

Kirklees
Safeguarding Adults
Board

**Partners in
preventing
abuse and
neglect**

Strategic plan
2020 - 2023

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Introducing our Strategic Plan

Improving our board engagement remains a priority and it is worth reminding ourselves of those clear messages given to us already:

We asked people locally “What does safeguarding mean to you and what makes you feel safe?” and they told us:

- “Having a body/procedures in place in order to protect the public and individuals “
- “People in our communities can live safely and with confidence that if they become unsafe, they will be supported to speak up”
- “Having easy access to all numbers, so if I needed help, I would receive it”
- “Safeguarding means listening without judgement”
- “Everyone feels valued and listened to and protected at all times”

Our partnership in Kirklees is committed to working to a set of values that support our core purpose to protect those adults who are and who may become at risk. We achieve this through being an outward facing board committed to working closely with other strategic partnerships in Kirklees. Collaborative work must always be the keystone in the way we work. Working this way means we can focus with equal measure on tackling adult abuse where it occurs and play our part in promoting an environment where abuse is prevented.

Our board is well supported and commitment from partners is strong not only in terms of individuals personal and professional commitment to driving ongoing improvement but also ongoing partnership resourcing for the work of the board.

We align our strategic plan to our annual report. This use of a rolling 3-year forward plan ensures that it maintains its currency. The plan derives intelligence from previous 12 months, as we lay out our vision and shared goals and vision over the next three years. This fifth strategic plan therefore is able to provide the clear framework for the Board’s annual work programme. This year it continues to take forward learning from the Peer Challenge, learning from in year audits as well as the learning from the annual challenge event.

In accordance with Care Act guidance we focus on the prevention of abuse and neglect whilst maintaining our emphasis on protection of individuals with care and support needs whilst applying the underpinning principle of “Making Safeguarding Personal”.

There are particular challenges for partner organisations as a result of the current COVID pandemic. Whilst the board is taking a proportionate approach, it is clear that it must be sighted on emerging challenges and risks and be assured that they are being appropriately addressed. To this end the board has developed and is closely monitoring a risk register.

We ensure that both this strategic plan and our annual report are shared with the other Kirklees strategic partnerships and Members of the Board also present these documents to their own governance boards.



Mike Houghton-Evans
(Independent Chair)

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 (2018). It is a culturally diverse population with large numbers of resilient, and motivated residents. It is 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. [Kirklees Joint Strategic Assessment \(KJSA\) Overview](#).

There are two important strategies; the [Joint Health and Wellbeing Strategy \(JHWS\)](#) and the [Kirklees Economic Strategy \(KES\)](#), developed by Kirklees Council and its partners. Strong connections have been built in to developing the two strategies and both share the same aim.

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.

Our vision and our role

The citizens of Kirklees, irrespective of age, race, gender, culture, religion, disability or sexual orientation are able to live with their rights protected, in safety, free from abuse and the fear of abuse.

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'.

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

- Prevent harm and reduce the risk of abuse or neglect to adults with care and support needs
- Ensure that they safeguard adults in a way that supports them in making choices and having control about how they want to live
- Proactively take steps to stop abuse or neglect
- Ensure they have a competent and able workforce
- Raise public awareness recognising the value local communities can play in prevention and early intervention.

We will 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.

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 Adult's Reviews (SARs) for any cases which meet the stated criteria

Our key priorities are to:

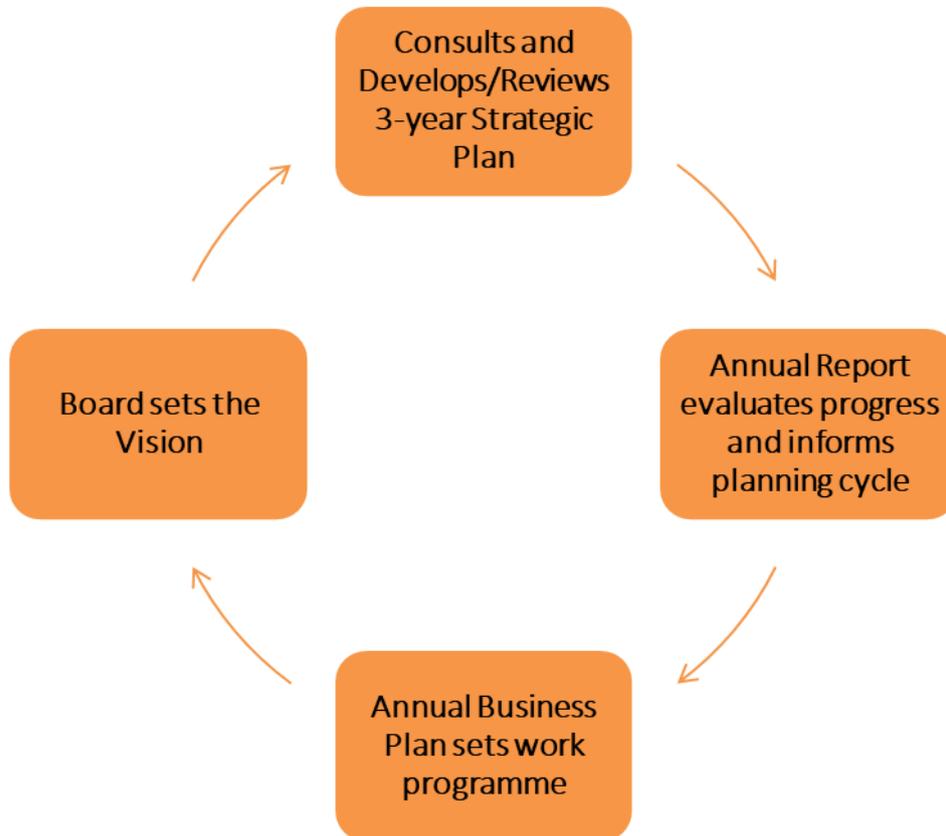
1. Provide strategic leadership and effective collaboration including working productively across Kirklees in safeguarding adults
2. Gain assurance that adults are safeguarded through timely and proportionate responses to concerns of abuse or neglect, with support for individuals to have informed choices
3. Support the development of and oversight of preventative strategies that aim to reduce instances of abuse and neglect
4. Promote multi-agency workforce development and consideration of specialist training that may be required
5. 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 has been developed by the Board, 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.

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. Resourcing the Board's was agreed by the Board in 2018. 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](#).

Strategic Plan Overview 2020-21

In line with the Board's responsibilities, functions and infrastructure and in line with the Board's priorities, the Board will:

- Continue to strengthen links and work closely with other strategic partnerships on themed areas
- Systematically examine information to identify potential threats, risks, emerging issues and opportunities, beyond the safeguarding working agenda. (Horizon scanning)
- Strengthen the link between strategy and practice and implement and support practitioner forums in a multi-agency format
- Continue with networking events as a way of engaging and disseminating key messages to professionals from across the system
- Continue to raise awareness and support early intervention and prevention through engagement with the Kirklees diverse community
- Develop methods of sharing and embedding learning from Safeguarding Adults Reviews
- Improve the Safeguarding Adults Review Framework and ensure processes remain effective
- Continue to establish ways of improving, analysing and interrogating data on the Board's Data Dashboard. Use analysis as the basis for recommending the commissioning of targeted audits
- Continue to develop ways of gaining the views of people who have experienced abuse to ensure that support follows Making Safeguarding Personal principles
- Implement / review and embed Self-neglect protocol introducing Risk Escalation Conference
- Review hoarding protocol ensuring effectiveness and efficiency of system processes
- Continue to ensure Making Safeguarding Personal principles are being applied in a proportionate and timely manner
- Re-energise 'See Me and Care Campaign' and the 'Dignity in Care' work streams
- COVID-19 : Seek proportionate assurance that local safeguarding arrangements and response is managed in line with national guidance and legislation
- COVID-19: Seek assurance around the impact of lockdown easing.

Strategic Plan Overview 2020-21

(Plan on a page)

