

## ESAB Business plan

Our Business Plan for 2021 - 2024 provides information on specific key aims, supporting actions and target timescales required to deliver the Board's priorities. Progress in relation to the plan will be reviewed at each meeting of the ESAB.

A RAG rating is used to assess progress in relation to each action.

The following index indicates how the rating is decided:

<b>Green (G)</b>	Action Complete
<b>Amber (A)</b>	Action on track and progressing to plan
<b>Red (R)</b>	Major problems and issues threatening the action, behind schedule and not expected to recover

**Priority 1 - Prevention & Awareness** We will improve the awareness of adults at risk within and across our communities and partner agencies, and we will work to prevent abuse and neglect.

**'I want to live safely, I know what abuse is, and I know how to get help'**

**WE WILL: work to prevent abuse and neglect and we will improve the awareness of adults at risk within and across our communities and partner agencies**

Objective What we plan to achieve	Actions How we will achieve it	Lead Officer/Group/Agency	Measurement How we measure success	Timescale	RAG status and comments	
1.1 We will seek assurance that all agencies are clear about their obligations to deliver adult safeguarding activity, which prevents abuse, crime, neglect, self-neglect and exploitation.	1.2.1 ESAB will deliver a Quality Assurance Self-Assessment that will require agencies to provide assurance to ESAB that robust systems are in place including information sharing and MCA/DoLs	Performance, Quality and Audit Sub-Committee	Completion of Self-Assessment and subsequent analysis reported to ESAB  90% of partners will submit completed self-assessments  Partners will achieve an overall compliance score	May 21 - Self Assessment tool to partners  October 21 – Analysis of completed assessments to Quality Committee  December 22 – Report findings to Executive	Presentation and agreement from ESAB members for the self-assessment report took place on 1.02.23	<b>G</b>

		practice		of 80%	committee ahead of ESAB		
1.2	We will seek assurance that agency obligations are supported by clear processes, which directly support the Southend, Essex and Thurrock (SET) Multi- Agency Adult Safeguarding Policy & Procedures, as a model of good practice.	1.2.2 ESAB will deliver a multi-agency staff survey to provide assurance to ESAB that safeguarding systems are understood by staff and ensure their wellbeing.		Completion of Staff survey and subsequent analysis reported to ESAB	June 22 – staff survey to partners  October 22 – Analysis of survey to Quality committee  December 22 – Report findings to Executive committee ahead of ESAB	Presentation and agreement from ESAB members for the self-assessment report took place on 1.02.23	G
1.3	We will work with each other and collaborate, to maximise our multi-agency practice to reduce risk and improve lives.	1.3.1 Update SET Modern Slavery guidance to ensure it is in line with national policy and practice	SET Policy group	Publication of updated guidance	July 21	Completed and published December 2021 (document due for review Dec 2024)  <b>SET Adult &amp; Children Group are currently working on a NRM flowchart process that can be used across SET following a request from Anti-Slavery project - (Colchester &amp; Chelmsford City Councils) – work started June 23</b>	G
		1.3.2 Work with partners to develop an approach that ensures children continue to be safeguarded as they become	Task and Finish Group	Approach developed to ensure that children continue to be safeguarded as they become adults	April 22	Transitional protocol in place (July 22)	

		adults					
1.4	We will raise public awareness for adults at risk; what can be done to help; how communities can raise concerns and how the work of the Board is vital for planning, assurance, oversight and accountability.	1.4.1 National Safeguarding Awareness Week (NSAW) 2021	Communications and Engagement Group	Delivery of successful campaign	November 21  <b>Work taking place to look at what ESAB will provide for the 2023 NSAW - report will be included on the BMs report for the Oct 23</b>	Completed with analysis of week presented to Board in January 22	<b>G</b>
		1.4.2 Monthly Bulletins providing updates on ESAB activity as well as local and national safeguarding news	Communications and Engagement Group	Quarterly bulletins and a 15% annual increase in subscribers (Baseline 1440)	April 22	Bulletins being circulated on a bi-monthly basis	<b>G</b>
		1.4.3 Regular social media posts (Twitter, Facebook etc) providing key safeguarding messages	Communications and Engagement Group	Daily media posts and a 15% increase in Twitter followers (Baseline 1008)  Baseline currently being reviewed for new target to be identified	April 22	1% increase at 1 Sept 21 (1018 followers) but more significant increase following NSAW 21	<b>G</b>
1.5	We will ensure that the voices of adults at risk are sought, heard, listened to and acted upon, and that we engage with local communities.	1.5.1 Establish a ESAB Prevention and Awareness Committee	ESAB Support Team	Establishment of Prevention and Awareness Committee	June 21  Action returned to Amber as the workplan for this	Sub-committee has been established, but agreement through members on the 19-10-2022, to pause and reflect on what is required going	<b>A</b>

					group is to be developed once recommissioned  Revised date January 2024	forward and to ensure right membership, who can share/receive information broadly across respective organisations. ESAB specific training will also be included on this group.	
		1.5.2 Establish system to ensure adults at risk are able to engage in ESAB business	Healthwatch Essex  Prevention and Awareness Committee	System established to ensure that adults at risk are engaged in ESAB business	May 21	ESAB are now a member of the Healthwatch led LD - Accessible Information Standards Working Group.  <b><i>Although Green further work should be considered as to how adults at risk and or their families can link with the board</i></b>	<b>G</b>
		1.5.3 Develop a new ESAB website that is more accessible to Professionals and public	Prevention and Awareness Committee	Delivery and publication of the new website	Revised date October 2023  April/May 2023 (original date)	Supplier to develop website identified initial meeting to look at requirements taking place 9.01.23.  Technical issues linked to hosting website have caused delays to implementation of new website.  New website expected to be live by end of October 2023	<b>A</b>

**Priority 2 – Learning** We will be open and transparent, sharing lessons learned from safeguarding practice and promote the development of an up to date, competent and skilled shared workforce.

**'I am confident in the people who help me and they are confident in how to effectively safeguard'**

**WE WILL: learn from our experience and share our learning to enable professional competence**

<b>Objective</b> What we plan to achieve		<b>Actions</b> How we will achieve it	<b>Lead</b> Officer/Group/Agency	<b>Measurement</b> How we measure success	<b>Timescale</b>	<b>RAG status and comments</b>
2.1	We will seek assurance that all statutory agencies have training in place to deliver their adult safeguarding obligations to prevent abuse, crime, neglect, self-neglect and exploitation.	See 1.2.1	ESAB Quality Committee (alongside the SET Safeguarding Adults working group)		April 2022  Completed Feb22	Presentation and agreement from ESAB members for the self-assessment report took place on 1.02.23 (1.2.1)  <b>G</b>
2.2	We will seek assurance that agency training is aligned with and SET Multi- Agency Adult Safeguarding Policy & Procedures, and local and national learning.	See 1.2.1	ESAB Quality Committee (alongside the SET Safeguarding Adults working group)		April 2022 Completed  Feb22	Presentation and agreement from ESAB members for the self-assessment report took place on 1.02.23 (1.2.1)  <b>G</b>
2.3	We will ensure that having sought the voices of adults, that a positive impact is made on training, learning and development.	2.3.1 Complete a Review of ESABs Learning and Development plan ensuring that it includes the voice of the adult throughout the content. Also ensure that content includes: • Mental Capacity and Liberty Protection Safeguards in relation to safeguarding.	Learning and Development Sub-Committee	Completion of Learning and Development Plan review	March 2024	Report presented at Executive group on 14.09.22. Agreement given to recruit to the Practice Development role, which was ratified by ESAB members on 19.10.22.  Practice development Officer role commenced April 2023 – further review of training taking place  <b>A</b>

		<p><i>LPS currently on hold (Central Government decision) work will continue via MCA CPD</i></p> <ul style="list-style-type: none"> <li>• Legal literacy/ compliance</li> <li>• Modern Slavery</li> <li>• Domestic Abuse</li> <li>• Sexual Violence</li> </ul>					
2.4	We will share lessons learned from Safeguarding Adult Reviews (SARs) and hold agencies accountable.	2.4.1 Develop e-learning about learning from SARs about MCA practice	Learning and Development Sub-committee	Development of SAR e-learning about MCA practice	Dec 21 (original date)  <b>Revised date: March 2024</b>	Delayed from original date of completion due to Staffing issues. Work commenced in June 2023 following new P&D officer coming into post (April23) - expectation that work will be completed by March 2023	<b>A</b>
		2.4.2 Develop resources for practitioners to share learning from SARs	Learning and Development Sub-Committee	Resources developed to promote the learning from SARs as they are published	Ongoing	<p>E-learning developed for Ruth and Wendy SARs. 5-minute briefing published for William SAR</p> <p><b><i>Additional work on a learning brief/eLearning linked to SAR process for staff of all agencies to understand what a SAR is, when a SAR should be raised and if requested to be part of a SAR what are the expectations</i></b></p>	<b>G</b>

**Priority 3 – Quality** We will assure our own work, learn from experience, and set up processes to give insight into our ongoing commitment to continuously improve safeguarding practices.

*‘I am confident that the people will work with me and with each other, to achieve my outcomes’*

**WE WILL: assure our work and continuously improve our safeguarding practice**

Objective What we plan to achieve		Actions How we will achieve it	Lead Officer/Group/Agency	Measurement How we measure success	Timescale	RAG status and comments	
3.1	We will ensure that agencies are accountable for quality outcomes in their practices	3.1.1 ESAB will seek assurance from commissioners and regulators about the safety and quality of care provision in Essex: <ul style="list-style-type: none"><li>• quarterly data in the ESAB Dashboard</li><li>• Annual updates from ECC Provider Quality Team</li><li>• Annual update to ESAB by the Care Quality Commission</li><li>• Bi-annual updates from CCG Commissioners</li></ul>	Performance Quality and Audit sub-committee (PQ&A)	Inclusion of quarterly CQC data in the ESAB dashboard.	Ongoing	Data in dashboard  <i>In March 23, a new version of the Dashboard was presented to the ESAB Quality group, information from this is review at quarterly meetings and will be included in the Annual report</i>	G
				Annual CQC update to ESAB	Ongoing	Completed April 21 Completed Feb 22  <b>Next update – Oct 2023</b>	G
				Annual report from ECC Provider Quality team to Quality sub-committee	Ongoing	Completed June 21  <b>Next update expected January 2024</b>	G

		3.1.2 ESAB will seek assurance from commissioners and regulators about the quality and safety of independent mental health hospitals in Essex	ESAB Quality committee	Provision of regular updates and data through the year	Ongoing  Work was to be completed by April 2022, however due to risk updates still to be received until March 2024 and next reiteration of this plan.	Discussion continued in Essex and regionally with NHS undertaking further work on this. Updates received as and when available. Work linked to 6 Pillars of Safety and feedback overseen by ESAB executive group	<b>G</b>
3.2	We will ask for feedback and learn from people's experiences and put that learning into practice.	3.2.1 mainstream system to seek adults' views at the end of S42 enquiries, to test MSP effectiveness. See 2.3.1	SAR Officer  ESAB Quality committee	Pilot project established in Mid Essex	April 2021	Pilot commenced in Mid Essex Feb 21 but was ceased due to Covid and staff capacity.  Consideration to take place as to how ESAB and Local authority can work together on this objective.	
3.3	We will ensure that our performance is reviewed and evaluated.	3.3.1 Complete a SAR Thematic Review for 2020/21 that builds on the Thematic Review completed in February 2020	SAR Committee ESAB Support Team	Completion of a SAR Thematic Review	October 2023	Draft completed by SAR Officer in post in 2020/21. Conclusions and recommendations to be developed by SAR sub-committee.  Updated version with the previous draft to be taken into consideration in	<b>A</b>



						progress	
		3.3.2 ESAB to commission a Local Government Association Peer review of ESAB	Executive Committee	Completion of Peer Review	April 23 –	<p>Agreement given at ESAB exec on 8.12.22 to delay commencing this item until feedback is received from the ECC peer review to look at preparedness for CQC inspection.</p> <p>If available feedback from report to be included in Annual report 2022/23</p> <p><b>Consideration required as to if a peer review if required for ESAB (Cost implication Est £9000)</b></p>	<b>A</b>
3.4	We will ensure that partners measure and evaluate their own safeguarding activity and share that information with our Board.	See 1.2.1				See update above in priority 1	<b>G</b>
3.5	We will work to ensure that safeguarding practice is lawfully compliant and practice is made personal at every opportunity.	3.5.1 ESAB to establish a Memorandum of Understanding that will allow it to receive assurance about LeDeR activity and learning in Essex including:	ESAB Support Team	Establishment of Memorandum of Understanding	April 21	<p>Completed Jan 21</p> <p><b>Work underway to review, with consideration to take across SET as the LeDeR process is SET wide - should be completed by March 2024</b></p>	<b>G</b>

		<p>PQ&amp;A to receive regular quarterly reports providing assurance about:</p> <ol style="list-style-type: none"> <li>1. how the backlog of reviews is being reduced</li> <li>2. the outcomes from reviews and how the learning is being addressed in Essex</li> <li>3. How LeDeR Reviews and SARs will work together</li> </ol>					
		<p>3.5.2 ESAB will receive assurance that partners are on track to implement Liberty Protection Safeguards legislation in time for its implementation in April 2022</p>	Quality committee	<p>Quality Committee to monitor DoLs and LPS data quarterly to ensure good progress is made in the management of casework,</p> <p>ESAB to seek assurance from ECC in relation of the DoLs backlog, work undertaken via the ESAB Quality Subcommittee</p>	April 2022	<p>DoLS data included as part of the ECC Dashboard development and reviewed on a quarterly basis by ESAB Quality Subcommittee.</p> <p>N.B. Due to recording issues DoLs data cannot be reviewed year on year but work is taking place to rectify this.</p> <p><b><i>Following announcement about the LPS system being put on hold, a T&amp;F group linked to the ESAB Quality</i></b></p>	<b>G</b>

						<p><b><i>Subcommittee is to commence to consider how health and social care can work more closely together in relation to DoLs.</i></b></p> <p><b><i>Group expected to meet in September 2023 to agree work plan and aims going forward.</i></b></p> <p><b><i>(this group to cover Health &amp; Social Care and SET representatives)</i></b></p>	
			Health Executive Forum (HEF)	HEF to review regularly progress being made in implementing the changes	April 2022	Progress reports being received at each HEF meeting and in the ESAB BoM report	<b>G</b>
		3.5.3 ESAB will continue to commission Safeguarding Adult Reviews where cases meet the statutory criteria. Each SAR will include MSP principles, terms of reference to include hearing the voice of the adult and including adult/families in the review, and resultant learning	SAR committee	Monthly reports to the SAR committee and Quarterly reports to ESAB Inclusion in ESAB Annual Report.	Ongoing	Ongoing – reports provided to SAR Committee monthly and ESAB & Exec quarterly	<b>G</b>

		that examines MSP practice.					
		3.5.4 ESAB will ensure that Adult safeguarding legal literacy/ compliance training is available to partners as part of its training review (2.3.1)	Learning and Development sub-committee	Completion of Learning and Development Review Adult safeguarding Legal literacy/ compliance training is available to partners	March 2024  April 2022 (original date)	Originally delayed, work on this will commence during 023/24 following appointment of the P&D Officer for ESAB  eLearning and/or a Learning Brief to be developed by March 2024	A