

Kirklees  
**Safeguarding Adults**  
Board

**Partners in  
preventing  
abuse and  
neglect**

**Strategic Plan  
2021-2024**

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# Kirklees Safeguarding Adults Board Strategic Plan 2021-2024

## Introducing our Strategic Plan

The partnership has been examining both its role and function as well as exploring its focus for the next few years. I am really excited to introduce the strategy for the Safeguarding Adults Board Partnership for 2023.

Our communities in Kirklees continue to face economic, health and wellbeing challenges which all lead to inequality across Kirklees. Although this inequality has been further heightened by Covid 19, the pandemic has also brought us some new strengths.

Our recognition and resolve to work ever closer in partnership is now palpably evident within, not just our work practices, but also within the culture of all services. This position was long dreamed of and has been very hard won by the efforts of all staff across every professional divide. It is now our duty to maintain and further nurture the practices of our shared endeavours.

Safeguarding the most vulnerable of our communities is surely our most important priority.

To this end the partnership has worked to develop our focus further and given four clear areas on which to concentrate our efforts over the next few years.

**To support our workforce, to learn from experience, partnership working and to engage with our communities.**

In providing this focus, the partnership intends to benefit from our collective strengths. The next few years will be an exciting era for us all as we embrace the new technologies alongside those that are already embedded, and we utilise the closer bonds between professions and organisations.

Whilst we have learned a great deal and improved our communications and joint working, our challenges are also changing and adapting. We are witnessing more complex forms of abuse which demand a new combative approach from us all. We need to ensure, as a partnership, we are collectively aware, open to challenge and willing to learn and adapt our approach accordingly. I am reassured that I have already seen evidence of this across and between our services.

As a partnership hungry to learn, the stories of our communities and our services become ever more important, and I am further encouraged that learning from these stories is a central tenant in this plan.

I look forward to working with you in this our shared drive, to safeguard the communities of Kirklees.

Yours sincerely,



Rob McCulloch-Graham  
Independent Chair of the Cumbria Safeguarding Adults Board.

## Background

Safeguarding Adults means protecting an adult's right to live in safety, free from abuse and neglect. It is about working together to support people to make decisions about the risks they face in their own lives and protecting those who lack the mental capacity to make these decisions.

### **The Care Act 2014 aims to:**

- Promote people's wellbeing
- Enable people to prevent and postpone the need for care and support
- Put people in control of their lives so they can pursue opportunities to realise their potential.

### **The Act introduced a statutory framework for protecting adults from abuse and neglect and includes:**

- a requirement for all areas to establish a Safeguarding Adults Board (SAB) to bring together local authority, NHS clinical commissioning Groups and the police (these agencies are now statutory partners) to coordinate activity to protect adults from abuse and neglect
- a duty for a local authority to carry out enquiries (or cause others to) where it suspects an adult is at risk of abuse or neglect.

Whilst the Care Act places specific responsibility on the Local Authority to carry out enquiries (or cause others to) where it suspects an adult is at risk of abuse or neglect, it also requires statutory partners to coordinate activity to protect adults from abuse and neglect.

### **The Care Act requires the Board to seek to protect any person aged 18 years or over who:**

- has needs for care and support (whether or not the local authority is meeting any of those needs) and;
- is experiencing, or at risk of, abuse or neglect; and
- as a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect.

### **An adult at risk is someone who falls within this description.**

An adult at risk *may* therefore be a person who, for example:

- is an older person who is frail due to ill health, physical disability or cognitive impairment

- has a learning disability
- has a physical disability and/or a sensory impairment
- has mental health needs including dementia or a personality disorder
- has a long-term illness/condition
- misuses substances or alcohol
- is an unpaid carer such as a family member/friend who provides personal assistance and care to adults and is subject to abuse
- lacks the mental capacity to make particular decisions and is in need of care and support.

The Board's main focus will be on the welfare of those who are most vulnerable by nature of disability or ill health, for example:

- the safety of people who use community health services, hospitals and mental health services
- the safety of adults with care and support needs who reside in supported housing and other social housing
- effective and problem solving interventions with adults who self-neglect.
- the safety of local domiciliary care services and residential care settings commissioned by the local authority and the NHS

## **Kirklees**

Around 440,000 people live in Kirklees (2019 data source). It is a culturally diverse population with large numbers of resilient, and motivated residents. It is however also a place where:

- The number of older people is continuing to increase
- There is an ethnically diverse population, and the ethnic profile continues to change
- Women live longer than men but are likely to spend more years in poor health
- Those in the least deprived areas live longer than those in more deprived areas
- Demand for suitable and affordable accommodation outstrips supply
- There are large number of people with multiple risky behaviours, and poor social support networks

There are a number of significant factors affecting local health and wellbeing of these people. These include the economic challenges facing the country and impact on those who are more vulnerable; the increasing numbers of older people and their needs for care and support.

There are two important strategies designed to meet these challenges; the [Joint Health and Wellbeing Strategy \(JHWS\)](#) and the [Kirklees Economic Strategy \(KES\)](#), which have been developed by Kirklees Council and its partners. Strong connections have been built in to the development of the two strategies which share the same intentions.

The JHWS sets out the vision for improving the health and wellbeing of local people. It sits alongside the Public Health Annual Report and complements the KES, which aims to drive economic growth, wealth creation and reduce inequalities. This will result in a stronger business base, more and better jobs, and making Kirklees a better place to live and work.

Both strategies seek to improve the health, wellbeing and life chances of local people during times of change, reduced public spending and difficult economic circumstances.

Delivering the JHWS vision means that:

- People in Kirklees are as well as possible, for as long as possible, both physically and psychologically
- Local people can control and manage life challenges
- People have a safe, warm, affordable home in a decent environment within a supportive community
- People take up opportunities that have a positive impact on their health and wellbeing.

## **The Kirklees Safeguarding Adults Board vision and role**

'To work together to take action to keep the people of Kirklees safe from abuse and neglect - putting people at the heart of everything we do'

We work to the recognised six safeguarding principles:

### **1. Empowerment**

People being supported and encouraged to make their own decisions and give informed consent

### **2. Prevention**

It is better to take action before harms occurs

### **3. Proportionality**

The least intrusive response appropriate to the risk presented

### **4. Protection**

Support and representation for those in greatest need

### **5. Partnership**

Local solutions through services working with their communities – communities have a part to play in preventing, detecting and reporting neglect and abuse

### **6. Accountability**

Accountability and transparency in safeguarding practice.

To make this vision a reality it is essential that agencies work together to:

- Support adults to make safe choices within their chosen lifestyle
- Take steps to prevent or stop abuse and neglect
- Build a confident workforce able to respond to safeguarding matters
- Promote the Public as a key partner

To this end our focus will therefore be on creating a culture where:

- Abuse is not tolerated
- There is common understanding and belief of what to do when abuse happens embedding the principles of 'Making Safeguarding Personal'.

### **Making Safeguarding Personal**

Making Safeguarding Personal (MSP) encourages councils and their partners to develop outcome-focused, person-centred safeguarding practice. It aims to facilitate a shift in emphasis from undertaking a process, to a commitment to improving outcomes alongside people experiencing abuse or neglect. The key focus is on developing a real understanding of what people wish to achieve. This means from the outset, agreeing, negotiating and recording their desired outcomes; working out with them (and their representatives or advocates if they lack capacity) how best those outcomes might be realised and then seeing, at the end, if those outcomes have been met.

These principles influence the delivery of our vision.

### **Our role**

It is Kirklees Safeguarding Adults Board's responsibility to lead adult safeguarding arrangements in Kirklees and to assure ourselves of the effectiveness of the safeguarding work of statutory partner agencies.

### **The Care Act specifies three core duties, which underpin our work.**

#### **We are required to:**

- Develop and publish a strategic plan setting out how the Board meets its objectives and how members and partner agencies will contribute
- Publish an annual report detailing how effective our work has been
- Commission Safeguarding Adults Reviews (SARs) for any cases which meet the stated criteria

## **Our key principles for delivery:**

### **1. Leadership**

Provide strategic leadership and effective collaboration including working productively across Kirklees in safeguarding adults

### **2. Protection**

Gain assurance that adults are safeguarded through timely and proportionate responses to concerns of abuse or neglect, with support for individuals to have informed choices

### **3. Prevention**

Support the development of and oversight of preventative strategies that aim to reduce instances of abuse and neglect

### **4. Learning**

Promote multi-agency workforce development and consideration of specialist training that may be required

### **5. Assurance**

Gain assurance of effectiveness of partners' safeguarding arrangements and improvement plans

Whilst this strategic plan lays out our medium term vision and the steps needed to deliver the vision, it is equally important that we produce and publish our annual report. This will enable us to measure our progress and to update the strategic plan in the light of experience.

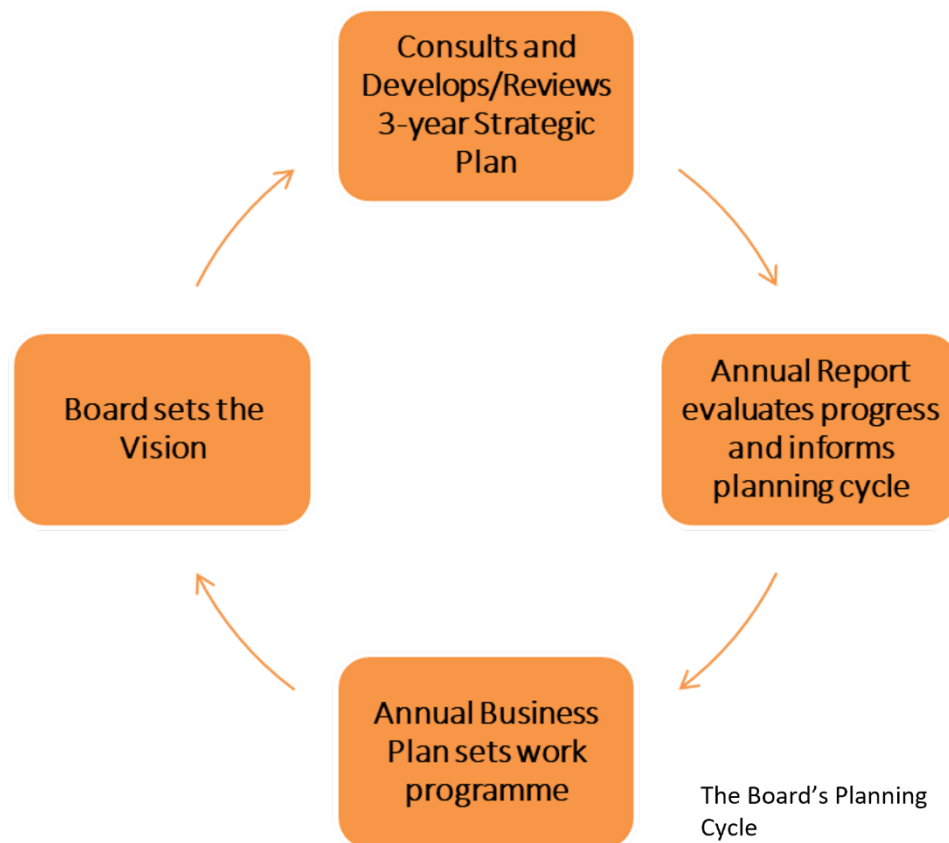
The annual report will therefore set out:

- Progress over the year to implement the Board's strategy.
- Board members views on their individual organisations contribution to implementing the strategy
- Embedded learning and actions from Safeguarding Adults Reviews carried out over the previous 12 months.

## **The Board's Planning Cycle**

The Board has responsibility for setting the vision and ensuring the delivery of an annually updated 3-year plan. We link this closely with the annual report, which evaluates progress, and sets in place the following year's work programme. This is done within the context of achieving the Board's stated ambitions for Kirklees.





As we roll the plan forward annually, we continue to engage and consult with our local Healthwatch and the local community. This may include advocacy groups, disability groups and relevant voluntary organisations.

We will also continue to engage with other local strategic partnerships (Safeguarding Children's Partnership, Community Safety Partnership and Health and Wellbeing Board).

## Governance arrangements

Effective governance and accountability for the work of the Board is achieved through its formal relationship with the Health and Wellbeing Board and through individual members reporting through their organisations.

In accordance with Care Act guidance, the Independent Chair of the Board reports quarterly to the Local Authority Chief Executive and also reports on the work of the Board including through the annual report to the Health and Well-being Board and other relevant statutory boards as required.

It is the role of the Independent Chair to effectively engage with partners and ensure that the Board not only maintains its strategic focus but also demonstrates even handed independence, with the ability to challenge poor performance when it arises.

Board members take responsibility for the submission of annual progress reports to their organisation’s executive management body/board to ensure that adult safeguarding requirements are integrated into the organisation’s overall approach to service provision and service development.

The Board is supported by a Strategic Delivery Group (SDG) infrastructure that oversees and enables delivery of the work programme, coordinates sub-groups and working groups and provides analysis and intelligence for the Board.



The subgroups are: Quality & Performance subgroup, Learning & Development subgroup, Safeguarding Adult Reviews subgroup.

The working groups are: Engagement working group, Dignity in Care steering group and any others which may be determined by the Board or SDG during the year to support the Board’s annual work programme.

As a strategic partnership it is important that the Strategic Delivery Group, sub-groups and task-and-finish groups are seen as a partnership responsibility both in sharing the chairing of these groups and ensuring appropriate participation.

The Board will continue to call partners to account for their approach to safeguarding adults. For example, it will want assurance from partners that they are contracting and providing safe services and that they have taken the necessary and proportionate action whenever necessary. Also, that emerging newly commissioned models of service preserve individual choice and safety.

## Engagement with Key Strategic Partnerships

To function effectively our Board must focus on its core responsibilities but must recognise the overlaps and links to other strategic bodies, and work in partnership to ensure that safeguarding is coherent and consistent across all areas of responsibility.

Through continuing to take forward collaborative working we will agree on planned work with these local multi-agency strategic partnerships and others to address shared agendas such as:

- Bullying, harassment and hate crime
- Domestic homicide and domestic abuse
- 'Prevent' initiatives
- Modern slavery and trafficking
- Anti-social behaviour
- Scams, doorstep and other organised crime
- Financial theft and fraud
- Sexual abuse/exploitation
- Homelessness and rough sleeping



The Board will also continue to develop engagement with the public and the wider range of groups with interest in and ability to contribute to the work of the Board.

These will include:

- The public and local community groups
- People with care and support needs
- Carers
- Local forums and reference groups representing carers and those who use services including those who use housing services.
- Service providers
- Services such as environmental health, trading standards and financial services.
- Healthwatch Kirklees
- Partnership Boards
- Other practitioners involved in care of adults at risk including social care, education settings, healthcare settings, and the voluntary sector and faith settings.

## **Delivering the Work Programme**

The work programme is overseen by the Board's Strategic Delivery Group (SDG), which is committed to driving the recommended improvements.

The Board receives regular progress reports and this programme is updated annually in accordance with the planning cycle.

## **Partnership Enablers**

The partnership will support safeguarding by working collaboratively with mutual accountability through the Board subgroups:

Quality & Performance (Q&P)

Safeguarding Adult Review (SAR)

Learning & Development (L&D)

## **Resourcing**

The Board is a statutory formal strategic partnership and resourcing of the Board and its work is a partnership responsibility. This is separate to partners individual safeguarding responsibilities. This can be through financial contribution and as well as in kind by providing human resource input.

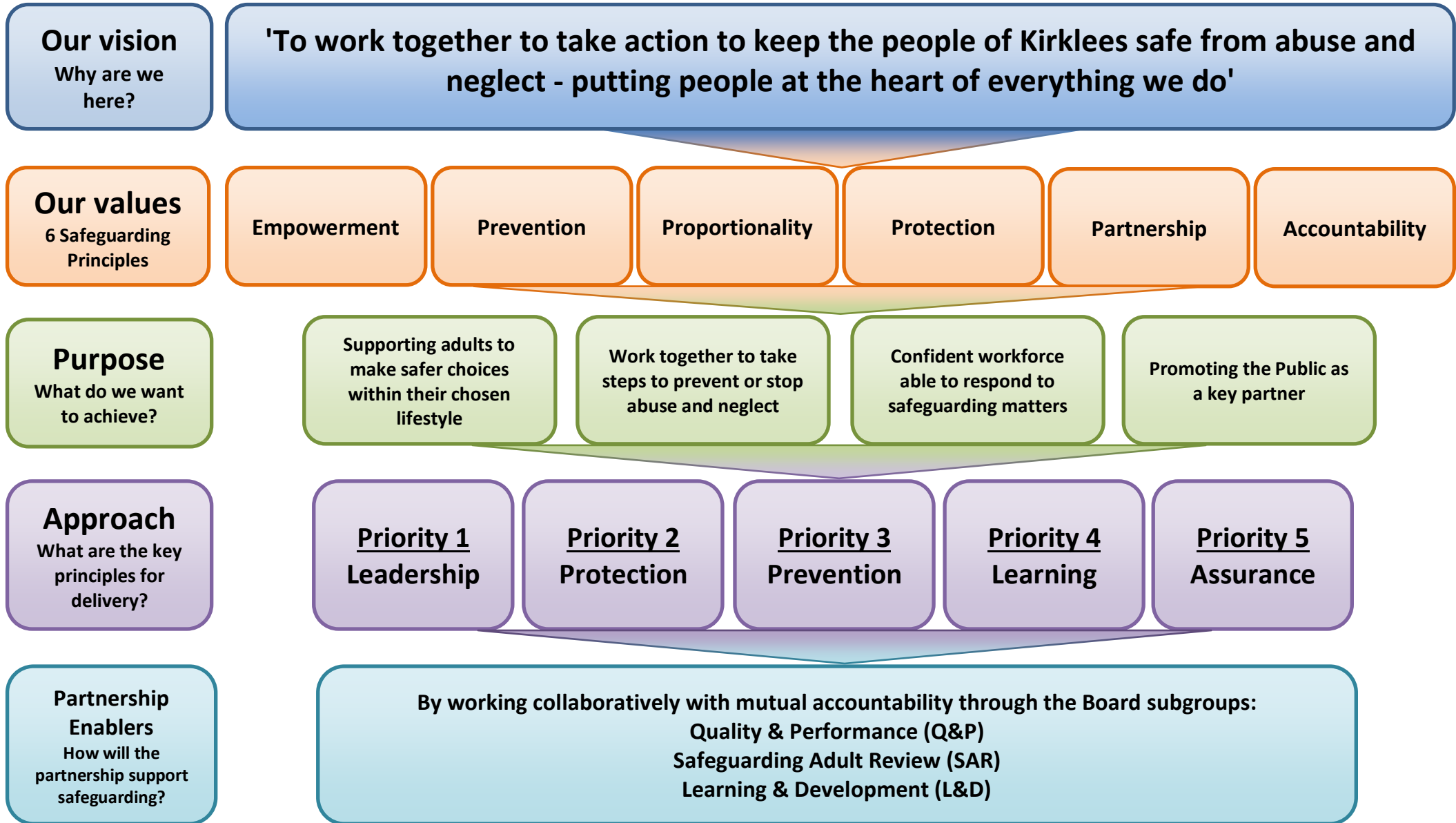
It is important to have a clear ongoing understanding of the resource requirements to ensure the Board can operate effectively and deliver the agreed work programme. This is the basis for agreeing contribution levels required with partners and will be reviewed annually as the

work programme is rolled forward. The main areas requiring partner support and investment are:

- The development, review and updating of local policies and procedures
- Board professional and administrative/secretarial support
- Supporting task-and-finish and sub-groups
- Capacity for multi-agency training/learning and development
- Quality and Assurance through the preparation and analysis of data provided by all partners
- Legal advice to the board
- Funding of the Independent Chair
- Costs associated with commissioning Safeguarding Adults Reviews
- Themed audits commissioned as determined through the Board
- Independent evaluation of effectiveness of changes introduced following Safeguarding Adults Reviews.

The role of the Board and expectations of members are stated in the [Board's constitution and membership agreement](#).

# Kirklees Safeguarding Adults Board (KSAB) Plan on a Page



# KSAB Shared Priority Objectives

**2022-23**

KSAB have agreed a number of shared priority objectives over the next year:

## **1. Supporting the Workforce**

### **What will we do?**

We will seek opportunities for frontline staff and volunteers to enhance their skills by equipping them with up-to-date learning opportunities; sourcing learning materials, guides and toolkits and promoting multiagency platforms for learning, as well as incorporating how front-line staff respond to the ever-changing landscape to support the safeguarding agenda.

This year the Board will focus its priorities in a way that will capture key areas highlighted by the partnership, findings from Safeguarding Adult Review (SAR's), and horizon scanning. This could include but not exclusively, Mental Capacity Act, Civility and Respect and Professional Curiosity.

### **How will we do it?**

By enabling frontline staff and volunteers to expand their knowledge and supporting them to acquire the skills necessary to carry out their role effectively. This may be through a number of routes and resources available to the Board partners and local health and social care agencies.

We will procure an online procedures platform to enable improved accessibility and availability of an array of up to date national, regional and localised safeguarding information and resources which will be open to all working and volunteering in the health and social care sector.

### **How will we measure it?**

By monitoring, scrutinising and seeking assurance from partners via the Board's subgroups and escalating when required and at the Board's annual Challenge Event.

We will gain feedback at every opportunity to review how any new systems, platforms or ways of working are benefitting the workforce and adapt and revise as necessary.

## **2. Learning from experience**

### **What will we do?**

We will work towards enabling Safeguarding services to continue to be delivered effectively and professionally with Kirklees people at the centre of service delivery, drawing on experiences from a variety of partnership sources. By taking an agile approach the Board reacts appropriately to the ever changing landscape from a national, regional and local basis, using these experiences to continuously learn and improve service delivery.

### **How will we do it?**

We will proactively share good practice and challenge practice that could be improved through the Board's subgroups and Board meetings to re-evaluate and improve services across the partnership. Reviewing and amending current policies and procedures reflective of feedback from practitioners and people with lived experience.

### **How will we measure it?**

By continuing to monitor and review the improvement of outcomes for adults with care and support needs and those supporting them to keep the people of Kirklees safe from abuse and neglect. We will use Board resources i.e. subgroups, challenge event, network events, etc, triangulating information across these to react and adapt to presenting work-based and social challenges.

## **3. Partnership Working**

### **What will we do?**

We will continue to proactively work towards building a communication-friendly culture, learning from each other, seeking out different ways of sharing information more effectively, expanding our existing networks to help us find solutions to the major challenges we face.

We will continue to strengthen links and work closely with all Board partners to provide assurance that safeguarding strategies are effective via self-assessment and joint learning events.

We will continue to strengthen and develop collaboration with our wider Partnership Boards; Communities Board, Kirklees Safeguarding Children Partnership.

We will build on our existing methods of sharing and embedding learning for reviews and lessons learnt.

### **How will we do it?**

We will facilitate opportunities for joined-up approaches to align shared visions and workstreams to identify resources / occasions to reduce duplication, streamline efficiency and provide added value in helping to support decision making and enhancing delivery of responsive services for the people of Kirklees.

We will initiate multi-agency forums for frontline workers and volunteers, and develop clear pathways for inter-agency communication and deliver network/learning bytes events

### **How will we measure it?**

Some of the areas we can measure include:

- outcomes are improved for people we work with
- an increased knowledge of community resources available to support safeguarding
- establish systems and processes for monitoring and evaluating the effectiveness of the inter-agency safeguarding processes

## **4. Community / Public Engagement**



## **What will we do?**

We will promote the development and expansion of strong networks to gain an insight into the effectiveness of safeguarding arrangements across the Kirklees community involving both practitioners and the public. The first step to building local capacity through partnership is to identify shared priorities for a community. By linking in with people who live and breathe what is going on in Kirklees, we can gather the right level of demographic, economic, and related social issues. This will assist us to gain insight and understand the broader needs, desires and wishes of the people of Kirklees..

## **How will we do it?**

We will explore ways of harvesting and sharing stories views of people who have a direct lived experience of safeguarding as well as from those working/volunteering in the safeguarding sector

We will seek examples of good practice and problematic areas across the partnership to improve ways of working.

We will consider ways we can communicate clearer messages to the wider community, adopting a 'Think Family' approach when sharing safeguarding messages.

## **How will we measure it?**

Some of the areas we can measure include:

- outcomes are improved for people we work with
- The Board is more informed around safeguarding community issues
- The community has more awareness around keeping safe