



Lincolnshire  
Safeguarding  
Adults Board

## **Business Plan**

**2013-14**

## The Safeguarding Adults Board Business plan consists of 4 aims

- **Accountability:**  
Accountability is the central principle that underpins all of the business of the Board.
- **Effective interventions:**  
The 6 principles of Adult Safeguarding are embedded in our interventions.
- **People centred:**  
A common culture will be fostered which is shared and owned by all board members that places people at the heart of our interventions
- **Improving our Knowledge Base**  
A critical aim in ensuring our responses reflects 'best practice' and continuously evolves

## The Safeguarding Adults Board objectives are:

1. To gain assurance through a system of information and accountability that a proper standard of safeguarding is provided to people for whom there is a duty of care
2. To be assured that key strategic safeguarding risks are properly identified and being addressed
3. All board partners continuously assure, improve and evidence their safeguarding interventions
4. To work collectively and business plan with other strategic boards eg. Public Protection and Child Protection, to safeguard those individuals we have a duty to care for, whether it be in commissioned services, behind closed doors or in community safety situations.
5. To obtain assurance that operational risk is being assessed using the most appropriate framework and tools
6. To obtain assurance that effective prevention is part of safeguarding partners core business
7. To evidence effective response systems and services which enable individuals to define the outcomes they want and address the cause of harm or abuse and the damage that has been done
8. To be assured that those adults whose circumstances place them at risk of harm have access to effective criminal justice and or restorative justice so that the most vulnerable in society receive extra support to remedy their situation
9. To be fully compliant with the requirements of the Care Act as it relates to Safeguarding Adults Boards by the relevant commencement date
10. To ensure that levels of awareness and staff training programmes are effective and provide comprehensive support to deliver our Aims

This is a new way of working drawn from the best practice elsewhere and we are suggesting the Board will function in this new way with single accountable officers on the Strategic Board.

Objective Safeguarding principle	Action to achieve	Responsible Officers	R.A.G. rate	Expected Outcome	Position Statement
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**Aim 1 Accountability: Accountability is the central principle that underpins all of the business of the Board.**

1) To gain assurance through a framework of accountability that a proper standard of safeguarding is provided to everyone	To implement the LSAB Multi-Agency Policy and Procedures.	DASS  Chair of IPAR Sub group		LSAB policy and procedures implemented August 2013. Promotional DVD to support implementation in partner agencies recorded and disseminated.	
<b>Accountability</b>	1) To agree a common framework so that there is a clear picture of the ways constituent partners are held to account as individual organisations by SMT and External inspectorate.			1) Board has a credible process for gaining insight into the collective safeguarding arrangements.	This action is complex due to the wide variety in data collected by SAB partners and there is little correlation. The SAR 2013/14 and CQC data is being analysed to provide an insight into local performance.
	2) To profile partners Performance and develop an appropriate performance reporting mechanism			2) Board members will not only know how they are held to account but they will know how other members are measured. This knowledge will be used to ensure consistency and make sense of competing priorities, which will 'add value "to the arrangements and also to identify gaps in safeguarding arrangements.	The Lincolnshire Assurance Framework (LAF) has been developed with the support of partner agencies. This reflects best practice from constituent organisations and national Safeguarding Boards. The LAF was presented to the LSAB in October 2014 where it was accepted.
	3a) To agree a framework that enables practice challenge and casework audits to drive improved front line performance  3b) Strong management oversight of practice, including practice scrutiny by senior managers is established systematic and demonstrably used to improve the quality of decisions and provision of help to adults			3) To be able to provide evidence of regular and effective monitoring, evaluation of frontline practice and the quality of management oversight which extends the breadth of adult safeguarding. It leads to improvements in the quality of service that adults and carers receive.	Quality practice assurance audits are established in the LCC assessment & care management service which include practice standards for safeguarding adults and children. The audits to date show high compliance with these standards. In Quarter 1 2014/15 40 out of 41 cases with adult safeguarding issues met the practice standard. All cases with safeguarding children concerns met the standard.  Quality practice assurance audits have been developed for the LCC Adults Safeguarding team. The case audits commence for Q3 reporting. The principles of person centred practice compliant with the current safeguarding processes have been introduced.  The audits are undertaken by Managers with the quality assurance of auditing provided by the Lead Professional. Findings from the audits are reported to the Safeguarding and Quality Assurance Board chaired by DASS.
	4) To develop monitoring framework that ensures a robust application of the multi-agency policy and procedure and reflects compliance with the West Sussex Judgement.			4) To safeguard the organisations from potential legal challenge.	An Audit regime is to be developed. Target date March 2015 Recent judgement has widened the impact of the DoLS and this is having a significant impact on practice. This is being monitored and reported to the SAB.

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	<p>5) LSAB through its annual report will provide a rigorous and transparent assessment of the performance and effectiveness of local services. It identifies areas of weakness, the cause of the weakness, evaluates and where necessary challenges the action being taken. The report will include lessons from management reviews, Serious case reviews and good news stories.</p>			<p>5) All Partners/Organisations will demonstrate they know themselves well, are learning organisations and can evidence practice that is informed, modified and sustainably improved by feedback, research and intelligence about the quality of services and the experience of adults who use them. This will include feedback from users of the service, change that arise from complaints, national directives and reviews.</p>	<p>Application of the MCA application is considered patchy and this is being addressed through the WFD strategy and regional collaboration project</p> <p>A development programme producing a new Strategic plan is planned for late 2014. This in turn will populate a new Business Plan for 2015/16.</p> <p>The new plan will ensure that this section is a key focus and will form an Annual report later in 2015.</p>
<p>2) To be assured that key strategic safeguarding risks are properly identified and being addressed</p> <p><b>Accountability</b></p>	<p>To develop effective mechanisms in order to receive reports which provides both quantifiable and qualitative data that identifies the scale, scope, trends and impact of safeguarding in Lincolnshire.</p>	<p>ACC Police Chair of IPAR Sub group</p>		<p>The Local Authority and partners have detailed any relevant knowledge of its local communities.</p> <p>There is evidence that it works well with other strategic bodies such as the LSCB, Health and Wellbeing and CCGs to promote and secure a sufficient range of good quality provision to meet local need.</p> <p>JSNA and the sufficiency statements are aligned, clear local priorities are set and the range of available services that respond and meet the needs of adults in need of help, care and protection.</p> <p>Shared priorities are clear.</p>	<p>Lincolnshire Police commissioned a report on "Lincolnshire Adults at Risk" which was produced in May 2014. This has highlighted a number of unusual patterns within Lincolnshire which are currently being reviewed.</p> <p>Business Board managers are working together to ensure future business plans have a cross-board perspective and ensure no duplication.</p> <p>A risk register has been developed and is currently being reviewed by chairs of subgroups to review and add from their respective subgroup which will then be presented to the Board</p> <p>The LSAB are members of the Public Protection Board working with other Boards to co-ordinate responses to Safeguarding vulnerable Adults.</p> <p>The LSAB has participated in a workshop with other boards to co-ordinate activity and ensure the most effective utilisation of resources. Given that the Care Act is not yet implemented this provides an opportunity for us to prepare for what we need to achieve in this area. With the Boards being more strategically aligned this will assist business planning across them .</p> <p>The Board has a multi-agency membership made up of Chief officers from each agency. All members are aware of the priorities of the Board are ensure alignment with their agency priorities.</p>

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				Practice is informed by feedback from adults and their carers about the effectiveness of the help care or support they receive from the time it is first needed until it ends.	There is a need for the SAB to strengthen its arrangements in this area. Making Safeguarding Personal is outcome focussed and this has been adopted by LCC supported by the SAB in order to progress this action point. Collating this data is essential and will be presented to Board when available. There is an implementation plan for this.

## Aim 2 Effective interventions: The 6 Principles of Adult Safeguarding are embedded in our interventions

<p>3) All board partners continuously develop, improve and assure the competence of the workforce in respect of safeguarding interventions</p> <p><b>Empowerment</b></p>	<p>Interventions will be the least intrusive, risk will be mitigated effectively and high levels of competence will be reflected in professional practice.</p> <p>Staff will be competent working with family and networks and have the skills knowledge and permission to use the full range of Legal and Social work intervention</p>	<p>Executive nurse SWCCG</p> <p>Workforce Development Sub Group</p>		<p>The workforce is sufficient, suitably qualified and competent to deliver high quality services to adults. Managers and practitioners are experienced, effectively trained and supervised and the quality of their practice improves the lives of vulnerable adults.</p>	<p>THE LSAB has agreed a multi-agency Workforce development strategy and a delivery plan that has an allocated budget. This is being led by the WFD sub group who has developed methods to collect information on training provided by partner agencies. Sufficiency assessment considered by way of suitably qualified; level of experience; effectiveness of training and will be assisted by adoption of quality assurance process. Provision of evaluation data will support this. Evidence of internal guidelines for staff will support assessment. Voluntary sector engagement project will assist in developing capacity for those working outside the statutory sector (managers and practitioners)</p>
				<p>There is effective organisational support for the professional development of staff with reference to employer standards.</p>	<p>LSAB workforce strategy 2014/17 has enabled workforce development and learning priorities to gain strategic support. LSAB workforce strategy includes strategic support for the use of safeguarding competences and staff grouping – enabling consistent assessment of skills, confidence and knowledge, and can be mapped to employer 'standards'. Universal evaluation process for LSAB multi-agency learning and development will assist partner agencies to evidence professional development/augment single-agency provision.</p>
				<p>LSAB can ensure that sufficient high quality multi-agency training is available.</p>	<p>LSAB workforce matters will support access to information and knowledge on content included in Care Act implementation guidance. This includes provision of learning gateway to training provided in a variety of formats, including multi-agency e: learning and face to face learning events, some shared with LSCB. Voluntary Sector engagement programme in place to provide workforce development activities. The implementation plan was agreed at the SAB in October 2014.</p>

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				LSAB can demonstrate its effectiveness and its impact on improving the practice and experience of adults' families and carers.	Universal evaluation process (based on Kirkpatrick) for multi-agency training will enable evidence of increase in skills, knowledge and confidence as well as changes in practice assist partner agencies to evidence professional development/augment single-agency provision. Evaluation not expected until mid-2015.
4) To work collectively and business plan with other strategic boards to safeguard those individuals we have a duty to care for, whether it be in commissioned services, behind closed doors or in community safety situations.  <b>Partnership</b>	To agree an annual work plan for the board and each sub group  To develop joint work plans with the Public Protection Board and its constituent partners	DASS  LSAB Business Manager		SAB can demonstrate that it is contributing to a co-ordinated response for public protection in Lincolnshire	LSAB contribute to the Public Protection Board and the Independent Chair is a full member of the Board.  The chair routinely meets with the chair of the LSCB and has met with the chair if the DASMB and Prevent lead officer.
				LSAB is an active and influential participant in informing and planning services for adults and draws on its assessments of the assessments of multi-agency practice to safeguard adults.	Currently information sharing protocols are being drawn up between LSAB, LSCB, HWB and CSP. The Business managers from all these boards are working together on these and future business planning to ensure consistency and continuity across adult care.
5) To obtain assurance that operational risk is being assessed using the most appropriate framework and tools.  <b>Proportionality</b>	To identify and agreed risk assessment methodologies and tools for use by all practitioners  Information sharing between agencies and professionals is timely, specific and effective.	Executive Nurse SWCCG  Policy & Procedure sub group		National risk assessment tools are evidenced to be in use throughout the organisation on a systematic basis. Deficiencies in risk assessment / management are highlighted in a positive / enabling way.	SCIE risk assessment is used by the safeguarding team at LCC. LCC adult social care has a separate risk assessment. Quality Practice audits will highlight deficiencies in assessing and managing risk across both parts of the organisation.
				Thresholds for intervention accord with the policy and procedures, are understood by partners, consistently applied, well embedded, reviewed and updated regularly. Drift and delay are avoided.	Threshold document is being compiled currently to ensure compliance with the Care Act with an expected completion date of the 31 <sup>st</sup> of March 2015.
				Adults receive help that is proportionate to risk.	The Adult Safeguarding team ensure proportionality for all referrals to the Local Authority.
				Enquiries are thorough and timely - decision making is undertaken by suitably qualified and experienced staff/social workers and managers with decisions clearly recorded. Enquiries are timely, proportionate to risk, informed by knowledge and by the historical context and significant events.	The local authority adult safeguarding team ensure that all enquiries are thorough and timely - decision making is undertaken by suitably qualified and experienced staff/social workers and managers with decisions clearly recorded. This process is audited regularly to confirm time and quality parameters are maintained.

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			Yellow	Adults are protected through effective multi-agency arrangements. Case conferences, strategy meetings, core groups and MARAC / MAPPA/ASBRAC meetings are attended by key participants and are effective forums for timely information sharing, planning and risk based decision making.	Attendance at MARAC/MAPPA is part of case management activity. All MARAC cases are screened by safeguarding team and highlighted on LCC database. Strategy meetings are held in accordance with the policy. Agenda and minute templates have been agreed by multi agency Policy and Procedure sub group. Options for moving forward with cases conferences are currently being considered by the director of Adult Social Services.
			Green	Adults who live in households where at least one individual or carer misuses substances or suffers from mental ill health or where there is domestic abuse are helped and protected. Incidents are monitored and multi-agency responses are effective and co-ordinated between Children's and adult services including management through MARAC.	A coordinated support mechanism is in place to support these individuals. Attendance at MARAC meetings by an appropriate member of the adult safeguarding ensure a co-ordinated and effective response.
6) To obtain assurance that effective prevention is part of safeguarding partners' core business.  <b>Prevention</b>	To identify effective preventative activity and develop an implementation plan	AD - Resources & Community Safety  Head of Service for Safer Communities	Yellow	Prevention is acknowledged as a key element of safeguarding services	The CSP have been commissioned to deliver this element of the plan. A series of actions to achieve are reported as:- in response to a recent Government directive and in 1. Recognising Lincolnshire issues the CSP has established a SMB that will focus on Organised Crime including Human Trafficking and Travelling Crime that targets on vulnerable adults within the community. The SMB are in the process of developing a strategy and plan. 2. Operation Repeat – Is a Trading Standards/CSP supported initiative that engages community and volunteer groups in 'target hardening' and safeguarding vulnerable adults within the community in respect of Distraction Burglary. 3. The CSP has commissioned, via the ASB SMB, the provision of victim support for vulnerable ASB victims. This is now into its second year. 4. Restorative Justice – CSP, working in partnership with Police are developing the RJ programme into Community Panels. Community Panels allow victims to face their victims. Evidence suggests this provides improved resolution, particularly for those most vulnerable. 5. DA – Perpetrator Programme. It is recognised that DA continues to be a serious issue within Lincolnshire. The CSP, via the DASMB seek to develop a perpetrator programme that will allow earlier intervention in respect of offenders and develop intervention pathways to enable offenders to address their offending behaviour.

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**Aim 3: People centred: A common culture will be fostered which is shared and owned by all board members that places people at the heart of our interventions**

<p>7) To evidence effective multi- agency response systems and services which enable individuals to define the outcomes they want and address the cause of harm or abuse and the damage that has been done</p> <p><b>Empowerment</b></p>	<p>Develop a service user strategy to provide information about safeguarding appropriate for a range of service users</p> <p>Develop a mechanism for consulting with and seeking service user feedback Use service user feedback to inform the future delivery of services</p>	<p>DASS</p> <p>Chair policy and procedure sub group</p>		<p>Safeguarding is seen as everyone's business and a proactive approach is always adopted. Board members cognisant of the spectrum of responses that fit within the adult SAB</p>	<p>LCC has joined the Making Safeguarding Personal programme which will support practice to focus on desired outcomes and gather feedback for further development.</p> <p>The focus of MSP is on developing a real understanding of what people experiencing abuse or neglect wish to achieve, agreeing, negotiating and recording their desired outcomes, working with them (and their representatives or advocates if they lack capacity) how best those outcomes might be realised and then seeing, at the end, the extent to which desired outcomes have been realised.</p> <p>The safeguarding Quality Practice Standards have been developed to incorporate the guiding principles of MSP and set out clear expectations of safeguarding about person centred practice.</p> <p>Threshold Guidance is in development to assist the shift in culture by providing a reference point for decision making and assurance reporting</p>
<p>8) To be assured that those adults who circumstances place them at risk of harm have access to effective criminal justice and or restorative justice so that the most vulnerable in society receive extra support to remedy their situation</p> <p><b>Empowerment</b></p>	<p>Establish a process for identifying vulnerable victims</p> <p>Establish a mechanism for supporting those to whom safeguarding applies within the criminal justice process</p>	<p>ACC Police</p> <p>Head of Adult Safeguarding</p>		<p>Individuals are placed at the heart of the safeguarding process and the 6 principles are used to guide the focus of interventions with individuals Board assured that individuals have access to criminal and civil redress. Board members are aware of the range of interventions available to partners i.e. collective knowledge</p>	<p>A protocol between the LSAB and the Local Criminal Justice Board that sets out local arrangements for protecting vulnerable victims in the CJ process has been agreed.</p> <p>HMP are working with LCC adult safeguarding to establish a process for identifying vulnerable victims and are using the classifications of vulnerability specified in the Victims Code to plan how they will work together strategically. The Joint Agency Inspection on offenders with Learning Disability in the CJS was published in January 2014 and the findings from this will be included.</p> <p>To establish a mechanism for supporting those whom safeguarding applies, component parts outlined in the Joint Agency Inspection are being used which include:</p> <ul style="list-style-type: none"> <li>• Role of Police and in particular activity in the Custody Suites. THRIVE is being used to support this.</li> <li>• Role of CPS and Prosecution process, Court experience. Joint working with the Prison service will support this.</li> </ul>



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<p>9) To be fully compliant with the requirements of the Care Act as it relates to the Safeguarding Adults Boards by 1 April 2015</p> <p><b>Accountability</b></p>	<p>Establish a task finish group to ensure compliance</p>	<p>DASS/Senior Responsible Officer for Programme</p> <p>Head of Adult Safeguarding</p>		<p>Lincolnshire SAB is fully compliant with legislation</p>	<p>A Programme Board chaired by an Assistant Director in Adult Care is preparing the Directorate to ensure full compliance with Care Act requirements. A sub-group is working on the safeguarding components. Once the final guidance is released in October this will be reviewed to ensure any changes are incorporated.</p> <p>Other agency partners of LSAB are currently reporting to the Operational Board on the impact of the Care Act on their services and how they will be implementing the new legislation.</p> <p>The LSAB has been presented with a GAP analysis on the current position of the SAB against draft guidance. A further GAP analysis is being undertaken to map where the LSAB is against the published (Oct 14) statutory guidance.</p>
<p>10) To facilitate in HMP Lincoln and HMP North Sea Camp the transition from safer custody to adult safeguarding.</p>	<p>Both prisons become relevant partners of LCC.</p> <p>The six principles of adult safeguarding will apply to both prisons and will inform the ways in which prison staff and the staff of partner agencies operating in the prisons work with people at risk of abuse or neglect.</p> <p>The carrying out of enquiries on a voluntary and agreed basis (there being no statutory compulsory power).</p> <p>Adult safeguarding policies and procedures will operate in the prisons. The policies and procedures will be as approved by the LSAB and will reflect inter alia the outline in paragraphs 14.44 and 14.168 of statutory Care Act Guidance. The policies and procedures will ensure that everyone knows what to do and where to go if they suspect or are made aware of abuse or neglect.</p> <p>The establishment of a process to arrange for an independent advocate or an Independent Mental Capacity Advocate in safeguarding enquiries where this is appropriate.</p> <p>The facilitation of training in adult safeguarding for prison staff.</p> <p>The drawing up of an information sharing agreement.</p> <p>The identification of a Lead Officer for adult safeguarding in both prisons.</p> <p>Membership of LSAB to represent both prisons, to participate fully in the work of the LSAB and to make an appropriate financial contribution to LSAB.</p>	<p>Governor of HMP Lincoln</p>		<p>Both establishments will continue to comply with National Offender Management Service safer custody policies but these will be part of a broader adult safeguarding approach that reflects the requirements of the Care Act 2014.</p>	<p>Objective recently added –October 2014. Work in progress. Update due in January 2015.</p>