



LSAB

Making safeguarding personal

Lincolnshire Safeguarding Adults Board

Strategic Plan 2018-2021

Reviewed following LSAB Development Workshop 23/09/2019

Approved by LSAB Executive Board Meeting 10/12/2019

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1. Foreword

The Care Act 2014 has reinforced the importance of adult safeguarding as a crucially important area of public policy, and has introduced statutory responsibilities for adult safeguarding boards. It requires us to work together to help make sure that some of the most vulnerable in our communities are protected from abuse and neglect. Equally importantly, it requires us to give people choice and control when agencies with safeguarding responsibility intervene in their lives.

The development of this strategy has been informed by the requirements of legislation, consultation with stakeholders, the outcome of a Peer Review and a LSAB Development Workshop on 23/09/2019. The strategic objectives are:

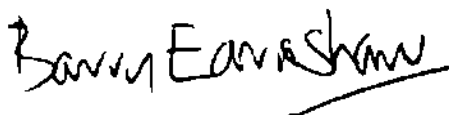
- to develop and improve our early help and preventive practice;
- to develop effective community and service user engagement;
- to develop a quality and assurance framework and to measure and demonstrate policy success;
- to continue to develop the ethos and practice of Making Safeguarding Personal (MSP); and,
- to learn from reviews and put service improvements into practice.

Each year the strategy is reviewed to measure the delivery of our priorities, to ensure that the board has the most appropriate governance arrangements and is focused upon key priorities that add value, and are outcome and delivery focused. Following the first yearly review our partners and I have agreed that the strategic objectives remain the same, whilst the delivery plans will be focused upon a smaller number of key priorities to ensure timely delivery.

Throughout this year and beyond LSAB will seek assurance that safeguarding arrangements in Lincolnshire are effective in protecting adults who, as a result of their care and support needs, experience, or are at risk of, abuse or neglect. As the Independent Chair of LSAB I have a responsibility for holding partner agencies to account, and for creating an environment where joint working and supportive challenge thrive. Together, we must make sure that the Board adds value, is outcome and delivery focused; and adopts best practice informed by learning and service improvements from reviews.

These are significant responsibilities, particularly bearing in mind the contemporary challenges faced by Safeguarding, including but not exclusively, modern day slavery and human trafficking, internet crime, domestic abuse and the impact of loneliness and social isolation.

I look forward to the challenges ahead and to working with the Board to make sure that we do everything in our power to meet these challenges and to deliver on our responsibilities.



Barry Earnshaw, Independent Chair

LSAB



2. Introduction

The Lincolnshire Safeguarding Adults Board (LSAB) is a statutory body established by the Care Act 2014. Its main objective is to protect all adults in its area who have needs for care and support and who are experiencing, or at risk of, abuse or neglect against which they are unable to protect themselves because of their needs. The LSAB aims to fulfil its purpose by:

- co-ordinating the work of its partner agencies to determine shared policy, facilitate joint training, raise public awareness and monitor and review the quality of services relating to safeguarding adults in Lincolnshire;
- ensuring that all agencies work together to minimise the risk of abuse to adults at risk of harm and to protect and empower those people effectively when abuse has occurred or may have occurred.

The LSAB supports the rights of all adults to equality of opportunity, to retain their independence, wellbeing and choice and to be able to live their lives free from abuse, neglect and discrimination. It values diversity and will seek to promote equal access and equal opportunities irrespective of race, culture, gender, sexual orientation, disability, age, religion or belief, marriage/civil partnership and pregnancy/maternity.

3. The Care Act 2014

The Care Act 2014 provides the legal framework for adult safeguarding, setting out the responsibilities of local authorities and their partners. It places a duty on Local Authorities to establish Safeguarding Adults Boards and also stipulates local authorities' responsibilities and those with whom they work, to protect adults at risk of abuse or neglect.

The Act details the statutory requirement to have a Safeguarding Adults Board and that the Board has three primary functions:

It must publish a strategic plan for each financial year that sets out how it will meet its main objectives, and what the members will do to achieve these objectives. The plan must be developed with local community involvement and the Safeguarding Adults Board must consult the Local HealthWatch organisation.

The Safeguarding Adults Board must publish an annual report detailing what it has done during the year to achieve its main objectives and to implement its strategic plan. The report should include what each member organisation has done to implement the strategy, as well as detailing the findings of any Safeguarding Adults Reviews, whether completed or on-going.

It must conduct Safeguarding Adult Reviews in line with Care Act criteria, examining interaction between partner agencies and identifying key learning and service improvements.

4. What is Safeguarding?

The Care Act Statutory Guidance published in October 2014 under Section 14.7 describes adult safeguarding as "protecting an adult's right to live in safety, free from abuse and neglect." It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time, making sure that the adult's wellbeing is promoted including where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action. This must recognise that adults sometimes have complex interpersonal relationships and may be ambivalent, unclear or unrealistic about their personal circumstances".

The categories and definitions of abuse can be found by following the link below.

[Categories and definitions of abuse](#)

5. The Vision and Mission for Lincolnshire

VISION

Lincolnshire – a place where adults feel safe, secure and free from abuse and harm

MISSION

LSAB's mission is to oversee and co-ordinate the effective delivery of safeguarding arrangements across the county with partner agencies

6. Key Strategic Aims

Prevention and Early Help	Community & Service User Engagement	Quality and Assurance	Review and Learning
<ul style="list-style-type: none"> • The development of a prevention strategy detailing a range of options designed to keep people safe from abuse and harm. • The collection of Intelligence data across the Public Protection arena to identify the key issues for adults at risk in Lincolnshire. • The development and implementation of an early help model of team around the person, across the county. 	<ul style="list-style-type: none"> • Development of feedback mechanisms for service users & carers recognising the diversity of local communities and making relevant changes to service provision. • Promote safeguarding awareness & helping people to keep themselves and others safe. 	<ul style="list-style-type: none"> • Improve services to users and carers through learning from SARs and LD Mortality Reviews, and ensuring we audit the impact of recommendations upon service delivery. 	<ul style="list-style-type: none"> • Commissioning and overseeing the successful completion of Safeguarding Adult Reviews • Monitor other reviews for the Learning or training needs, such as Disabilities Mortality Review Programme [LeDeR] in Lincolnshire.

Making Safeguarding Personal and Communication will be key themes that will be monitored and incorporated throughout all work streams

Expected Outcomes

<ul style="list-style-type: none"> • Implementation of the Team Around the Adult (TAA) strategy and operating model. • Implementation of the TAA strategy and operating model which includes Vulnerable Adult Panels [VAPs]? • Production of one overarching contextual overview that provides relevant information around safeguarding and details our communities' needs. • Implementation of the LSAB Prevention strategy. 	<ul style="list-style-type: none"> • Ensure the use of advocates through the safeguarding process is appropriately utilised. • Establish and map current feedback arrangements across partners to develop a diverse range of opinions to shape safeguarding. • Report on the concerns raised by service users and carers and the subsequent learning and action taken. • Greater involvement of community & voluntary groups to support the strategy 	<ul style="list-style-type: none"> • Continue to develop an annual audit based upon key strategic priorities and recommendations made through SARs and other reviews. 	<ul style="list-style-type: none"> • Identifying key learning points for safeguarding emerging from SARs and other reviews • Undertake an annual review of the Training & Development Programme
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SAB 2018-2021 Strategic Plan

7. Business Plan

Following the review of achievements made against the strategic plan in its first full year, partners agreed that the key strategic aims should be allocated to task and finish groups to ensure that the main focus is upon the delivery and outcome of a smaller number of achievable but crucial priorities. The delivery of each priority will be subject of a business plan and progress will be reported upon to the partnership board and ultimately the executive board.

8. Governance Arrangements: Overseeing Development and Delivery

A new governance structure was developed at the outset of this strategy and has been reviewed after the first year. The new structure takes into account the feedback from a recent review of our priorities and governance arrangements plus the Peer Review Challenge recommendations in relation to governance:

- a) the LSAB governance arrangements are complex and require reviewing;
- b) there should be clear roles and responsibilities, and lines of accountability;
- c) duplication between LSAB as the Strategic Board, and SAOB as the Operational Board.

The current structure is based on an Executive Board, comprising Core Partners, with strategic focus; and a Partnership Delivery Board comprising Safeguarding Leads from partner agencies with a focus on development and delivering outcomes – translating strategy into action.

9. Measuring Success: Dashboard Data

A summary for 2018/2019 is enclosed at Appendix 2. This indicates:

- a significant increase of concern following Care Act 2014; now running at 3531 this year an increase of 13%;
- almost 40% of cases of concern progressed to Section 42 Enquiry stage; 57% were NFA (no further action) or required alternative support;
- a new Prevention and Early Help strategy and more robust front-end systems and processes will improve demand management;
- The number of DOLs (Deprivation of Liberty) applications continues to increase year on year and at the time of going to print there is no longer a backlog within the Local Authority. The new Liberty Protection Safeguards (LPS) is expected to be implemented in 2020/21 and the local authority is working hard to ensure a smooth transition.

The aim of Lincolnshire Safeguarding Adults Board (LSAB) is to assure itself that the local safeguarding arrangements and partners act to ensure the effective co-ordination of services to safeguard and promote the welfare of adults; in accordance with the Care Act 2014.

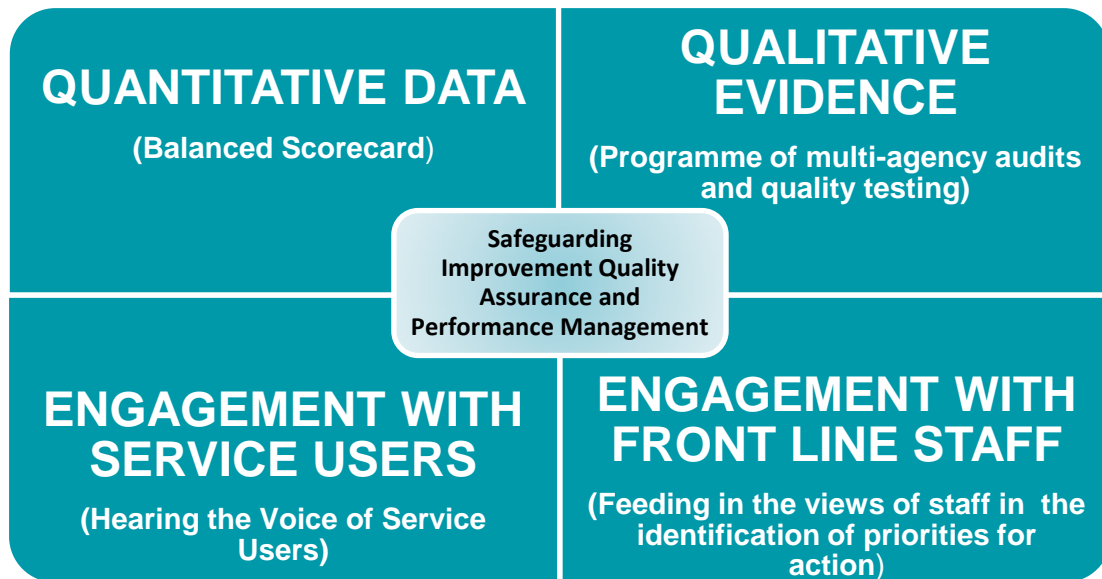
The Care and Support Statutory Guidance (October 2014) elaborates that the SAB should:

- establish ways of analysing and interrogating data on safeguarding notifications that increase the SAB's understanding of prevalence of abuse and neglect locally that builds up a picture over time;
- establish how it will hold partners to account and gain assurance of the effectiveness of its arrangements;
- determine its arrangements for peer review and self-audit;
- identify mechanisms for monitoring and reviewing the implementation and impact of policy and training.

The Board's Quality Assurance Programme sets out how the Board intends to meet these requirements and assure itself that the local safeguarding arrangements are effective. An Audit Programme runs alongside LSAB's strategy 2018/19–20/21; of which quality assurance forms one of the strategic objectives.

Assurance Methods

LSAB will utilise a range of approaches, as shown in the quadrant below, to quality assure the effectiveness of partner agencies and answer the questions above.



Quantitative

- The Performance Dashboard is a representation of statistical data which will assist the Board to understand the prevalence of abuse/neglect, highlight themes and trends in safeguarding activity, and identify issues that need addressing in safeguarding arrangements.
- Statistical Surveys

Qualitative

- Audit: The Board will undertake a programme of audits throughout the life of this strategy to evaluate the effectiveness of safeguarding arrangements and to identify and prioritise any areas needing further development. The Lincolnshire Assurance and Assessment Framework (LAAF) is currently being completed and will form part of the developing strategy to identify areas of good practice and future development.
- Case-file audits/deep dive audits: LSAB will conduct and assist in case file reviews which will look in detail at specific cases/areas of safeguarding adults.

Engagement with Service Users

- A multi-agency approach will be developed to enable organisations to seek the views of people using safeguarding services (users and carers), and to use this information to improve safeguarding responses. This approach supports the LSAB's priority of promoting personalised and inclusive safeguarding in which service users are supported to achieve the outcomes they want. It places the spotlight on outcomes achieved and making a difference rather than meeting targets. The board will also seek to involve the voluntary & community sectors in its work moving forward.

Engagement with Front Line Staff

- Engagement with front line staff will be integrated by way of operational representatives of partner agencies engaging with audits, surveys, quality assurance findings and policy developments.

10. Making Safeguarding Personal

Establishing Making Safeguarding Personal (MSP) as a core theme running through the LSAB's strategic plan is a priority for the Board.

The Board will make sure that MSP is a thread across all Board's sub-group activity and will include areas such as communications, community engagement, quality assurance, learning and development, and workforce development.

We will work towards ensuring that people know what to expect from safeguarding support and how they can participate, that communication strategies convey that Making Safeguarding Personal is at the heart of the Board's strategy and supports people in participating and making choices.

We will seek assurance (through organisational self-assessments and multi-agency case file audits) that Safeguarding Adults Board commitment translates into frontline practice.

11. Communications

Each of the key strategic aims will have communication as a theme sitting within all work undertaken. These themes will be designed to increase and improve people's understanding and awareness of the work in relation to Adult Safeguarding within Lincolnshire and to ensure effective reporting. We will provide direction and support to our partner organisations so that we can achieve effective, consistent, organised and targeted communication.

To support this overall aim, the themes can be broken down into three main areas:

- to promote public awareness; including how everybody can contribute to safeguarding and work towards the prevention of abuse;
- to promote awareness across partner agencies and other organisations within Lincolnshire; including statutory, independent and voluntary agencies, of how they should co-operate to safeguard and promote the welfare of adults at risk and ensure that developments in safeguarding practice are widely communicated;
- to ensure an effective process for communicating with the media, thereby promoting public confidence in the arrangements for safeguarding and promoting the prevention of abuse.

12. Resources

LSAB's current human and financial resource allocation and deployment for 2019/20 are set out below. These to be the subject to review with Core Partners for 2020/21 in the light of national and local policy developments.

Human Resources

1 x	Independent Chair *
1 x	Deputy and Chair SIRG(A) *
1 x	Business Manager
1 x	Audit and Policy Officer
1 x	Administrator

* Engaged under contract for employment for fixed terms as per Memorandum of Understanding (MOU)

Finance

	£	£
Income		
LCC – ASC	40,000	
Lincolnshire Clinical Commissioning Groups	40,000	
Lincolnshire Police & Crime Commissioner	40,000	
		<u>120,000</u>
Expenditure		
Staff costs/fees	116,000	
Other costs – room hire and printing	4,000	
		<u>120,000</u>

13. Training Strategy

Supporting our safeguarding strategy is a training strategy which aims to raise awareness generally across partner agencies, as well as providing specialist multi-agency training for professionals which is evaluated to measure its impact.

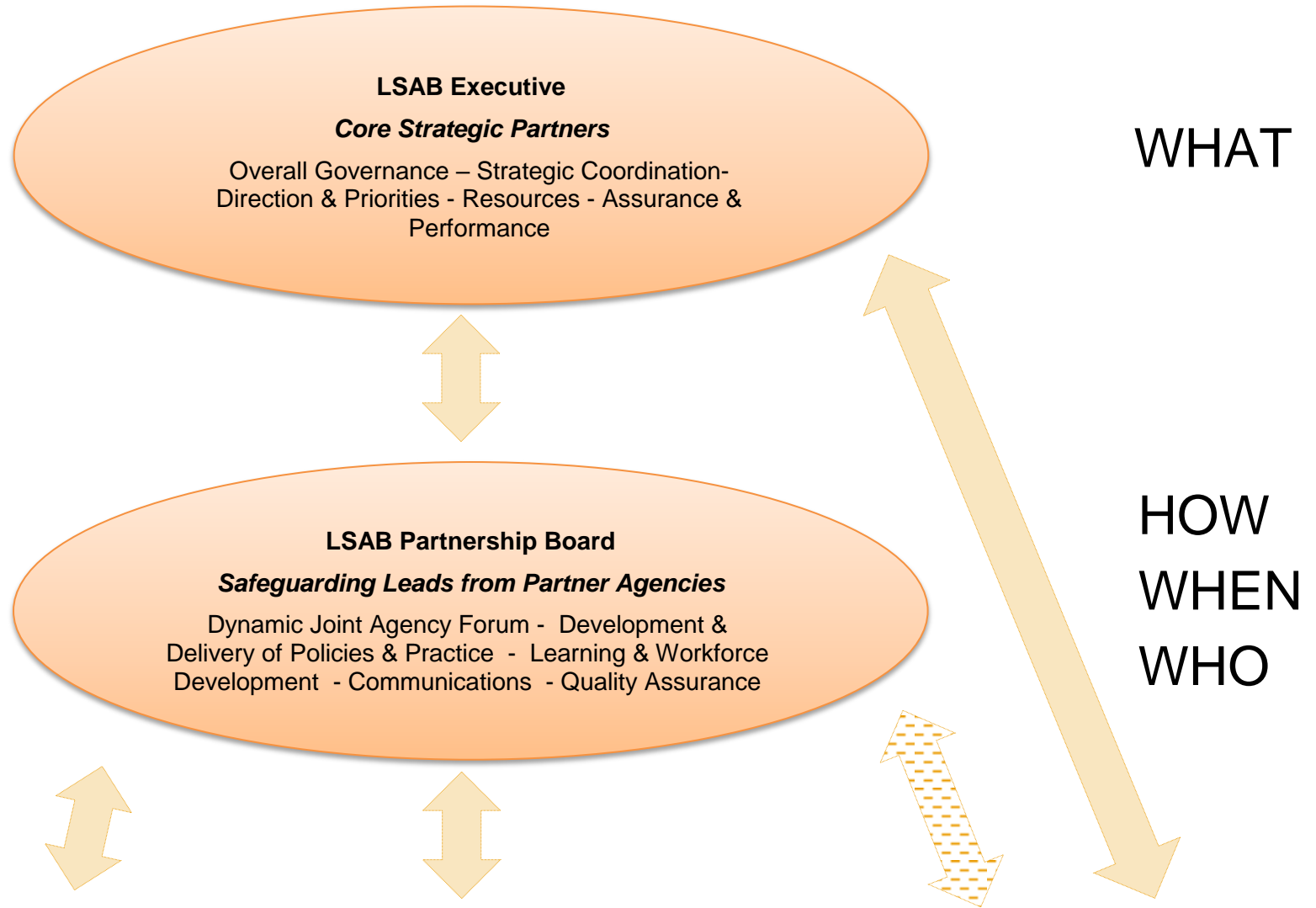
LSAB has a 6-year Safeguarding Adult Training Pathway, which meets the requirements of the National Competencies Framework for Safeguarding Adult [NAF]. The training pathway takes support staff, front-line workers, managers and leaders through a range of generic and specialist training courses appropriate to their safeguarding responsibilities.

Learning from Safeguarding Adult Reviews forms a significant part of the training requirement and various methods of communication are utilised to ensure dissemination across the board partners ensuring that front line staff have appropriate knowledge and skills to perform their roles.

14. Conclusion

1. The LSAB Strategic Plan 2018-2021 shapes the direction and focus of the Board for the next 2 years.
2. The priorities and governance arrangements have been refined following a Development Workshop on 23 September 2019 and builds on the outcomes of the Annual Report 2018/19.
3. The focus is on continuing to improve safeguarding arrangements in the County based on and driven by good quality intelligence and collaboration with partner agencies, service users and carers.
4. The Plan will be subject to regular review through the LSAB Executive & Partnership Boards and there will be a further annual review in September 2020.

Appendix 1 - Governance Structure 2018-19



Task & Finish Groups
Prevention & Early Help
TAP - VAPs

Task & Finish Groups
To cover areas within the strategy as
and when required

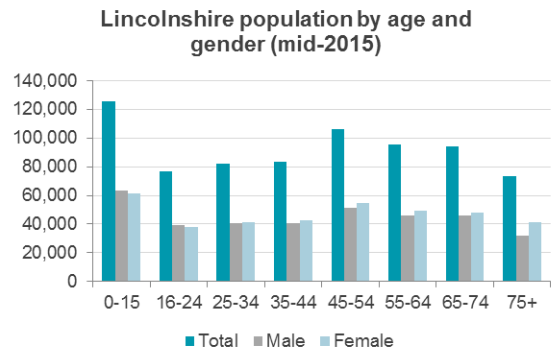
Serious Incidents Review Group
Reviews - Learning & Development,
including Learning Disability Mortality
Review Group

Appendix 2 – Summary Dashboard Data

Lincolnshire is a largely rural county with 95% of its land area classified as rural. In terms of resident population, 48% live in rural locations and 52% live in urban locations.



The total population of Lincolnshire is 743,400 with males making up 49% and females 51%. The proportion of people aged 65 and over residing in Lincolnshire is 5% higher than the England and Wales average. By 2021 the population aged 75 and over will be 21% higher than it is currently, by 2039 it will have almost doubled. This age group is growing much faster than any other.

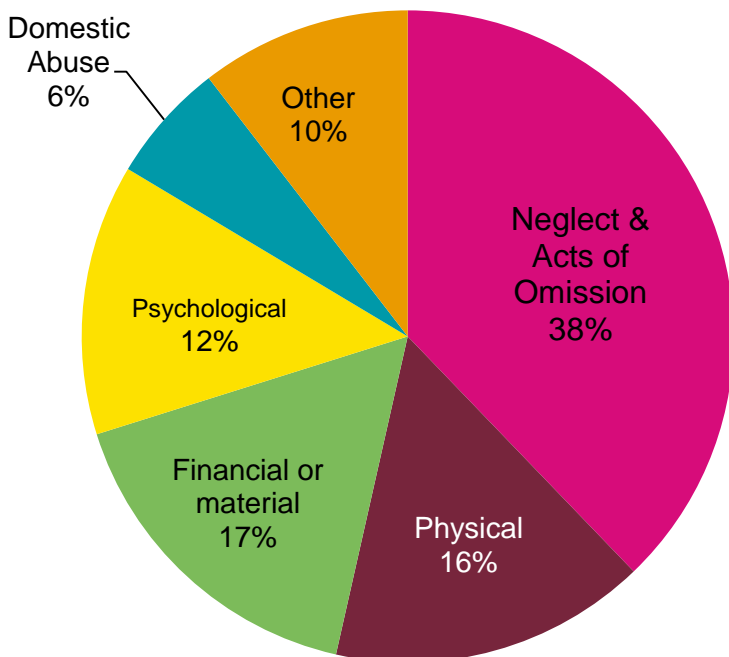


The residents of Lincolnshire are mainly UK born and, although diversity in Lincolnshire is ever changing, the non-white population remains small at 2.4% compared to a national non-white population of 14%.

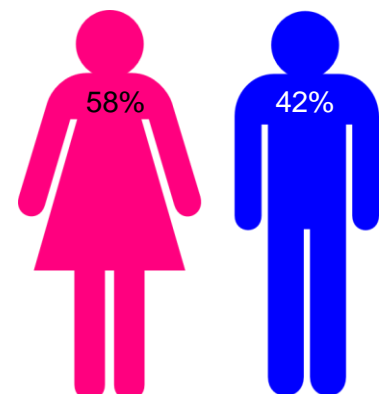
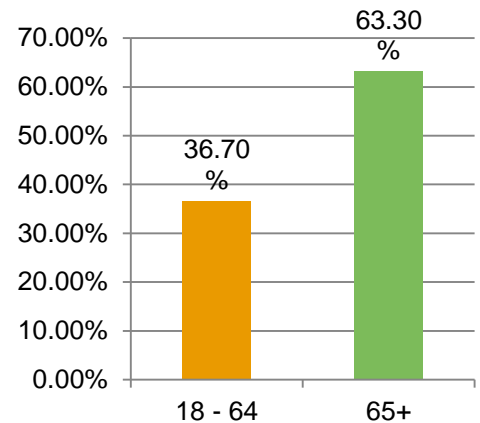
Safeguarding adults in Lincolnshire...

In 2018/19, there were **3531** safeguarding concerns raised. On average, where gender is known, the majority of adults at risk are female (**58%**) and **63%** of adults at risk are over the age of 65.

Types of Abuse 2018/19



Age of Adult at risk



% of adult at risk by gender

Circa **36%** of cases of concern were progressed to Section 42 enquiry stage. Approximately **57%** were closed at triage stage, with NFA or alternative community support services provided.

MSP – **53%** were asked about their desired outcomes. **39%** expressed them; **63%** wholly achieved and **30%** partially achieved.