



Darlington Safeguarding Adults Partnership Board

Darlington Borough Council Safeguarding Adults Executive Strategy Meetings

Document Detail						
Date Approved	Approved by	Document Ref:	Revision No:	Issue Date	Review Date	Lead Officer(s)
5 th April 2017	Policy & Implementation Group	SO15	0001	5 th April 2017	April 2018	Chair (Policy & Implementation sub group) and Yvonne Hall
Tracked Changes						
Version No	Description	Date	Officer	Revision No		

CONTENTS

EXECUTIVE STRATEGY MEETINGS		Page No.
What is an Executive Strategy?		3
1.	Executive Strategy Meetings	3
2.	Conducting an Executive Strategy meeting	5
3.	Executive Strategy Meeting Format	7
4	Consideration of Management Reviews	10
Appendix A		
1.	Guidance for Chairs and Lead officers	11
2.	Background	11
3.	Preparation for the meeting	12
4.	The Executive Strategy Meeting	13
5.	Record keeping	14
6.	Disclosure and Barring Service	15
7.	Additional points to note	16
8.	Executive Strategy meeting Minutes	18
9.	Legal requirements of minutes	18
10.	Minutes format	19
11.	Circulation of Minutes	20
12.	Confidentiality Agreement	21
13.	Executive Strategy Meeting action sheet	22
14.	Letter/email inviting a Provider to the meeting	23
15.	Letter/email inviting a Stakeholder to the meeting	24
16.	Decommissioning	25

EXECUTIVE STRATEGY MEETINGS

What is an Executive Strategy?

Executive Strategy Meetings (ESM) are required to address all concerns and issues relating to unusual, organised or large scale abuse.

Executive Strategy Meetings are required when any or all of the following factors are present;

- institutional abuse (the practice of an abusive regime or negligent culture within an institutional setting or care organisation) is suspected or has been alleged – this may only become apparent once the service has received a number of separate referrals about different individuals using the same service
- multiple abuse (perhaps involving more than one abuser and causing risk or harm to more than one adult and possibly also children) is suspected or has been alleged
- organised abuse (linked incidents), whether in a care setting or incidents occurring in the community is suspected/alleged
- an 'adult at risk' has died and abuse or neglect is suspected or alleged
- the alleged perpetrator(s) holds a senior position within a care setting/organisation(i.e. a Manager)
- where there are a large number of victims to be interviewed/supported
- any other case where one partner agency alone does not have sufficient resources to carry out the full extent of safeguarding work required
- where the case may attract significant media interest
- Also, there may be circumstances when there are no specific allegations of abuse or neglect but there are significant concerns regarding the quality of care being provided by an establishment or organisation that indicate that service users are vulnerable and are at a high risk of suffering harm

An Executive Strategy aims to look at the overall practice of those involved. It is a more strategic approach and often results in action plans for an establishment. Individual Adult Protection Strategies will still be used to address the needs of each Adult at Risk involved. The usual process for individual strategies will be maintained and relevant information will be fed back to the Executive Strategy members.

1. Executive Strategy Meetings

It may be apparent from the point of referral that an Executive Strategy Meeting needs to be convened to fully and jointly address highlighted concerns and issues. However on occasion, large-scale or organised abuse only comes to light in the course of already established safeguarding investigative enquiries, or after an adult has moved away from a service where he or she has been abused.

At the point where it is identified that it may be necessary to proceed to an Executive Strategy, the decision to do so will be made by a Head of Service, Adult Social Care. The Head of Service must at the earliest opportunity consult with one or more (as appropriate) of the following senior managers in Darlington Adult Services, to confirm the decision and identify the Chair.

- Operations Manager - MH/OPMH/LD/Safeguarding and Provider Services
- Operations Manager - Older People/Physical Disabilities/Riact/OT and Sensory Impairment
- The Service Manager Contracts & Quality
- The Team Manager for Adult Safeguarding, MCA & DoL's
- The Chair (where a safeguarding strategy discussion/meeting has already taken place)

The Executive Strategy meeting will be chaired by either a Head of Service within Adult Social Care or Operations Manager within Adult Social Care, who will ensure that all allegations and issues are clearly defined and actions assigned to individuals with clear timescales. The chair must ensure that all actions to protect individuals from abuse are addressed before concluding the Executive Strategy.

The chair will be appointed to co-ordinate the case from that point onwards and will ensure that that all relevant parties are engaged to enable an objective investigation will take place. An Executive Strategy Meeting will be convened by the Chair to which senior representatives from other relevant partner agencies will be invited. Both the police and the local authority legal department will be informed of any impending meeting and will make an informed decision, based in the nature of the concerns, regarding whether they will need to attend. The Team Manager for Adult Safeguarding, MCA and DoL's will attend as a matter of course.

The Head of Service will inform both the Assistant Director – Adult Services, and the Director – Children's and Adult Services, and may also need to inform the Council's Chief Executive depending on the severity of the allegation. In the event of commissioned and registered care services being implicated, there is an expectation that the Council's Service Manager for Contracts and Quality and Regulation Manager or Regulatory Inspector from the Care Quality Commission will play a key role in the Executive Strategy process and any subsequent safeguarding work.

Possible outcomes may include;

- Auditing and monitoring of those services
- Suspension of placements
- Enforcement or cancellation of registration
- Termination of contractual arrangements (see also the decommissioning process at Section 16)

Effective communication and collaboration between the partner agencies is therefore essential.

Additionally, in the event of any **Adult Safeguarding incident** which requires a response at executive level and where any of the above factors are present, the Police may take the decision to implement their “Gold Command” strategy response protocol.

Following the decision to proceed to Executive Strategy, an **Executive Strategy meeting** must be arranged within five working days. As with the standard strategy process, regular follow-up meetings may need to be conducted so that plans can be jointly reviewed and revised, if necessary.

Protocols for information sharing and recording will need to be implemented in the same way, and minutes of strategy meetings/records of strategy discussions must only be circulated in accordance with the relevant guidance set out in these inter-agency procedures.

Media management in such cases will also need to be co-ordinated at executive level.

2. Conducting an Executive Strategy Meeting

The chair should conduct the meeting in accordance with the structure set out in these procedures (Appendix A). There are a number of issues that the chair may wish to consider both prior to and during the meeting(s):

Attendance

The Chair must decide who to invite to Executive Strategy meetings and should carefully consider including anyone who could provide value to the investigative and decision making process. Only authorised deputies should attend the meeting except in cases where express permission of the chair is granted. Anyone suspected of acting incorrectly or who may adversely influence the outcome of any investigation should not be invited (e.g. home owner). The Chair must be prepared to exclude those persons for the whole or part of the meeting if they attend. It is unlikely that anyone who is the subject of a criminal investigation would be invited to attend an Executive Strategy Meeting.

Conflicting Governance

Consideration should be given throughout the process as to whether any other group/meeting should take precedence over the Executive Strategy or whether any group may need to be informed of the issues under investigation such as: An Incident Coordination Group (for a death in a health care setting), Police Gold Command Group (where there may be serious systematic filings that would lead to a

serious loss of confidence in the police and their partner agencies), Adult Learning and Improvement Group, Serious Untoward Incident.

Legal Advice

Where potential exists for litigation against the local authority or partner agencies or where the subject of the Executive Strategy process is liable to request the presence of a legal representative, the chair may wish to consult with local authority legal department before any Executive Strategy Meeting takes place.

Capacity

In Executive Strategy Meetings pertaining to concerns surrounding individual service users there may be issues regarding whether the service user(s) has capacity. In this instance the Chair may request the following steps are undertaken: Capacity Test, IMCA employed, DOLS applied, application to the Court of Protection for Best Interest Assessment and/or welfare deputies.

Referrals

The chair may wish to confirm that referrals have been recorded on the Adults Carefirst/Liquid Logic system regarding any identifiable individual service users.

Organisational Information/ Documentation

The chair must confirm that where there is an organisation involved, this has been recorded on the Adults Carefirst/Liquid Logic system, under Executive Safeguarding case Details – Provider.

As well as accessing departmental information, where appropriate, the chair may request any documentation held by an organisation such as care plans, policies and procedures, incident reports etc. to assist with the Executive Strategy process. They may also make similar requests of partner organisations such as Police or TEWV. Where possible, details such as time, date and venue of events and meetings should be supplied. Where information is presented to the meeting in the form of allegations, accounts, mitigation etc. and there is a lack of substance or an identifiable source, further verification or corroboration should be sought to establish whether it can be relied upon as factual and accurate.

Executive Strategy Meetings will ordinarily take place in two parts. Part 1 (excluding the service provider) will essentially consist of the formulation of allegations/concerns, partner agency information sharing (some of which may not be appropriate to share with the service provider), establishing the level of risk and the construction of actions to address the issues outlined. In Part 2 (with the provider) of the meeting the chair will share the allegations/concerns and summarise appropriate information before receiving the service provider's response and finalising the action plan.

Criminal investigations normally take precedence due to the higher level of scrutiny required by the criminal justice system. On some occasions it will transpire that there will be no criminal prosecution and in such cases it should be made clear that there may still be a need to continue investigations into issues of a non-criminal nature.

Where service users make statements in pursuit of a criminal investigation their identity will normally be revealed during the course of that investigation or any subsequent court proceedings. If the investigation does not result in a criminal prosecution there is no obligation to reveal the identity of the witness/es.

Anyone making a statement to the police in connection with a criminal investigation should have an expectation of confidentiality, and information should only be disclosed with the explicit consent of the person making the statement. This expectation of confidentiality would only be overridden where there are matters which are of pressing public interest. The chair of the ESM should therefore take into account the views of witnesses when making a decision whether to reveal the identity of anyone who has contributed to a criminal investigation.

The Executive Strategy process should produce a fair and impartial investigation and any report produced by an ESM should take into consideration any information provided by an individual or organisation by way of defence or mitigation. There should be an indication of what type of report it is i.e. draft, interim, final etc. and the extent of any distribution.

It would not be normal practice to invite someone who is the subject of a criminal investigation to participate in an Executive Strategy Meeting. In such a case the employer/service provider may not be informed of the meeting if it is considered doing so may frustrate the investigation. Such exclusions must be documented within the minutes with supporting reasons.

3. Executive Strategy Meeting Format

The Meeting will have an agreed agenda in respect of concerns relating to ***(name of individual/care provision/provider details), held on (date) at (time)***

Agenda

Part 1 Multi Agency Discussion

1. Identification of Chair
2. Context and Focus of Meeting
3. Introductions and apologies
4. Any exclusions
5. Confidentiality Statement
6. Review of actions from action sheet *(subsequent meetings only)*
7. Overview of allegations / Concerns *(reviewed in subsequent meetings)*
8. Stakeholder Information Sharing/updates *(including contract and legal status)*
9. Chair's Summary

10. Risk Analysis
11. Stakeholder Communications (*service user/carer, elected members, media relations, executive group members etc.*)
12. Determine proposed actions and timescales (*reviewed in subsequent meetings*)

Part 2 Provider Engagement

13. Introductions and apologies
14. Context and focus of meeting
15. Summary of Issues
16. Provider's response
17. Confirmation of Actions and Timescales
18. Lessons learned

The Meeting (Part 1)

During the course of the meeting it will be the chair's role to ensure the following agenda items are addressed:

1. Context and Focus of Meeting - to explain the reason for convening and including a brief outline of the allegations / concerns.
2. Exclusions - The chair should decide whether to exclude anyone for the whole or part of the meeting. The reason for exclusion should be recorded in the minutes of the meeting. In the majority of cases exclusions will only take place at the first meeting.
3. Confidentiality Statement - The chair should provide an overview of the confidentiality statement to the meeting and ensure members of the meeting are familiar with the contents and sign it accordingly.
4. Allegations/concerns (reviewed in subsequent meetings) - The chair is responsible for formulating the allegations/concerns. They should be clear and concise and embrace all of the issues that have been raised. They should be clearly recorded in the appropriate section of the minutes.
5. Stakeholder Information Sharing (including contract and legal status) - This is an opportunity for the exchange of information from the partner organisations. All communications should go through the Chair. If any information is of a confidential nature and not for sharing with a service provider, the stakeholder should state this prior to sharing. Following the initial meeting this is an opportunity to provide an update and review of the actions from the previous meeting (s).
6. Risk Status - During the course of the meeting the chair will invite those present to consider the level of risk for the service user(s) from the information available to date.

7. Determine Proposed Actions and Timescales (reviewed in subsequent meetings). The chair should draft actions to address the allegations/ concerns. The actions should embrace the concept of SMART action planning, be allocated to an individual with responsibility for completing it and be given timescale for completion. In subsequent meetings the chair will ensure the agreed actions from the previous meeting are reviewed. In doing so, the progress will be updated and revisions and amendments made as necessary.

8. Chair's Summary - Following the exchange of information the chair should, with the assistance and agreement of the meeting, summarise the information shared. This summary will form the basis of the disclosure to the service provider.

Provider Engagement (Part 2)

1. Summary of Issues - The chair summarises overall situation and the allegations/concerns that have been raised.
2. Provider's response - The service provider will have the right to reply and any information, actions instigated and mitigation should be taken into consideration.
3. Confirmation of Actions and Timescales – Following provider comments the action list should be finalised and timescales for the completion of agreed.
4. Lessons learned - The chair should reflect on any lessons learnt such as systematic and procedural failing

Conclusion of the Executive Strategy Process

At the conclusion of the Executive Strategy Process the chair will ensure all identified issues have been addressed satisfactorily. In more complex cases the chair may convene a separate debrief meeting, otherwise they will use the final Executive Strategy Meeting to achieve this. The focus will include the following:-

- A review each of the Allegations to ensure that they have all been satisfactorily addressed.
- A review each of the actions to ensure that they have all been completed.
- Consideration of whether all relevant parties have been engaged
- Whether a balanced investigation had been achieved.
- Consideration should be given to whether all service users identified in the process have had all of their needs addressed, and whether all Carefirst/Liquid Logic entries been completed.
- Collation of lessons learned from the Executive Strategy process.
- Consideration of the need to review practices in the establishment/with service provider, at a future date, to ensure there has been no lapse in service provision.
-

4. Consideration of Management Reviews

If during the course of the Executive Strategy process it is identified that there are serious failings within any of the systems employed during the safeguarding process by any agency or group of agencies, then contact should be made with the Chair who will advise which review process should be employed to remedy such failings. (This may be by way of a referral to the Adults Learning and Improvement Group (ALIG) who will consider commissioning a **Safeguarding Adult Review** (or by some other single agency review).

FINAL

Appendix A

1. Guidance for Chairs and Lead Officers.

In brief, the purpose of this guidance is:

- To provide guidance to Chairs and minute takers within the Executive Strategy process.
- To outline the requirements of a chair and minute taker throughout the process.
- To provide an effective and consistent approach to the Executive Strategy process.
To produce a clear and accurate account of the proceedings which enables the chair to respond to future enquiries, complaints and questions.

2. Background

Executive Strategy Meetings in Darlington are carried out in an established method as prescribed in the ADASS publication 'Safeguarding Adults – A National Framework of Standards for Good Practice and Outcomes in Adult Protection Work'. This forum is used when there is a clear need, because of the severity or seriousness of the issues being addressed, to gather a multi-agency forum where attendees have a sufficient level of seniority and authority to act and direct resources on behalf of their organisation at a strategic level.

The Cornwall enquiry into SH (2007 – 2008) identified the need to consider risk cumulatively in relation to organisational practice. This is pertinent to Executive Safeguarding Strategies, with the identification of institutional abuse or poor practice being central to the process.

It is important to highlight that procedures alone do not always immediately assist practitioners or managers as they tend to focus on procedural guidance and not on the professional skills required e.g. legal and operational knowledge, practical experience, confidence to assertively question, enquire and challenge allied professionals, assumptions of care providers in relation to capacity, risk, malpractice, poor standards of care and aspects of discrimination.

With pressure for clear and accurate recording reflecting the intentions of the Local Authority linked with a need for fluidity and open professional discussion this poses difficulty in achieving accurate and concise minutes for strategy. This guidance document seeks to support Chairs in Executive Strategy Meetings and those taking the minutes to achieve clarity with regard to existing structures and expectations.

The following identifies many of the issues an administrator may need to consider when asked to take minutes at a Safeguarding Adults Executive Strategy meeting. The list is not exhaustive but attempts to provide a comprehensive framework from

which to work. This guidance document is a useful tool for both the administrator and the chair as the success of Executive Strategy Meetings is directly linked to the awareness of expectations by both parties and their skills in working together to deliver upon them.

3. Preparation for the meeting

Consideration should be given to the need for; A waiting room or area, pens and paper for participants, seating arrangements and name labels on tables, access requirements, refreshments, (though once the meeting begins the minute taker should not leave the meeting), staggered attendance times.

Agenda – if the chair, the minute taker and members of the meeting understand the proposed agenda and the chair ensures that discussion fits as tightly as possible to the sections then the discussion recorded will be more accurate and flow better. If discussion strays it looks confusing in the notes but is also confusing for the minute taker

Introductions/ signing in sheet / confidentiality statement – the chair will circulate a signing in sheet including a confidentiality statement, prior to introductions and starting the meeting. The minute taker can familiarise themselves with the attendees and ensure that all attendees can read and concur with the confidentiality statement. Chairs often know everyone except perhaps the provider – minute takers often know no-one which makes taking notes difficult. It is therefore important that the minute taker takes this time to establish who is in attendance

Reports – any report being tabled at the meeting should be copied to the minute taker beforehand. When people read directly from an update sheet or report they speak unnaturally fast and minute takers cannot pick up what's being said. If they have the same sheet to refer to they can mark that with relevant points to note in the meeting instead.

Information Sharing– further considerations;

The Chair will:

- Consider the need to request information from relevant emergency services, such as the Ambulance Service
- Where the Local Authority has serious concerns about an establishment, consider whether they wish to share their concerns with relevant emergency services. This has a dual purpose: firstly they can be asked for information as part of the investigation and secondly that the concern can be flagged and the information accessible to staff from the emergency service

This action will be added to the Agenda item for Executive Strategy Agenda

Consider whether the Local Authority and NHS partners need to;

- Share impartial information about concerns with existing and prospective residents and their families
- This will support people to make informed decisions about the suitability of the service to meet their needs
- This is a means of making the public aware that they can access this information
- Executive Strategy to authorise action for care home to share this information

4. The Executive Strategy Meeting

A good standard of minute taking is essential to achieve a full, accurate and clear account of these proceedings which normally relate to complex matters involving a range of agencies and organisations.

A good meeting often brings together people who have lots of views and perspectives; sometimes this means that debates can get contentious. Neutral, objective minute taking is very important in the face of controversy. Disagreements should be clearly, but objectively recorded. Throughout the meeting it is important that:

- Attendance and apologies and those who have not replied are noted and passed to the Chair.
- The minute taker is familiar with the names and details of those in attendance.
- The minute taker and chair sit near each other to enable communication between them.
- Both the chair and minute taker participate in introductions stating your name, your role and any considerations made to help keep a good record of the meeting.
- A record is made if people leave or join the meeting so it's clear in the minutes what information they have been party to.
- The Chair provides:
 - structure and time limits.
 - a summary of information and points made.
 - support to the minute taker if needed.
- The agenda and structure for notes (appendices 6&7) are clearly followed throughout the meeting.
- Reference is made to reports provided to the meeting (it is not necessary to repeat the information in the notes).
- The minute taker makes the chair aware of any need to repeat information or pause the meeting.
- Follow-up meetings are agreed between attendees a note is made of date, time and likely venue mentioned.

- Contact details of all parties including the minute taker and Chair are shared in order that updates, reports and relevant information can be shared outside of the meeting.

5. Record Keeping

Carefirst/Liquid Logic Recording - Any discussion pertaining to service users who have been subject to Adult Protection Process should have been recorded in the Carefirst/Liquid Logic module—Safeguarding notes. The strategy meeting minutes are to be concise, explicit, easy to understand and follow with clear, specific, measurable, achievable, timely actions with a person identified to complete the actions.

As good practice, a copy of the minute takers' rough notes should also be retained after the meeting (in case they are needed in future for legal purposes to support circulated notes). Notes do not have to be verbatim but must reflect the meeting. They should be concise and outline the important factors of discussion, disagreement, consideration, including any gaps in information. Minutes are to be circulated with an email stating that any amendments should be forwarded to the minute taker by a specified date. There will also be a statement on the minutes identifying that minutes are accepted as an accurate and true record unless contact is made by the identified date, with amendments.

Remember all kinds of records can be used as evidence (list not exhaustive)

- Referrals
- Assessments
- Summaries
- Agreements / contracts
- Care Plans / protection plans
- Letters and memos
- Forms
- Body maps
- Monitoring Protocols – this could be from the Practice Development Team, Care Quality Commission, Leader Officer instruction
- Reports
- Review documents
- Case Records – For court purposes these need to be in consecutive order
- Notes
- Messages
- Diaries / notebooks

Therefore, in terms of chairing it is important that:

1. The minute taker and chair meet prior to the meeting for a brief discussion around main issues.
2. The chair should follow the agenda as strictly as possible and should maintain reasonable order within the meeting.
3. The chair is mindful of the pace of the meeting ensuring all attendees follow the discussion, including the minute taker. The chair should be open to the minute taker asking for a pause in the meeting and may agree a signal prior to the start.
4. There is an expectation that stakeholders are adequately prepared for the meeting and bring appropriate information and reports for sharing at the meeting. In the absence of a stakeholder a representative should attend and/or a written report forwarded. This is outlined within the invitation letter and should be enforced by the chair. The minute taker should be given copies of all written information referred to for accuracy. It is not conducive to good minute taking for the meeting to receive lengthy verbal reports.
5. On occasions where people raise an issue that the chair feels is not relevant to the current issues i.e. out of date information or irrelevant subjective perspective. The chair will ask the minute taker not to minute this information as appropriate and will indicate exactly what is not to be recorded.

6. Disclosure and Barring Service

- Most Local Authorities currently have a statement in their contracts with Providers, identifying that it is the Employer's Duty to refer. However in Chapter 47, Section 39 of the Safeguarding Vulnerable Groups Act 2006, it states that, "A Local Authority must provide Independent Barring Board (IBB) with any prescribed information they hold relating to a person if the first and second conditions are satisfied".
- Lead Officers should send a letter explaining that the Disclosure and Barring Service (DBS) should be receiving a referral from an Employer, stating the Employers name and the name, address, date of birth and national insurance number, if known, of the person being referred. They should also state in the letter that there is no further / additional information that the Local Authority has to share with them. Within Executive Strategies it may be useful to ensure that DBS referrals have been actioned by a care provider as part of the wider consideration of practice.
- DBS members identified that all forwarded information, including safeguarding strategy minutes and / or Executive Strategy minutes is shared with the person being considered for barring. Concern for the victim/s was identified, as personal information will be contained within the strategy minutes. Information may be sent from the safeguarding adult's team and / or a third party and management of appropriate information to be redacted needs to be considered. The DBS suggested that the personal information may be

redacted at source or highlighted and redacted through the DBS redacting service.

- The DBS require a full account of the investigation process in order that they can make an informed judgement regarding the need to bar. Should information be redacted at source, a report may be attached to describe the issues relating to the person being considered for barring.

Local Authorities can contact the DBS by email stating that they have a 'Legitimate Interest Request' to find out the outcome from a person's barring referral. They should do this, highlighting their business need / legitimate interest to know, by email to: dbsdspatch@dbs.gsi.gov.uk

7. Additional Points To Note

Facts

Records need to relate to the facts of the case. A fact is not based on feelings guesses, assumptions, or our own conclusions. Legal aspects are important topics to record.

Opinions

It is acceptable to minute the professional opinion of a person experienced and qualified in their field. Opinions should be substantiated with a rationale to explain how they came to the opinion. If a minute taker is unsure about whether to record an opinion they should do so and check with the Chair following the meeting.

Hearsay

Sometimes information from a third party is relevant. It is always important to check with the Chair if you are unsure about documenting this in the final minutes of the meeting.

Confidentiality

Minutes should state that the limits of confidentiality were explained. The sign-in sheet has a confidentiality statement that people read and sign on arrival to the meeting

A standard paragraph may be maintained in all minutes and/or read out by the Chair at the beginning of the meeting. If people require reminding of the need to share information within the Safeguarding Process or of issues relating to confidentiality this needs to be documented. Any restrictions on access to information recorded should be identified.

Contemporaneous Notes

Most Executive strategies pertain to organisational, institutional or multiple abuse, however, occasionally an Executive Strategy may be convened if an adult has died and abuse / neglect is suspected.

Where an Executive Strategy Meeting focuses on an individual, contemporaneous notes are required. These are notes that are recorded at the time or shortly after an incident. They should be in order of events and could include diary notes, notebook recording, minutes or case file entries.

It is imperative that all notes are kept. If the police pass a case to the Crown Prosecution Service any original notes are needed for the evidential test to be carried out. The Crown Prosecution service must be satisfied that there is enough evidence to 'provide a realistic prospect of a conviction' against each defendant on each charge. Evidentially the burden of proof is 'Beyond a Reasonable Doubt'. They must consider what the defence case may be and how that is likely to affect the prosecution case. They must balance factors for and against prosecution carefully and fairly. A prosecution case will usually take place; however, unless there are public interest factors tending against prosecution which clearly outweigh those tending in favour. (Crown Prosecution Service 2006)

- The Chair must consider informing the relevant Local Authority of anyone potentially at risk and placed within Darlington from out of area. The chair should also consider informing other relevant Local Authorities should there be possible media interest. A record should be made of the decision and actions.

Original hand written notes should never be discarded in favour of typing them up.

Action Planning

- All actions should be clearly documented with the name of the person responsible for the action.
- The timescale for completion and guidance from the Chair should be carried forward to the next meeting to be addressed.
- The outcomes of all actions should be clearly recorded (including those outstanding).
- Any actions carried forward and completed will be represented in grey on the action plan in subsequent meetings, those actions not completed will be carried forward in bold for the next action plan.
- It is the responsibility of the chair to ensure that all actions are identified and marked completed or still requiring action.
- In the next meeting the chair will first seek confirmation about whether actions have been met. Later in the process the Chair will ask for an update and will

gather further information regarding barriers to achieving the action or successful completion of the action.

8. Executive Strategy Meeting Minutes

Minutes are taken during an Executive Strategy Meeting to evidence how decisions have been reached and actions have been met. They must be comprehensive, accurate and specific however, a verbatim account of the discussion is neither expected nor required.

Within Safeguarding Adult Executive Strategy Meetings the reasons why records need to be accurate include:

- Legal requirement.
- Accountability.
- Evidence and justify actions and outcomes.
- Record reasons for decisions made.
- To act as an aid memoir.
- To safeguard against allegations.
- A tool for monitoring, reviewing and evaluating work.
- The basis for risk assessment and care planning.
- Records may be needed in a Court of Law.

9. Legal Requirements of Minutes

- New information or cumulative risks should be presented to meeting participants and clearly recorded in chronological order of events
- All documentation must follow the Darlington Adult Protection Policies and Procedures (Local Guidance).
- Minutes need to be accurate and concise. If a case were to enter legal proceedings, the protocol is that all information relevant to the case will be gathered and compiled in chronological order. It is important that assessments, care plans, risk assessments, monitoring outcomes, action plans and other documentation all correspond and consistently reflect the same information.
- Where relevant the record must show that concerns regarding the risk to the victim were discussed openly and factually and include how the victim will be safeguarded from any risks presented. Any disputes should be recorded.
- Where relevant the minutes should include actions regarding the sharing of information with the victim/perpetrator and the seeking of the victims' views. This needs to be timely so that it does not impede any investigative process. Times and dates of action should be clearly recorded.
- In the event that people leave or arrive at the meeting in stages, (this may be because only some information can only be shared with them) this should be recorded clearly within the notes. This is particularly important if anyone is asked to withdraw from the meeting while legal advice is given.
- Executive Strategy Minutes must clearly identify actions and subsequent meeting arrangements (dates, times etc.)

10. Minutes Format

Chair

(name of Chair) was identified as the Chair of the Executive Strategy process in respect of (name of care home)

Context and Focus of the Meeting

(name of chair) explained that this meeting had been convened under the Executive Strategy Process for Safeguarding Adults after concerns were raised around care practices within (name of care home)

Introductions and Apologies

Members of the meeting introduced themselves and clarified their roles for the purposes of the meeting.

Exclusions

N/A (Where necessary the chair will make a decision about whether to exclude anyone for the whole of part of the meeting).

Confidentiality Statement

(name of chair) made the group aware that all information shared within the meeting was to remain strictly confidential and that information should not be shared outside of this meeting without the agreement of the Chair. Members of the group were then asked to sign the confidentiality agreement.

Review of actions from action sheet (to be reviewed in subsequent meetings)

Overview of allegations and concerns (to review in subsequent meetings as appropriate)

(name of chair) gave an outline of the allegations and concerns raised which included:

Stakeholder Views and Information Sharing/updates

(name of chair) asked the group to take it in turn to update the meeting about key information held in respect of (name of provider) and any associated concerns.

Safeguarding/Adult Protection

Commissioning

CQC

Health

Police

Chair's Summary

(name of chair) summarised the issues discussed as follows:

Risk Analysis

(name of chair) advised the group of the categories of risk pertaining to Executive Strategy. In light of the information shared the group then considered the risks prior to deciding the risk status.

Stakeholder Communications

The Chair should consider the wider communications issues including the following:

Service user/carer

Elected members

Media relations,

Executive group members

The chair should give specific direction on what information should be disclosed and consideration should be given as to the wider implications of sharing it.

Proposed actions and timescales *(review in subsequent meetings)*

No	Action to be taken	Timescale	Lead
1			

11. Circulation of Minutes

Minutes are to be circulated with an email (wording as below) stating that any amendments should be forwarded to the minute taker by a specified date. There will also be a statement on the minutes identifying that minutes are accepted as an accurate and true record unless contact is made by the identified date, with amendments:

Please find attached draft Minutes of the Executive Strategy Meeting re XXXXXX held on XXXXXX. Please note that any disagreements/amendments must be submitted no later than XXXXXX, any proposed amendments will require approval by the Chair. If amendments or disagreements are not received by this date the minutes will stand as the final version.

Please pay particular attention to any **actions** that need to be addressed/achieved and the timescales. The attached documents have been password protected in line with Safe Haven & Information Governance Protocols.

Please contact a member of the Safeguarding Adults Team to obtain the password: on XXXXXX.

Please note information should not be shared with any other parties without authorisation by the Chair.

12. Confidentiality Agreement

The Confidentiality Agreement should be embedded within the signing in sheet for all attendees of the meeting.

Executive Strategy Meeting In Respect of.....

Date:

Confidentiality Agreement

All persons attending this meeting agree that the primary objective is to share information on a need to know basis, in order to safeguard the adult(s) at risk. The meeting and any subsequent safeguarding intervention will be conducted in the best interests of the adult(s) concerned, and in accordance with the Darlington Safeguarding Adults Policy and Procedural Framework.

All attendees agree that the information shared in this meeting will remain strictly confidential, and may not be shared with any other person or agency without prior permission of the designated Lead/Executive Officer.

Name	Job Role	Agency and Contact Details	Signature

Apologies

Name	Job Role	Agency and Contact Details

13.Executive Strategy Meeting Action Sheet in respect of

.....

Action no	Date Actioned / Date of meeting	Action to be taken	Timescale	Chair	Status (completed, ongoing etc)

14. Letter/e-mail Inviting Provider to Executive Strategy

Dear (provider)

An Executive Strategy Meeting has been convened under Darlington Interagency policy and procedure for *(name of service provision)*. You are invited to attend Part 2 on:

Date:

Time:

Venue:

The strategy has been convened because a number of Adult Protection and practice concerns have been identified in respect of *(name of service provision/provider)*. These include issues relating to *(bullet point main issues)*

The meeting will be chaired by *(name of chair)*, who will act as contact in the process. Relevant partner agencies are invited to attend Executive Strategy Meetings to share information, help plan the investigative process and understand their organisation's role within this process. They will attend both Parts 1 & 2 of the meeting.

It is essential that you bring to Part 2 of the meeting any information your organisation has about any of the concerns identified. This information should be sufficiently detailed i.e. times, dates, accurate details of incidents and persons involved. You will be asked to share this information with the multi-disciplinary group.

If you are unable to attend please send a suitably briefed representative who can deputise for you. If it is not possible to send a representative to the meeting please provide a detailed report outlining your organisations involvement with the subject of the meeting, which can be shared with other participating partner organisations.

Please confirm your attendance/representation at least one full working day prior to the meeting.

A copy of the minutes will be circulated following the Executive Strategy Meeting and will include the date of any subsequent meeting convened to monitor progress.

If you have any questions prior to the meeting please contact *(name of contact and tel. no)*.

Yours sincerely

15. Letter/e-mail to stakeholder re Executive Strategy

Dear (stakeholder)

An Executive Strategy Meeting has been convened under Darlington Interagency policy and procedure for (*name of service provision and provider*). You are invited to attend on:

Date:

Time:

Venue:

The strategy has been convened because a number of Adult Protection and practice concerns have been identified in respect of (*name of provider*). These include issues relating to (*bullet point main issues*)

The meeting will be chaired by (*name of chair*), who will act as contact in the process. Relevant partner agencies are invited to attend Executive Strategy Meetings to share information, help plan the investigative process and understand their organisation's role within this process.

It is essential that you bring to the meeting any information your organisation has about your involvement with the provider and any concerns identified. This information should be sufficiently detailed i.e. times, dates, accurate details of incidents and persons involved. You will be asked to share this information with the multi-disciplinary group.

If you are unable to attend please send a suitably briefed representative who can deputise for you. If it is not possible to send a representative to the meeting please provide a detailed report outlining your organisations involvement with the subject of the meeting, which can be shared with other participating partner organisations.

Please confirm your attendance/representation at least one full working day prior to the meeting.

Representatives from the provider organisation will also be invited to join the meeting in Part 2 at which point the chair will summarise concerns, previous discussion and plans for the investigative process including enforcement action required. The provider will also be given the opportunity to share information with the Executive Strategy group.

A copy of the minutes will be circulated following the Executive Strategy Meeting and will include the date of any subsequent meeting convened to monitor progress.

If you have any questions prior to the meeting please contact (*name of lead offer and tel. no*).

Yours sincerely

16. Decommissioning

Decommissioning a residential service following safeguarding executive strategy intervention.

When the decommissioning of a residential care service (including one that offers nursing) is proposed as a result of safeguarding adults Executive Strategy intervention, Darlington Borough Council **Decommissioning Policy and Procedure** must be read in conjunction with the 'Inter-agency Safeguarding Adults Procedures'.

Cross-reference with additional single and multi-agency policy and procedural guidance will be required as dictated by the circumstances of each individual case.

DRAFT