am in the Civic Centre, Hartlepool.

The meeting concluded at 10.30 am.

**H MARTIN**

**CHIEF SOLICITOR**

**PUBLICATION DATE: 28 NOVEMBER 2019**

# **ADULT AND COMMUNITY BASED SERVICES COMMITTEE**

**19 December 2019**



**Report of:** Director of Adult and Community Based Services and  
Independent Chair of Teeswide Safeguarding Adults  
Board

**Subject:** TEESWIDE SAFEGUARDING ADULTS BOARD  
ANNUAL REPORT 2018/19 AND STRATEGIC  
BUSINESS PLAN 2019/20

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## **1. TYPE OF DECISION/APPLICABLE CATEGORY**

1.1 Non key decision.

## **2. PURPOSE OF REPORT**

2.1 To present to the Adult & Community Based Services Committee the  
Teeswide Safeguarding Adults Board Annual Report 2018/19 and Strategic  
Business Plan 2019/20.

## **3. BACKGROUND**

- 3.1 The Teeswide Safeguarding Adults Board (TSAB) was established in order  
to meet the requirements of the Care Act, which created a legal framework  
for adult safeguarding, requiring all Local Authorities to set up Safeguarding  
Adults Boards (SABs) for their areas.
- 3.2 The four Tees Local Authorities have worked together for a number of years  
along with strategic partners to promote cooperation and consistency in  
relation to safeguarding adults work, and this collaborative working has  
continued, with the statutory responsibility now resting with the TSAB.



#### 4. PROPOSALS

- 4.1 It is a requirement of the Care Act that a SAB publishes an annual report that sets out:
- what it has done during that year to achieve its objective,
  - what it has done during that year to implement its strategy,
  - what each member has done during that year to implement the strategy,
  - the findings of any safeguarding adults reviews which have concluded in that year,
  - any reviews which are ongoing at the end of that year,
  - what it has done during that year to implement findings of reviews; and
  - Where it decides during that year not to implement a finding of a review, the reasons for its decision.
- 4.2 The Teeswide Safeguarding Adults Board Annual Report for 2018/19 is attached as **Appendix 1**.
- 4.3 It is also required under the Care Act that a SAB publishes an annual strategic plan setting out its strategy for achieving its objective and what members will do implement the strategy.
- 4.4 The Teeswide Safeguarding Adults Board Strategic Business Plan for 2019/20 is attached as **Appendix 2**.

#### 5. RISK IMPLICATIONS

- 5.1 There are no risk implications in relation to this report.

#### 6. FINANCIAL CONSIDERATIONS

- 6.1 Statutory partners (Local Authorities, Clinical Commissioning Groups and Cleveland Police) make an annual contribution to the running costs of the TSAB and the associated Business Unit.
- 6.2 There are no additional financial considerations associated with this report.

#### 7. LEGAL CONSIDERATIONS

- 7.1 As set out in the report, there are requirements within the Care Act in relation to SABs, and specifically the publication of an Annual Report and Strategic Plan each year.
- 7.2 The attached documents ensure that the Council is fulfilling these requirements.

## **8. CONSULTATION**

- 8.1 The TSAB uses a wide range of methods to engage with professionals, partners and the wider public including the TSAB website ([www.tsab.org.uk](http://www.tsab.org.uk)), online surveys, conferences, foot-fall events, social media, focus groups, bulletins and media campaigns. A Communications & Engagement Sub Group is in place to oversee this work and a Communication & Engagement Strategy has been developed which enables these methods to be reviewed and evaluated. The strategy is underpinned by an operational work plan that is monitored by the Communications & Engagement Sub Group.

## **9. CHILD AND FAMILY POVERTY CONSIDERATIONS**

- 9.1 No child and family poverty considerations have been identified specifically associated with this report, although it is recognised that there are links between the work of TSAB and Local Safeguarding Children's Boards. Work has taken place during 2017/18 to strengthen these links and to ensure that the 'Think Family' approach is embedded in training and practice.

## **10. EQUALITY AND DIVERSITY CONSIDERATIONS**

- 10.1 There are no equality and diversity implications associated with this report.

## **11. STAFF CONSIDERATIONS**

- 11.1 There are no staffing considerations associated with this report. The TSAB Business Unit staff are employed by Stockton Borough Council on behalf of the strategic partners.

## **12. ASSET MANAGEMENT CONSIDERATIONS**

- 12.1 There are no asset management considerations associated with this report. The TSAB Business Unit staff are hosted by Stockton Borough Council on behalf of the strategic partners and based at Kingsway House in Billingham.

## **13. RECOMMENDATIONS**

- 13.1 It is recommended that the Adult & Community Based Services Committee notes and endorses the Teeswide Safeguarding Adults Board Annual Report 2018/19 and Strategic Business Plan 2019/20.

**14. REASONS FOR RECOMMENDATIONS**

- 14.1 Safeguarding vulnerable adults is fundamental to the work of adult services and the Teeswide Safeguarding Adults Board Annual Report 2018/19 and Strategic Business Plan 2019/20 set out how statutory requirements are being delivered.

**15. CONTACT OFFICER**

Jill Harrison  
Director of Adult & Community Based Services  
Hartlepool Borough Council  
Tel: 01429 523911  
Email: jill.harrison@hartlepool.gov.uk

Sign Off:-

Director of Finance and Policy ☒

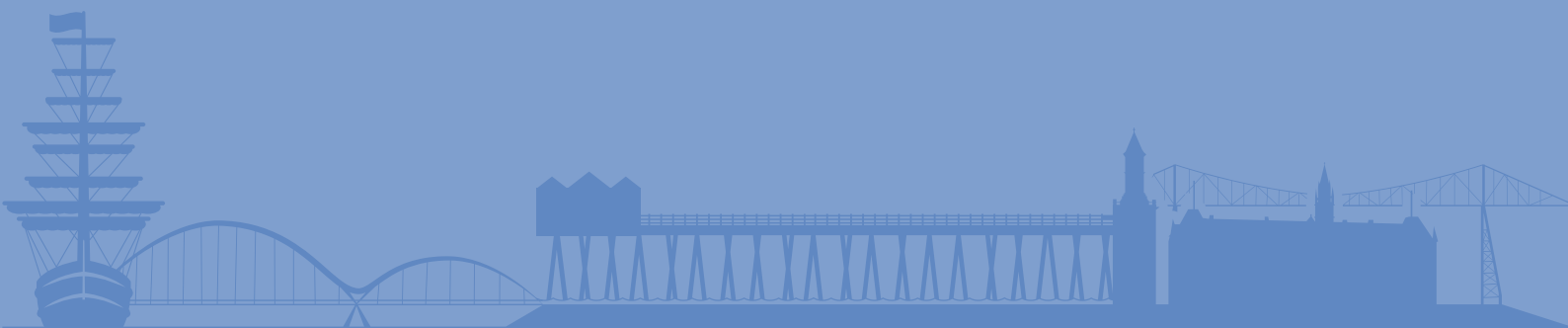
Chief Solicitor ☒



**Teeswide Safeguarding Adults Board**

# Annual Report

**1 April 2018 to 31 March 2019**



# Annual Report

**1 April 2018  
to 31 March 2019**

Introduction	2
TSAB Vision	2
TSAB Approach and Assurance	3
TSAB Member Organisations	3
Safeguarding Overview for 2018-19	4
Concerns and Enquiries	5
Key Achievements	6
Making Safeguarding Personal	7
What we said we would do and What we did	8
Teeswide Safe Place Scheme	12
Communication and Engagement	13
MATAC (Multi-Agency Tasking and Co-ordination)	14
Stay Safe and Warm Scheme	14
Training	15
Multi-Agency Audit	16
Safeguarding Adults Review (SAR)	17
SAR definition	17
SAR Sub-Group Activity	17
What have we done?	17
TSAB Priorities for 2019-20	18
Appendix	19

## Introduction

The Teeswide Safeguarding Adults Board (TSAB) was established in response to the requirements of the Care Act 2014, which created a legal framework for adult safeguarding. The aim of the Board is to ensure that there are effective arrangements in place across Tees to help protect adults with care and support needs from abuse and neglect.

This Annual Report represents a summary of the collaborative work undertaken by the Board, its partners and sub-groups to meet the objectives of the TSAB Strategic Business Plan from 1 April 2018 to 31 March 2019.



The TSAB Strategic Business Plan is published on the TSAB website, along with a copy of the **Annual Report**; <https://www.tsab.org.uk/>

— “ —

Our safeguarding arrangements will effectively prevent and respond to adult abuse.

— ” —

The TSAB vision statement was refreshed for 2018-19 to place more emphasis on preventing abuse. This supports the development of initiatives to improve prevention, identification and the response to abuse and neglect.

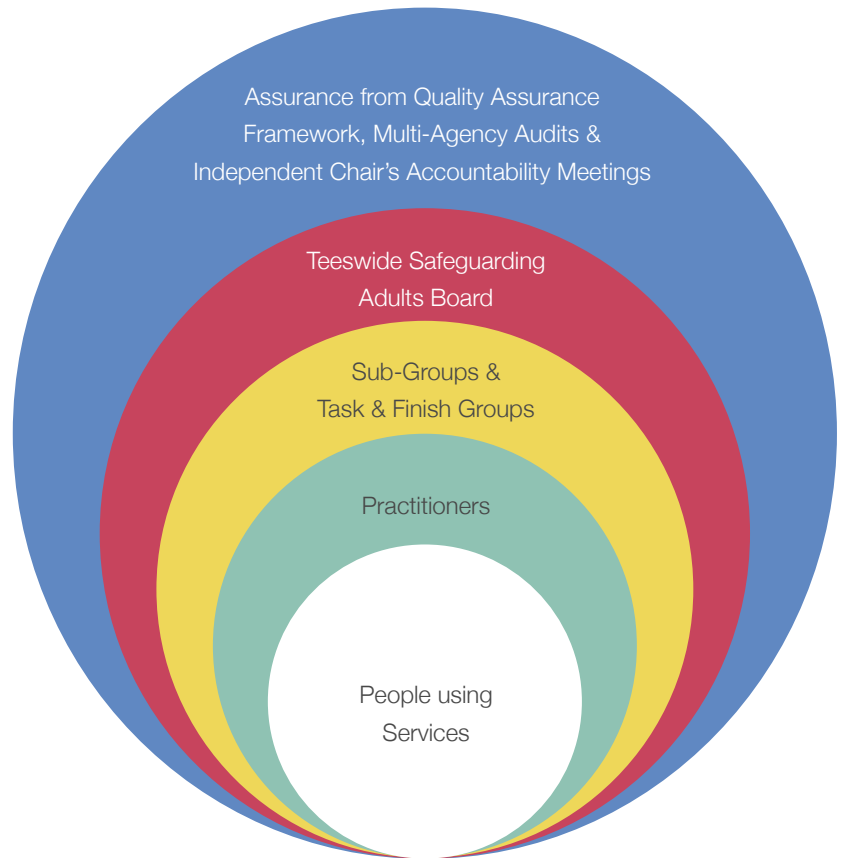
# Board Approach and Assurance

## Sub-Groups

- Safeguarding Adult Review (SAR)
- Policy, Practice & Procedure (PPP)
- Communication & Engagement (CE)
- Learning, Training & Development (LTD)
- Operational Leads (OLSG)
- Performance, Audit & Quality (PAQ)

## Task & Finish Groups

- Policy, Practice & Procedure
- Medication Guidance
- Incidents between Residents
- Conference
- SAR 3
- Training Needs Analysis
- Virtual College



## TSAB Member Organisations

The Board is made up of six statutory partners:

- Hartlepool Borough Council
- Middlesbrough Borough Council
- Redcar and Cleveland Borough Council
- Stockton-on-Tees Borough Council
- Cleveland Police
- South Tees Clinical Commissioning Group and Hartlepool & Stockton Clinical Commissioning Group

There are a further 18 member organisations across the statutory, voluntary and community sectors involved in safeguarding adults across Tees.

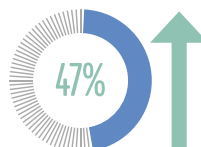
- Care Quality Commission
- Catalyst (Voluntary Development Agency)
- Cleveland Fire Brigade
- Community Rehabilitation Company: Durham Tees Valley
- Healthwatch Hartlepool
- Healthwatch South Tees
- Healthwatch Stockton
- HM Prison Service
- Middlesbrough Voluntary Development Agency
- National Probation Service
- North East Ambulance Service
- North Tees and Hartlepool NHS Foundation Trust
- Office of the Police and Crime Commissioner for Cleveland
- Redcar and Cleveland Voluntary Development Agency
- South Tees Hospitals NHS Foundation Trust
- Tees, Esk and Wear Valleys NHS Foundation Trust
- Teesside University
- Thirteen Housing Group

# Safeguarding Overview for 2018-19



**93**

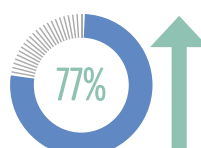
Concerns were received, on average, per week across Tees



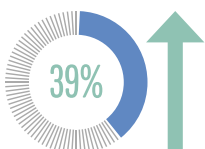
Increase in the number of Section 42 Enquiries for Adults aged 25-34

**40**

Section 42 enquiries were carried out, on average, per week across Tees



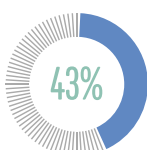
Increase in the number of Domestic Abuse Section 42 Enquiries



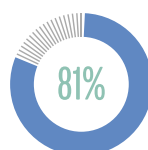
Increase in concerns from family/ friend/ self

**1,170**

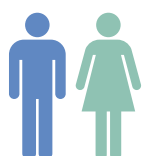
56% the source of risk was someone known to the adult



Of Concerns led to a Section 42 Enquiry

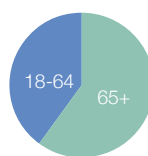


Of Concluded Section 42 Enquiries, a risk was identified and action was taken



**39%**  
**61%**

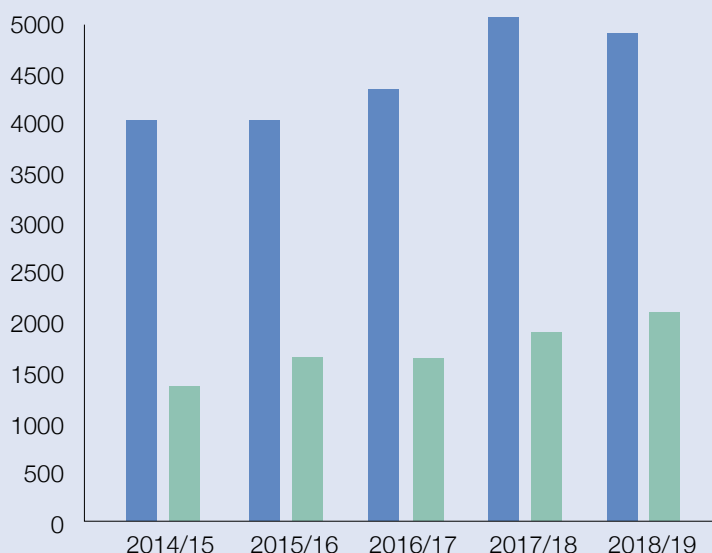
Section 42 enquiries



**40%**  
**60%**

# Concerns & Section 42 Enquiries

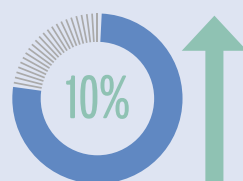
■ Concerns ■ Section 42 Enquiries



The number of Section 42 Enquiries increased as a result of improved reporting mechanisms implemented during Quarter 3 of this year by two of the Local Authorities.

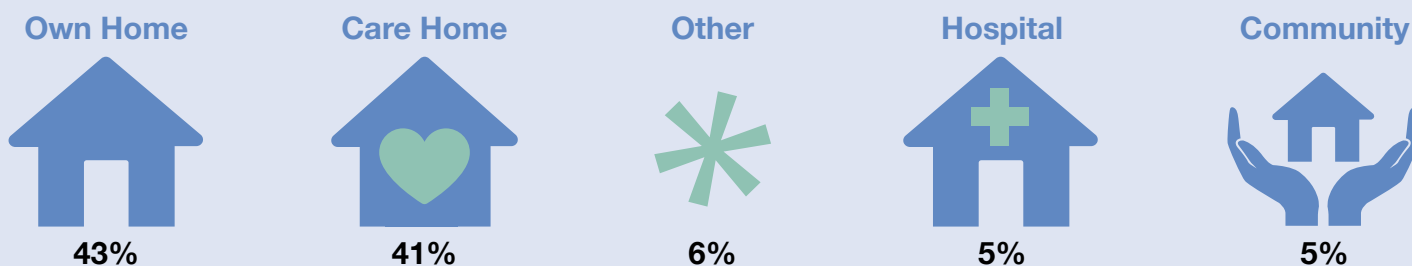
This improvement contributed to the achievement of Performance Indicator 2 – 'Percentage of Concerns leading to a Section 42 Enquiry'. The achievement of this Performance Indicator has aligned Tees with previously reported national figures.

It is anticipated that the number of Section 42 Enquiries will continue to increase in the new reporting year as a result of these improvements.

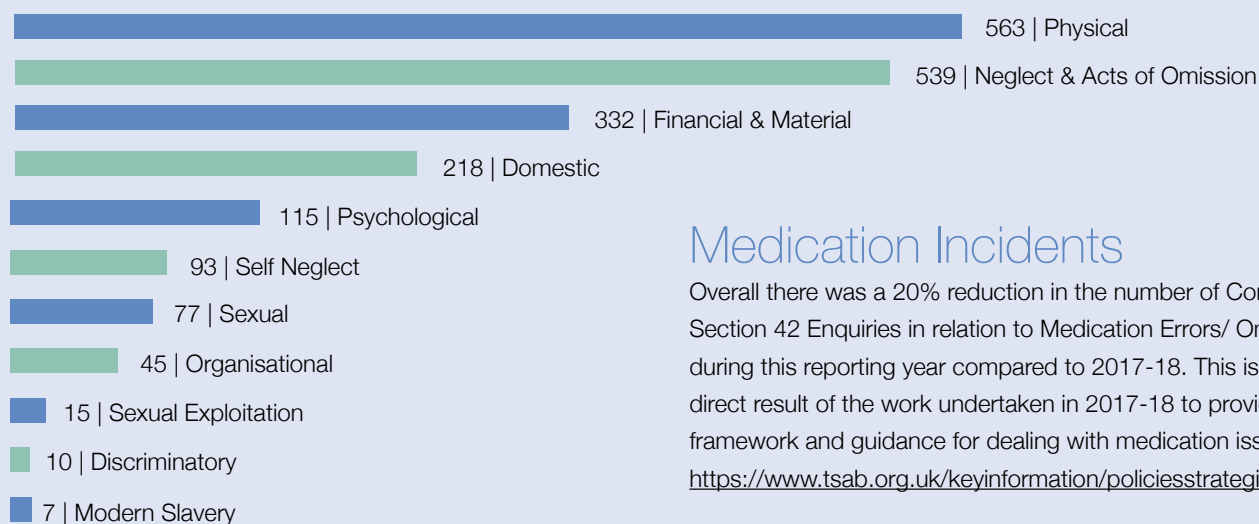


**increase in the number of Section 42 Enquiries commenced**

## Where did Adult Abuse Occur?



## Types of Adult Abuse



## Medication Incidents

Overall there was a 20% reduction in the number of Concerns/ Section 42 Enquiries in relation to Medication Errors/ Omissions during this reporting year compared to 2017-18. This is likely to be the direct result of the work undertaken in 2017-18 to provide a clearer framework and guidance for dealing with medication issues.

<https://www.tsab.org.uk/keyinformation/policiesstrategies/>



# Key Achievements



- The Local Criminal Justice Board attended TSAB meeting
- New E-Learning contract agreed to access Adult & Children Safeguarding Courses
- The Inter-agency Safeguarding Adults concern form reviewed to place more emphasis on the 'voice of the adult'.
- The first multi-agency audit carried out, under the new formal process



- Annual Conference - 'Challenge of Prevention' attended by 86 delegates from 40 organisations
- The first Legal Literacy Course attended by 26 delegates
- The 'Legal Update for Strategic Leaders' attended by 14 Board partners
- The Mental Capacity Act Survey completed by 186 professionals
- Launch of the Prevention Leaflet



- 'Timelock' presentation delivered to Board members on how to protect people from financial abuse and scams
- SAR Decision Support Guidance reviewed and new flowchart developed
- Work started to look at Incidents Between Residents and a Task & Finish Group established



- South of the Tees Safeguarding Champions Event attended by 79 delegates from 42 organisations
- The Board's Adult Safeguarding Awareness Campaign launched to raise awareness of adult abuse and neglect, and included 2 adverts in the local media
- Board Development Day for partners to set out plans for 2019-20
- Annual Consultation Survey received 337 responses from professionals, our highest to date

# Making Safeguarding Personal

Making Safeguarding Personal is an initiative applicable to all agencies, which aims to develop a person centred and outcomes focus to safeguarding in supporting people to improve or resolve their circumstances.

Across Tees the Board continues to seek assurances that the principles of MSP are embedded within partner agency organisations.

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Mary is a 94 year old lady who was admitted to hospital due to ill health, Mary disclosed to medical staff how three months prior, her two friends who had a Lasting Power of Attorney (LPA) for finances had been stealing money from her. This amounted to thousands of pounds, along with other items of Mary's property. Mary advised that she did not want to cause a fuss, but advised that she did however feel intimidated by her friends. Police were contacted, and staff completed a safeguarding concern with Mary's consent in line with Making Safeguarding Personal (MSP). Mary reported that she required support in communicating to her friends that she did not want them to have control of her finances. The Police investigation proceeded, and the safeguarding procedures facilitated a solicitor for Mary. Mary was assessed as having the requisite capacity and was supported in changing her LPA for finance.



**South Tees Hospitals**  
NHS Foundation Trust

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Lilly is an 88 year old lady who lives alone in a local housing association property. A safeguarding concern was submitted in respect of her being a victim of anti-social behaviour from local youths. A social worker from the Adult Safeguarding Team visited Lilly and spoke directly with her about the concerns and how she was made to feel. Lilly stated that she was scared and felt like a prisoner in her own home. She was not able to sleep and her health was also being impacted. She told the social worker she just wanted to feel safe in her own home again. The social worker liaised with police, however due to a lack of evidence they were unable to progress with a criminal investigation. The Crime Prevention Team were able to implement protective measures. However it was identified that to fully secure the property a fence would need to be erected and a crown of trees where local youths gathered needed to be cut down. Through ongoing persistence and following a sit down meeting with the housing provider, a Protection Plan was agreed and the recommended actions were authorised to be completed. In terms of safeguarding outcomes, this immediately made Lilly feel safer in her own home.



**Stockton-on-Tees**  
BOROUGH COUNCIL

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Between August and December 2019, Healthwatch Stockton-On-Tees carried out 'Enter and View' visits to 28 care homes for older people across the borough. We wanted to find out what it was like to live in a care home, and during the course of our visits we listened to the voice of the adult and received feedback from 148 residents, 123 relatives/friends of residents and 174 staff members. Feedback in some areas was largely very positive, however there were also a number of issues raised where standards needed to be improved. A number of recommendations were made, and Providers were given a timeframe in which to respond to these. Copies of the final report were circulated to strategic leaders, commissioners and Healthwatch England.

We will be presenting an overview of our findings to a scrutiny review of care homes by the Adult Social Care and Health Select Committee in October 2019.

**healthwatch**  
Stockton-on-Tees

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# What we said we would do & what we did

Priorities	What we said we would do	What we did
<b>Prevention</b>	<p>Reduce barriers to reporting all forms of abuse.</p> <p>Help develop stronger communities.</p> <p>Ensure more people access early help and preventative services.</p>	<ul style="list-style-type: none"> <li>A Task and Finish Group with representation from Partner Agencies and other community organisations, designed a leaflet to help professionals better understand the barriers that may exist, in relation to the lack of reporting of safeguarding concerns involving adults from ethnic minority backgrounds across Tees.</li> <li>A 'Whole Community Approach – Preventing Adult Abuse and Neglect' leaflet was published. <a href="https://www.tsab.org.uk/professionals/posters/prevention-leaflet-v2/">https://www.tsab.org.uk/professionals/posters/prevention-leaflet-v2/</a></li> <li>A Sexual Abuse/Exploitation information leaflet was developed in consultation with Partner Organisations and Service User panels. <a href="https://www.tsab.org.uk/professionals/posters/protecting-adults-from-sexual-abuse-and-exploitation-feb-2019/">https://www.tsab.org.uk/professionals/posters/protecting-adults-from-sexual-abuse-and-exploitation-feb-2019/</a></li> <li>New Self-Neglect &amp; Modern Slavery workbooks were developed. <a href="https://www.tsab.org.uk/professionals/training-resources/">https://www.tsab.org.uk/professionals/training-resources/</a></li> </ul> <p>These specific pieces of work were informed by the results of the Board's annual survey which illustrated that both professionals and members of the public felt least well informed about Modern Slavery, Self-Neglect &amp; Sexual abuse/exploitation. These forms of abuse are often under reported and less visible forms of abuse.</p> <ul style="list-style-type: none"> <li>The TSAB Safeguarding Adults leaflet was translated into Kurdish and Polish. The leaflet is now available in 7 different languages.</li> <li>TSAB representatives attended numerous community events and groups including a session with individuals and agencies involved in the support of refugees and those seeking sanctuary. The Board engaged directly with the community and harder to reach groups to ensure that they were given the opportunity for their voices to be heard and to take part in the TSAB Annual Consultation Survey.</li> <li>The Board held an awareness campaign to coincide with the Safeguarding Champions event 'actively engaging people in raising awareness of adult abuse and neglect, inspiring people to take action to prevent this'.</li> </ul>



## Prevention

A Hartlepool Borough Council initiative involving joint work between Adult Services and Trading Standards is being hailed a success following the installation of a number of trueCall devices in the homes of vulnerable people. The trueCall device screens out unwanted and unsolicited calls which can result in physical, mental or financial harm and scams. The initiative also looked to tackle doorstep crime by providing preventative information to more than 2,000 people who the Council supports through provision of Telecare. Anyone can become a victim of doorstep crime, but statistics show that criminals target the most vulnerable members of society such as older people and 63% of victims are repeat targets as criminals return or provide their details to others.



Priorities	What we said we would do	What we did
<b>Protection</b>	<p>Develop strategies and guidance for dealing with all types of abuse.</p> <p>Reduce repeat occurrences of abuse.</p> <p>Provide effective and consistent responses to reported abuse.</p>	<ul style="list-style-type: none"> <li>• The 'Making Safeguarding Personal' guidance was strengthened in line with national developments. This guidance continues to be one of the Boards most accessed online resources.</li> <li>• All TSAB policies and guidance documents were reviewed to incorporate a 'think family' approach.</li> <li>• Focused work commenced to look more closely at safeguarding incidents occurring between residents in care homes. The outcome of this work will be reported in 2019-20.</li> <li>• The Operational Leads Sub-Group held focussed discussions on Domestic Abuse and heard about the new Whole Systems Approach adopted by Cleveland Police. Work to understand the nature of repeat occurrences of this type of abuse will be carried out in 2019-20.</li> <li>• There was a 77% increase in the number of Section 42 Enquiries carried out relating to Domestic Abuse.</li> <li>• Exemplar forms for submitting Safeguarding Concerns and SAR Notifications were developed to improve the quality of information received and to assist with a timely response at the point of contact.</li> </ul>

“

#### Protection

“Gerald has dementia and often wanders, which keeps him calm. He was unable to consent to being in hospital as he lacked capacity, however he needed to remain here in order to be safe. Keeping him in hospital without his consent would have interfered with his Article 5 Human Right to Liberty. Staff therefore used the DoLS to ensure this right was protected during his stay. The DoLS allowed Gerald to remain in hospital and for a member of the Therapeutic Care Team to be with Gerald at all times, keeping him safe as he walked, calming himself in the process.”

**NHS**  
**South Tees Hospitals**  
 NHS Foundation Trust

”

# What we said we would do & what we did

Priorities	What we said we would do	What we did
<b>Partnership</b>	<p>Develop relevant partnerships around priority issues.</p> <p>Ensure statutory agencies work together in an effective manner.</p> <p>Work more closely with partners in children focussed and community safety services.</p>	<ul style="list-style-type: none"> <li>The Board has a strong multi-agency commitment to keeping people safe and invited local agencies to deliver presentations focusing on key safeguarding themes, improving knowledge and understanding of the work of other organisations and their roles in safeguarding.</li> <li>Presentations this year included: <i>Tees All Age Autism Partnership</i>, <i>Local Criminal Justice Board</i>, <i>Timelock</i>, <i>MATAC (Multi-Agency Tasking and Co-ordination)</i>, <i>Newcastle City Council: Joint Serious Case Review (concerning sexual exploitation of young women)</i>.</li> <li>Board representatives became and continue to be actively involved in the Cleveland Anti-Slavery Network, which brings together a range of organisations in tackling the issue of Modern Slavery.</li> <li>Members of the Communication and Engagement Sub-Group became involved with the Teeswide Violence Against Women and Girls Communication Network.</li> <li>The Board approved a revised version of the Inter-Agency Safeguarding Adults Concern Form.</li> <li>The Safeguarding and Promoting the Welfare of Children and Adults at Risk Policy was relaunched.</li> <li>The Board's E-learning contract was reviewed in partnership with the Tees Local Safeguarding Children Boards.</li> </ul>

“

## Partnership

A report was made to Cleveland Police involving a vulnerable male who had suffered serious injuries following an attack with a corrosive substance. The victim disclosed how he had been trafficked into the UK and forced to grow cannabis and was regularly beaten by his captors and had limited access to food. Cleveland Police Vulnerable, Exploited, Missing and Trafficked team liaised with services including the NHS, Social Care, Housing, Salvation Army and the National Crime Organisation, arranging urgent medical care for the victim. Temporary accommodation was provided to the victim whilst initial enquiries were carried out, leading to permanent accommodation being sought out of area, safely away from the traffickers.

As a result of the investigation meetings were held between VEMT and other services, resulting in the creation of a victim pathway in which each service had a clearly defined role. The victim has remained in contact with VEMT, supported the investigation fully and is successfully beginning to learn English, which has resulted in him now being employed and living independently.



”

Priorities	What we said we would do	What we did
<b>Professional Accountability</b>	<p>Gain assurance about the effective delivery of services.</p> <p>Ensure the voice of the service user helps to shape professional practice.</p> <p>Deliver and achieve the Boards performance benchmarks.</p>	<ul style="list-style-type: none"> <li>• Nine partner agencies came together to carry out four themed multi-agency audits (one in each Local Authority area). A small number of cases were sampled and looked at the following themes: Incidents Between Residents, No Further Action (under safeguarding), Self-Neglect and Hospital Discharges.</li> <li>• Three Local Authorities and the two CCGs completed the Quality Assurance Framework/ Self audit tool this year and provided an assurance report to the Board.</li> <li>• A survey was carried out to seek views and feedback from professionals on the TSAB Inter-agency Safeguarding Adult Procedures. Eighty six responses were received and the procedures were reviewed and updated. A further survey is due to be undertaken in 2019-20 to determine how well the changes have been implemented into practice.</li> <li>• The TSAB Professional Challenge procedure was developed and launched to provide a framework to enable professionals to formally challenge decisions made within Safeguarding Adult processes. <a href="https://www.tsab.org.uk/key-information/policies-strategies/">https://www.tsab.org.uk/key-information/policies-strategies/</a></li> <li>• The Board worked with a representative from the Crown Prosecution Service to review some cases where professionals felt that the case should have proceeded to a positive charging decision. This work resulted in the reconsideration of the prosecution decision in some cases, and learning was shared across all agencies involved.</li> <li>• The TSAB Performance Indicators (PI) assisted in determining how effectively policies and procedures were being delivered; three out of five PIs were achieved, see page 8.</li> </ul>



### Professional Accountability

Redcar & Cleveland Borough Council undertook a themed audit regarding safeguarding practice where a resident on resident concern had occurred in a care home setting. The audit highlighted comprehensive and sound rationale at the decision-making stage with reference to the Care Act and Teeswide Safeguarding Adult's Board decision support tool; and a proportionate response in consultation with the right agencies and professionals. As part of the Teeswide Safeguarding Adult's Board Quality Assurance Framework, each partner agency is required to undertake a biennial self-assessment, the results of which are fed back to the Board.

Redcar & Cleveland completed the Quality Assurance Framework (QAF) self-audit process as part of the framework in January 2019. The self-assessment process assisted us in identifying areas of best practice, and supported our focus on the further development of safeguarding practice over the next 3 years. The sharing of learning across agencies, and local authority areas, continues to invaluablely contribute to practice improvements in safeguarding adults.



### Hartlepool and Stockton on Tees and South Tees Clinical Commissioning Groups (CCGs)

The Director of Nursing and Quality and Heads of Quality and Adult Safeguarding for the CCGs continue to take an active role in the business of the Board and sub groups. The CCGs commission from most health providers across Teesside and work with them to ensure that services are delivered in accordance with sound safeguarding principles. This is demonstrated by compliance with the enhanced requirements included in the service contracts and local quality requirements and both CCG's have completed the quality assurance framework self-assessment. As part of the approach adopted when working with providers and partners, the CCGs are also active members of the safeguarding governance groups of our main NHS providers and complete regular multi-disciplinary team led clinical assurance visits (CAV). These provide opportunities for sharing of knowledge and learning, as well as the provision of assurance around quality and standards of service. CAV's are also conducted in the smaller independent sector providers that are commissioned across Teesside.



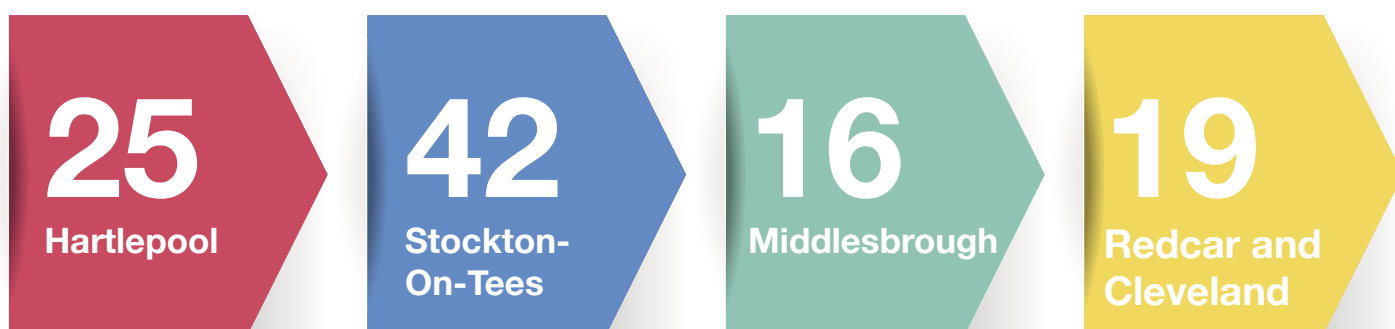
# Teeswide Safe Place Scheme

The Teeswide Safe Place Scheme aims to create and develop a network of safe places in key community locations throughout each Tees Borough, for anyone who feels vulnerable, threatened or anxious due to real or perceived behaviour of others around them.

The scheme, which promotes the well-being and independence of adults, is supported by Cleveland Police, the Office of the Police and Crime Commissioner for Cleveland, the four Local Authorities across Tees and independent agencies.



## There are now 102 locations across Tees:



There were some new venues introduced to the scheme this year, including more Cleveland Fire Brigade locations and there was some keen interest from the Department of Work and Pensions (Jobcentres) and HSBC Banks, as well as local independent agencies in joining the scheme.

Efforts will continue to recruit more venues into the scheme across Middlesbrough and Redcar & Cleveland in 2019/20 as well as completing an audit of the existing venues across Tees to ensure that they remain suitable.

The TSAB website hosts all of the necessary resources, list of venues and a Google map of all participating locations.

<https://www.tsab.org.uk/key-information/find-support-in-your-area/safeplace-scheme/>

# Communication and Engagement

Communication and engagement activity helps to connect with people to ensure 'safeguarding is everybody's business'. The Board has a strong social media presence, which provides a far-reaching platform on which to spread some key safeguarding messages as well as an opportunity to increase awareness throughout local communities and amongst professionals.



**579 Followers**  
**204,000 Impressions**



**220 Followers**  
**252 Posts**

The Board published four Newsletters & seven E-Bulletins which were read 6,136 times. The number of reads is a slight decrease from last year's figure. This reduction may be as a result of the introduction of General Data Protection Regulation, as the Board now operates on an 'opt in' basis and requires consent from individuals to enable them to subscribe to the circulation network.

## 'Challenge of Prevention' Safeguarding Conference



**2,000 leaflets distributed**  
**500 translated versions**



**68,400 views on TSAB website**

The aim of the conference was to promote closer working between partners to prevent adult abuse and neglect. The conference was the Board's largest event to date with 86 delegates attending from across 40 organisations.

## Annual Consultation Survey

The Board delivered two consultation surveys, one aimed at the public and one for professionals. The results of which informed and assisted in the development of the TSAB Strategic Plan 2019-20.

Adults with care and support needs are routinely involved in the Board's consultation work to ensure service users' views, needs and experiences remain at the centre of the Board's work.

**77%**

Of professionals felt the Board is making a difference to help prevent adult abuse and neglect

**75%**

Of the public knew how to report adult abuse and neglect

**503**

Completed Surveys



# MATAC (Multi-Agency Tasking and Coordination)



MATAC forms part of the work of the Whole System Approach project team that provide a problem solving and preventative approach to dealing with victims and perpetrators of domestic abuse.

This Police led initiative involves over 20 agencies coming together to share information and to take an in-depth look into the background and behaviour of domestic abusers. Serial perpetrators of domestic abuse are identified by reviewing the Police information systems to select those that have caused harm most recently, with high frequency, and/ or severity against multiple victims.

In an attempt to reduce reoffending, perpetrators are offered support with underlying issues such as substance misuse, mental health problems and housing issues, and are strongly encouraged to attend behaviour change programmes. Victims and any children involved are also provided with specialist support and intervention.

The initiative has just passed its first year and of the forty three perpetrators identified twenty two have been discharged after a significant reduction in their offending and have not committed any further domestic abuse related offences.

“

Following the issuing of a Restraining Order to a MATAC identified perpetrator who had been sentenced to a term of imprisonment, it came to light during a multi-agency meeting that the victim was receiving unwanted contact from the perpetrator from prison, in breach of the order. The victim who was extremely vulnerable and accessing adult social care services, was referred to a specialist domestic abuse support agency and her GP regarding mental health concerns. The victim requested Police involvement and was supported by involved agencies to provide a witness statement. Contact was also made with the prison to restrict the perpetrators calls. The victim was satisfied with the outcome, feeling relieved, and has continued to engage with services. There has been no further reports of abuse.

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# Cleveland Fire Brigade – Stay Safe and Warm Scheme



The Stay Safe and Warm campaign is led by Cleveland Fire Brigade and celebrated its tenth year in operation in October 2018.

Following a free home assessment, equipment on loan includes electric heaters, thermal blankets and flasks. The Brigade is also able to advise on who to turn to for advice on managing fuel bills.

Where funding is available, referrals can be made for free boiler repairs or replacements.



## Cleveland Fire Brigade assisted **749** people to stay safe and warm in their home in 2018-19.



# Training

The Board launched its new Legal Literacy Course in July 2018, with 26 delegates attending, of which 100% rated it either good or excellent.

'I feel more confident in using the law effectively to uphold people's rights and achieve better outcomes for vulnerable people, promoting a strengths-based approach'.

'The training will enable me to make better decisions based on a clear knowledge of legislation, statutory duties and multi-agency responsibilities'.

'I now have a deeper understanding of applying legislation in practice'.

The new joint E-learning portal with the Local Safeguarding Children Boards (LSCB) in Tees was launched. The new catalogue of courses includes training packages relevant to professionals working only with adults or children, and joint courses incorporating both adults and children in line with 'think family'.

The Intercollegiate document was published which had an impact on the safeguarding training that health care staff need to undertake. This was mapped against the Safeguarding Competencies incorporated into the TSAB Training Strategy and Training Plan.



North Tees and Hartlepool Foundation Trust has recently implemented the intercollegiate document on the role and responsibilities for health care staff. Within these changes we have been carrying out more in-depth face to face training. The training has placed more focus on domestic abuse, self-neglect and modern slavery. The feedback from the students has been very positive and includes;

"a great course providing me with the knowledge I need to do my job more effectively and safely"

"I am now more aware of the new changes regarding safeguarding and will be sharing my knowledge with colleagues and ward staff as part of my role".



**North Tees and Hartlepool**  
NHS Foundation Trust



Across Cleveland we have refreshed and renewed our training for Probation Officers who work with sex offenders to ensure we are working in the most evidence-based ways to reduce risk of harm and re-offending.



The Board's training activity has continued to grow year on year.



**148**  
Safeguarding Champions



**228**  
Workbooks completed



**296**  
professionals attended training events



**12,431**  
Virtual College Courses requested

# Multi-Agency Audits

What did we learn?	Outcomes
<b>Concern Forms</b> <ul style="list-style-type: none"> <li>Concern Forms were of a variable quality.</li> </ul>	<p>An example of a completed Concern Form was developed and shared in the TSAB newsletter and in delegate training packs.</p>
<b>Making Safeguarding Personal</b> <ul style="list-style-type: none"> <li>The adult's views were not always sought at the point of raising a concern.</li> <li>There were also good examples of the adult being fully involved and engaged throughout enquiries.</li> <li>There was good use of advocacy.</li> </ul>	<p>The TSAB Making Safeguarding Personal guidance was refreshed and published on the TSAB website.</p> <p>The TSAB Concern Form was reviewed to place more emphasis on the adult at risk and seeking their views.</p>
<b>Mental Capacity Assessment</b> <ul style="list-style-type: none"> <li>There was evidence of good practice once the concern had been received by the Local Authority.</li> <li>There was a lack of robust consideration of capacity at the point of the concern being raised.</li> </ul>	<p>New Legal Literacy training was launched in July 2018 and emphasises the need for robust Mental Capacity Assessment.</p>
<b>Safeguarding Enquiries</b> <ul style="list-style-type: none"> <li>Enquiries were proportionate and inclusive.</li> <li>There was good use of relevant alternative approaches, e.g. care management, signposting to support services, use of complaints policy.</li> <li>Most enquiries were within reasonable timescales.</li> <li>There was an inconsistent approach to recognising when the Section 42 duty is met and then recorded on case management systems.</li> <li>There was variable use of the TSAB Decision Support Guidance and Self-Neglect risk assessment tools.</li> </ul>	<p>Recording on case management systems was improved regarding the recording of Section 42 Enquiries to ensure a consistent approach across the four Local Authorities.</p> <p>TSAB documentation was promoted via newsletters, E-bulletins and team meetings.</p>

# Safeguarding Adults Review

## Safeguarding Adults Review (SAR) Definition

The Care Act 2014 says that Safeguarding Adults Boards must arrange a SAR when an adult dies or is seriously harmed as a result of suspected or known abuse or neglect and there is reasonable cause for concern about how partners worked together to safeguard the adult. Agencies who worked with the adult come together to establish if they could have done things differently and reduced the risk of harm or death from happening. A SAR is not about blame, its purpose is to learn from what happened and to see if anything can be changed so that harm is less likely to happen in the same way to other people in the future.

## SAR Sub-Group activity

The SAR Sub-Group consists of Senior Managers from our key partners and they are responsible for considering new SAR notifications, overseeing any ongoing SARs or other reviews, ensuring any learning from reviews (locally, regionally, nationally) are considered by TSAB partners and taken forward in their own organisations and for overseeing the implementation of action plans arising from SAR activity across Tees.

- The SAR Sub-Group considered 6 SAR notifications this year (compared to 3 in the previous year) and decided that one case met the criteria for a SAR: this review started in March. There were three notifications indicating poor care practice within care homes, which had been or were about to be subject to the TSAB Responding to and Addressing Serious Concerns (RASC) procedures. Although none of these cases met the criteria for a SAR, the Sub-Group agreed to carry out a review of the lessons learned from implementing the RASC to identify any common learning. The remaining 2 cases did not meet the criteria for a SAR
- The SAR Sub-Group monitored the action plan in relation to the SAR Carol case which was published in 2017 and good progress was made by our partners to ensure the learning from this case was taken forward within their own organisations. The group also continued to oversee the actions and learning from 4 single agency reviews.
- The SAR Sub-Group considered learning from 8 SARs and 2 thematic reviews, regionally and nationally; summaries of these reports are available at [www.tsab.org.uk](http://www.tsab.org.uk) and are shared with TSAB partners following each SAR Sub-Group meeting.

## What has the Board done? Locally:

- The arrangements for End of Life care have been reviewed and strengthened following a single agency review.
- Improvements have been made to procedures relating to health care professionals who visit care homes to improve communication between staff.
- The TSAB Decision Support Guidance has been updated to include more detail when considering Domestic Abuse cases and to ensure a proportionate response to SAR notifications.
- The thematic review on the TSAB's RASC procedures identified the following five key areas for learning: leadership and management; staff behaviour, attitude and competency; safeguarding teams; partnership working; and commissioning and contract compliance. It was identified that emphasis needs to be placed on managing risk and to support services at an earlier stage, which may prevent the service from declining and being placed into serious concerns.

## Regionally and Nationally:

- Newcastle City Council presented the learning from their Joint Serious Case Review (historical sexual exploitation affecting girls and young women) which was a good opportunity for the SAR Sub-Group to explore similar issues across Tees. As a result of this the Board developed a Protecting Adults from Sexual Abuse and Exploitation leaflet and also included Sexual Exploitation within the Safeguarding Champions event. The Board has strengthened reporting mechanisms and 37 safeguarding concerns were raised in 2018-19 relating to sexual exploitation. Plans have started to deliver a conference in 2019 which will focus on exploitation. The Board will also be strengthening links with professionals working with children at risk of exploitation in 2019-20.
- The Board's web page on organisational abuse has been updated in response to the Nightingale Homes thematic review to highlight 'What a good organisation looks like'.

# TSAB Priorities for 2019-20

The TSAB Strategic Business Plan 2019-20 was developed following the results of the annual survey, informed directly by professionals and service users, as well as from feedback and evaluation from strategic leaders and operational staff in attendance at the Boards Development Days.

Top 3 priorities identified by professionals and service users;

1. Improve general awareness of safeguarding and how people can protect themselves.
2. Help efforts to reduce loneliness and isolation across Tees.
3. Improve awareness of Modern Slavery, Sexual Exploitation and Self-Neglect.

Our focus will remain on developing effective preventative and early intervention strategies that will work to prevent and respond to adult abuse. This will include a key focus on ensuring that people are able to access early help and preventative services, whilst at the same time ensuring the individual is placed at the centre of all safeguarding work; encouraging a strengths-based approach supported by the principles of Making Safeguarding Personal. The Strategic Plan on a page can be viewed here:

<https://www.tsab.org.uk/key-information/annual-reports/>

## Prevention Aim:

We will develop strategies that reduce the risk of abuse

## Protection Aim:

We will work effectively together to ensure the protection of adults

## Partnership Aim:

We will develop a whole community approach to the prevention of abuse

## Professional Accountability Aim:

We will work to ensure the accountability of all partners in protecting adults at risk of abuse

# Appendix – Local Authority Data 2018/19

## Number of Concerns and Section 42 Enquiries

■ Concerns ■ Section 42 Enquiries

### Hartlepool



### Middlesbrough



### Redcar & Cleveland



### Stockton-On-Tees

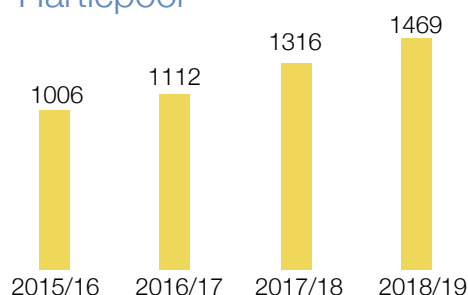


**7,114**

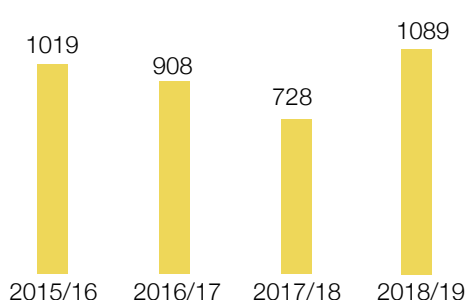
DoLS applications received across Tees

## Deprivation of Liberty Safeguards (DoLS)

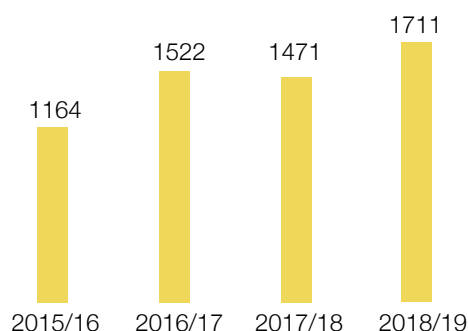
### Hartlepool



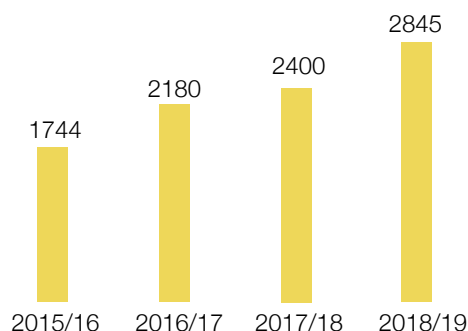
### Middlesbrough



### Redcar & Cleveland



### Stockton-On-Tees







## Strategic Business Plan 2019-20

**Vision:** Our safeguarding arrangements will effectively prevent and respond to adult abuse

### Prevention

#### Aim:

**We will develop strategies that reduce the risk of abuse**

#### Objectives

##### We will:

1. Ensure people are able to access early help and preventative services
2. Reduce barriers to reporting all forms of abuse
3. Further raise public awareness of TSAB work and adult safeguarding
4. Improve engagement with local communities

### Protection

#### Aim:

**We will work effectively together to ensure the protection of adults**

#### Objectives

##### We will:

1. Provide effective, consistent, timely and proportionate responses to reported abuse
2. Encourage a strengths based approach which puts the person at the centre of all safeguarding work
3. Develop strategies and guidance for dealing with all forms of abuse
4. Carry out focused work on specific aspects of adult safeguarding to ensure a collaborative and person centred approach

### Partnership

#### Aim:

**We will develop a whole community approach to the prevention of abuse**

#### Objectives

##### We will:

1. Ensure statutory agencies work together in an effective manner to protect adults from abuse and neglect
2. Actively engage with partners in children's focussed and community safety services to promote the delivery of joint priorities and objectives
3. Influence and challenge existing and emerging strategic groups and networks on specific and relevant safeguarding issues
4. Further improve the appropriate sharing of information in every aspect of the work of the Board and partner agencies

### Professional Accountability

#### Aim:

**We will work to ensure the accountability of all partners in protecting adults at risk of abuse**

#### Objectives

##### We will:

1. Gain assurance from our partners about the effective delivery of their services
2. Listen to the voice of the adult to help shape professional practice and improve service delivery
3. Deliver and achieve the Board's performance benchmarks
4. Strive to continually improve and develop safeguarding practice



**We will use the principles of engagement, Making Safeguarding Personal and good practice to achieve the following actions:**

Prevention	Protection	Partnership	Professional Accountability
<p><b>Actions:</b></p> <p><b>We will do this by:</b></p> <ol style="list-style-type: none"> <li>1. Supporting and encouraging the promotion of local community based services to help to reduce the impact of loneliness and isolation</li> <li>2. Further extending the TSAB Safeguarding Champions network</li> <li>3. Taking part in an Annual National Safeguarding Awareness Campaign</li> <li>4. Refreshing the TSAB Communication and Engagement Strategy</li> </ol>	<p><b>Actions:</b></p> <p><b>We will do this by:</b></p> <ol style="list-style-type: none"> <li>1. Identifying aspects of safeguarding work which would benefit from a better co-ordinated approach</li> <li>2. Delivering effective learning, training and development opportunities which reinforce person-centred working and a strengths based approach</li> <li>3. Reviewing the current TSAB Inter-Agency procedures to ensure they are contemporary and reflect best practice</li> <li>4. Preparing for the implementation of the MCA Amendment Bill</li> </ol>	<p><b>Actions:</b></p> <p><b>We will do this by:</b></p> <ol style="list-style-type: none"> <li>1. Striving to introduce a Joint Children and Adults Strategic VEMT Group</li> <li>2. Ensuring all meeting agendas and discussions reflect the changing landscape of adult safeguarding work, legislation and priorities</li> <li>3. Ensuring appropriate representation at strategic groups and networks</li> <li>4. Reviewing the current TSAB Sub-Group structure for effectiveness</li> </ol>	<p><b>Actions:</b></p> <p><b>We will do this by:</b></p> <ol style="list-style-type: none"> <li>1. Delivering a Quality Assurance programme which includes: peer review, Quality Assurance Framework/Self Audit (QAF) and multi-agency audits</li> <li>2. Making best use of performance information to determine actions and priorities to help keep people safe</li> <li>3. Effectively responding to and learning from all serious safeguarding incidents, including Safeguarding Adult Reviews (SARs), Domestic Homicide Reviews (DHRs)</li> <li>4. Determining methods for engaging with, and listening to the voice of the adult</li> </ol>