



# Lincolnshire Safeguarding Adults Board

## Strategic Plan 2018-2021

*Updated Summer 2020*

*Approved by LSAB Executive Board Meeting 8<sup>th</sup> September 2020*

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## 1. Foreword

The role of the Safeguarding Adult's Board and the collective work of both statutory and non-statutory organisations in keeping the most vulnerable people safe from harm and abuse in our communities has never been more important than in this current period of time.

The effects of the COVID 19 pandemic have been far reaching and whilst Lincolnshire has not been as badly affected as some other areas in the country, there have been many changes to how services have been delivered. As the new Independent chair for the LSAB, I am extremely grateful to our partners for the support they have provided in order to ensure all safeguarding arrangements remain as effective as possible.

The Care Act 2014 requires Safeguarding Adult's Boards to produce a safeguarding strategy, an annual report to identify the progress made against that strategy and to commission Safeguarding Adult Reviews where there is clear learning for organisations.

This is the third and final year of our current strategy and focus on our key priorities as follows –

- 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 that it is focused upon key priorities that add value, and are outcome and delivery focused. The challenges posed by the current pandemic have affected the delivery of some of our key priorities but in other areas new ways of working and opportunities have emerged.

Throughout the pandemic partners have regularly come together to provide assurance to the board around their delivery of services and the identification of key risks and issues. Together with the Lincolnshire Safeguarding Children's Partnership and the Safer Lincolnshire Partnership we have been able to develop an effective assurance process. The future focus for the board will be to deliver on our priorities in particular the Prevention Strategy incorporating a new model of working in Team Around the Adult working alongside district council partners providing a much needed model to assist complex adults at risk.

I look forward to the challenge of taking the board forward and working with colleagues to keep people safe.

Heather Roach, 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

# LSAB 2018-2021 Strategic Plan



## 6. Key Strategic Aims

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

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

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The impact of COVID 19 upon the delivery of our key priorities has been significant during the first quarter of this financial year.

The table below shows what our expected outcomes were for each strategic area, what we were able to deliver, what impact COVID-19 had and our expected future delivery for the remainder of the life of this strategy.

| Our ambition  | What we delivered and effects of CV-19  | Future delivery   |
|---|---|---|
| <b>Prevention and Early Help</b>  |   |   |
| <ul style="list-style-type: none"> <li>The development of a prevention strategy detailing a range of options designed to keep people safe from abuse and harm.</li> </ul>               | <ul style="list-style-type: none"> <li>Draft policy circulated to LSAB pre-lockdown and agreed</li> <li>CV19 has altered and potentially reduced the normal reporting routes for victims</li> <li>Greater support within communities through volunteers</li> <li>Potential changes to types of abuse/exploitation/harm evident with Isolation compounding behaviours</li> <li>Potential changes to victim profiles – those who live alone, not in need of care/support and have full capacity may be more at risk of being targeted.</li> </ul> | <ul style="list-style-type: none"> <li>Prevention strategy to consider and reflect the risks/implications associated with the pandemic.</li> <li>Promotion of the strategy through LSAB and alongside agency recovery plans</li> <li>Easy read version to be completed and also promoted</li> </ul> |
| <ul style="list-style-type: none"> <li>The collection of Intelligence data across the Public Protection arena to identify the key issues for adults at risk in Lincolnshire.</li> </ul> | <ul style="list-style-type: none"> <li>Terms of Reference drafted between board managers to reflect a broader remit of "exploitation"</li> <li>Government summit held to identify a response to "Hidden Harm"</li> <li>LGA request to local authorities for month on month data comparison</li> </ul>   | <ul style="list-style-type: none"> <li>"Hidden Harm" action plan to be incorporated into future tri-board approach</li> <li>Use of LGA gathered data to provide a Lincolnshire context to understand the changes to reporting/trends and assist in future focus</li> </ul>                          |
| <ul style="list-style-type: none"> <li>The development and implementation of an early help model of team around the person, across the county.</li> </ul>                               | <ul style="list-style-type: none"> <li>TAA project was due to commence March 2020 but suspended as lockdown announced.</li> <li>Government focus upon homelessness - £1.6</li> </ul>  | <ul style="list-style-type: none"> <li>TAA project re-start with the recruitment of the TAA co-ordinators</li> <li>Task &amp; Finish Group to work in partnership with</li> </ul>   |

# LSAB 2018-2021 Strategic Plan



|   |   |   |
|---|---|---|
|   | billion to local authorities and £6 million to charities  | Lincolnshire Homelessness Partnership to develop longer term plans for rough sleepers and in partnership with NPS to accommodate prison releases.   |
| <b>Community and Service User Engagement</b>  |   |   |
| • Development of feedback mechanisms for service users & carers recognising the diversity of local communities and making relevant changes to service provision.  | • Online survey utilised 2019<br>• Social media utilised throughput CV19 to share messages and raise awareness<br>• Disproportionate effect of CV19 on BAME staff and communities   | • Task & Finish group to map current links to service users and carers<br>• Develop links into the community through new volunteer/support arrangements<br>• Use information from complaints to improve service provision |
| • Promote safeguarding awareness & helping people to keep themselves and others safe.   | • Communications plan developed and used.   | • Continue to develop the communications plan based upon safeguarding data and national campaigns.  |
| <b>Quality and Assurance</b>  |   |   |
| • 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.<br><br>• Repeat Making Safeguarding Personal Audit after programme of promotion to ensure uptake<br><br>• Continue QA work around referrals including deep dives into specific area that may be of concern | • All learning from reviews is collated and actions/recommendations reviewed at SIRG(A) meetings and ratified through the Executive board.<br><br>• Audit programme documented and agreed.<br><br>• Quality and assurance mechanism introduced to monitor the effect of CV19 using a risk register/assurance approach | • Audit programme to continue in respect of safeguarding reporting/referral alongside making safeguarding personal and implementation of SAR recommendations  |

## 7. Business Plan

Previously it was agreed by our partners 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 in 2018 and has been reviewed each year to ensure support is received from the correct partners. In light of the impact COVID-19 has had on all agencies and their ability to support the Board it has been agreed that smaller task and finish groups will be created with a view to completing the expected outcomes wherever possible.

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 2019/20 is enclosed at Appendix 2. This indicates:

- There has been an increase in the reporting of concerns to the Local Authority. This reporting year has seen 3751 concerns reported;
- 55% of cases of concern progressed to a Section 42 Enquiry stage and 45% of cases no further action was taken or alternative support was provided;
- 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 2022 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.

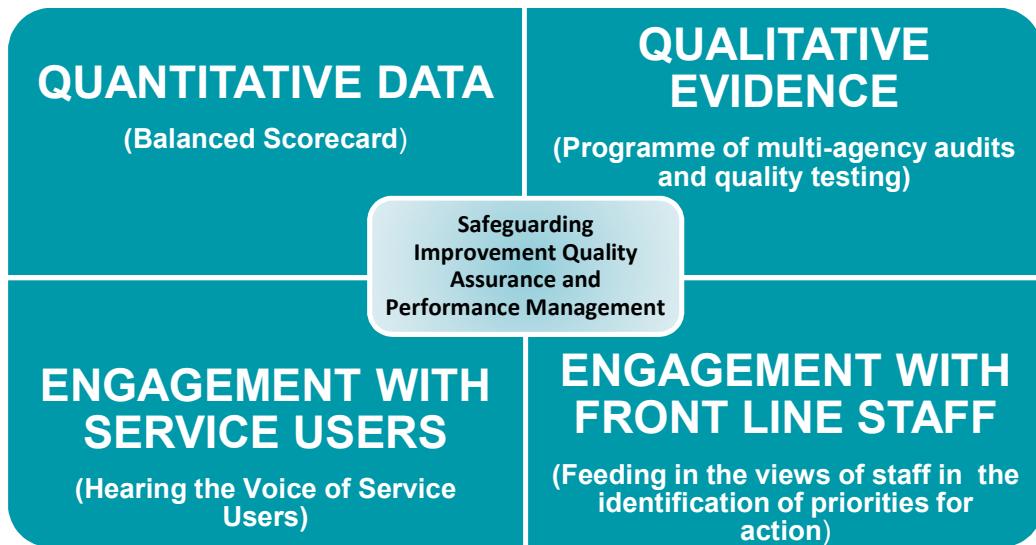
The Care and Support Statutory Guidance (October 2014) elaborates that the SAB should:

- 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 an on-going process 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.

In line with Government guidance the LSAB training programme has been updated and is now a fully online programme.

## 14. Conclusion

This is the final year of the three year strategic plan 2018-2021, and despite the additional complexity of CV19, shapes the direction and focus for the board and its partners.

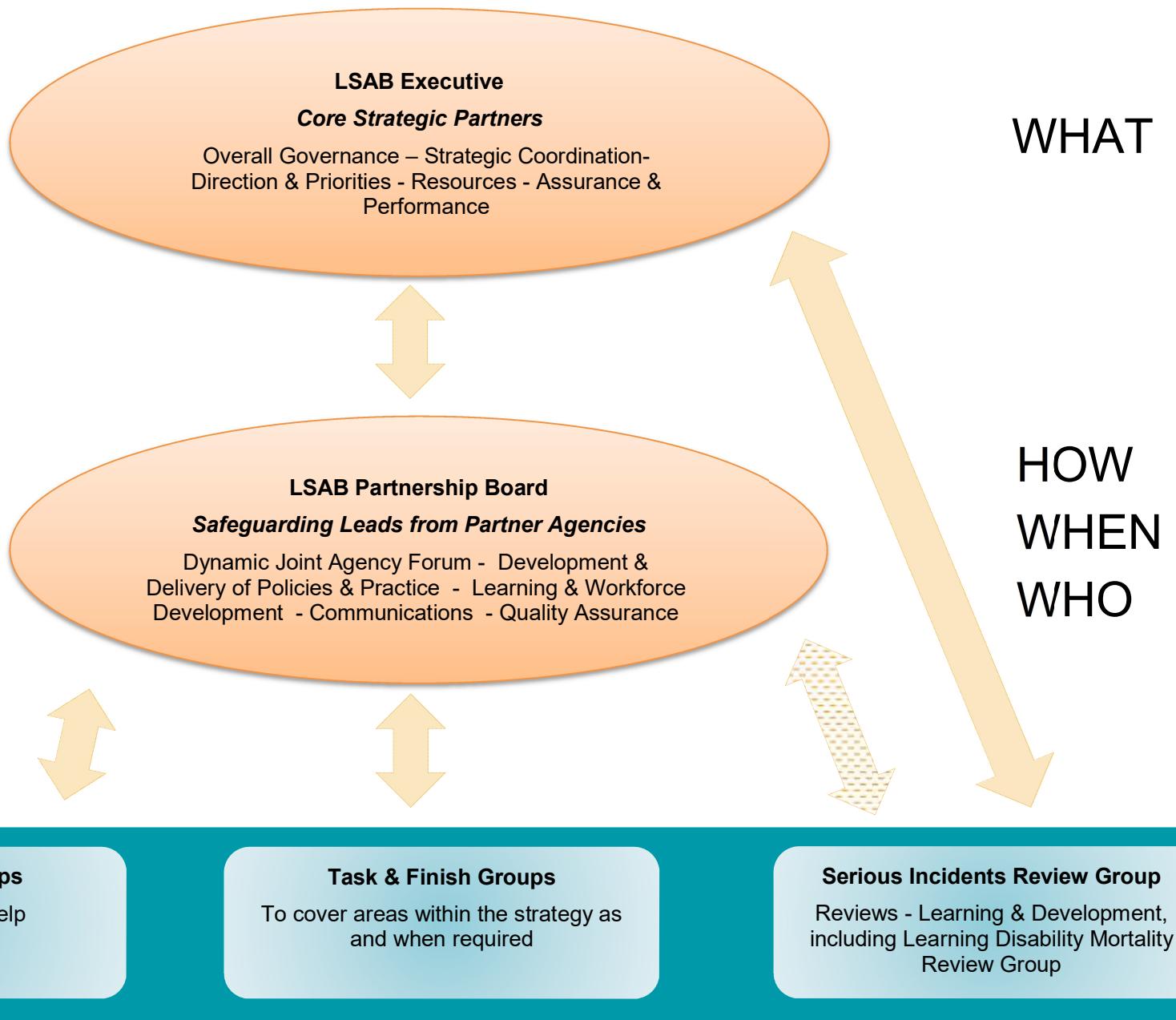
The LSAB Strategic Plan 2018-2021 shapes the direction and focus of the Board for the next year with its priorities and governance arrangements having been refined following a development workshop in September 2019 and builds on the outcomes of the Annual Report 2018/19.

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.

The plan will be subject to regular review and all meeting agendas will reflect the key priorities we are aiming to deliver, requiring updates from task and finish groups as to progress throughout the year.

## Appendix 1 - Governance Structure

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## 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.

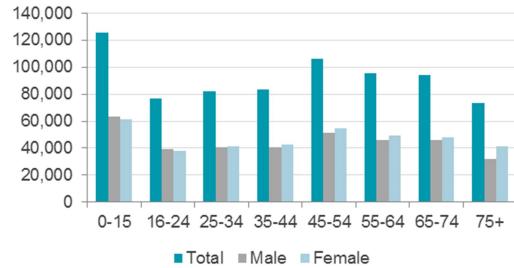


The total population of Lincolnshire is 743,400 with males making up 49% and females 51%. The proportion of people aged 65 and over residing in Lincolnshire is 5% higher than the England and Wales average. By 2021 the population aged 75 and over will be 21% higher than it is currently, by 2039

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%.

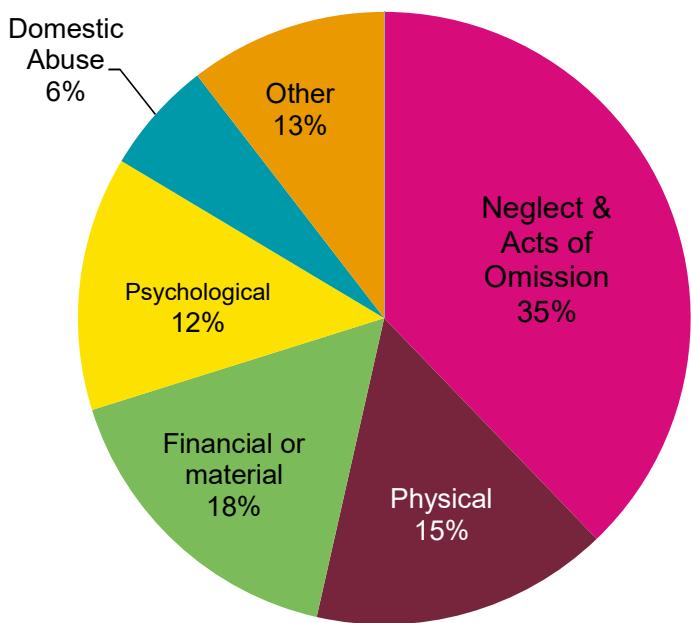
Lincolnshire population by age and gender (mid-2015)



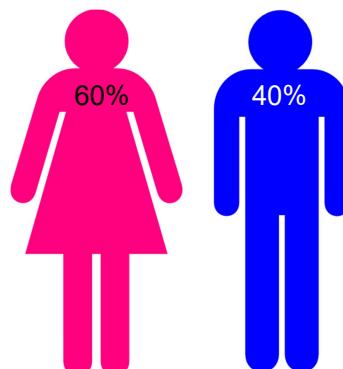
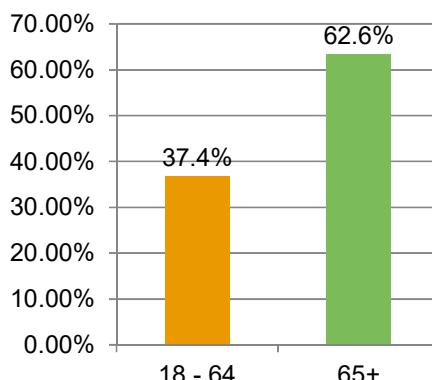
### Safeguarding adults in Lincolnshire...

In 2019/20, there were **3751** safeguarding concerns raised. On average, where gender is known, the majority of adults at risk are female (**60%**) and nearly **63%** of adults at risk are over the age of 65.

### Types of Abuse 2019/20



### Age of Adult at risk



Circa **55%** of cases of concern were progressed to Section 42 enquiry stage. Approximately **45%** were closed at triage stage, with NFA or alternative community support services provided.

MSP – **99.3%** were asked about their desired outcomes. 98% expressed them; **66%** wholly achieved and **29%** partially achieved.

% of adult at risk by gender