

# Luton Safeguarding Adult Board Vision & Strategic Plan

The vision of the Luton Safeguarding Adults Board is for the town of Luton to be a place where all the citizens of Luton, irrespective of age, race, gender, culture, religion, disability or sexual orientation live with their rights protected, in safety, free from abuse and the fear of abuse



# The Board's Vision & Strategic Plan

## 1 Introduction

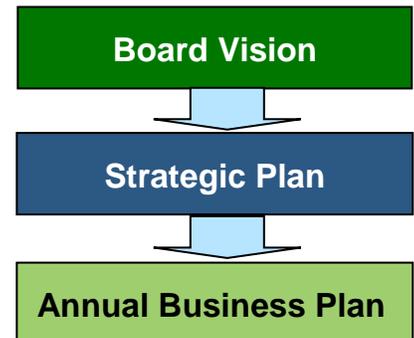
The Luton Safeguarding Adults Board (LSAB) is a partnership of statutory and non-statutory members working together to safeguard adults at risk of abuse or neglect, in accordance with [Sections 43 to 45](#) and [Schedule 2](#) of the Care Act 2014. Councils have a statutory duty to establish and maintain a SAB and all partner organisations have a legal obligation to co-operate with one another at both strategic and operational levels to address safeguarding concerns. [Section 6](#) of the Care Act requires a general duty of cooperation between the local authority and its partners' relating to adults with needs for care and support or relating to carers'.

This document sets out the Board's Vision and its Strategic Plan towards realising that vision. Each provides direction and continuity to the Annual Business Plan, ensuring that achievements of the Board are built upon each year and actions are focused on the Board's overall priorities and objectives.

**Board's Vision** – sets out the overall vision of the Board and the outcomes it wants to achieve for the citizens of Luton.

**Strategic Plan** – establishes Strategic Aims and 3 year Objectives required to achieve the Board's Vision; providing direction and continuity to each year's Business Plan.

**Annual Business Plan** – provides a detailed plan of specific key actions, supporting actions and target timescales required to achieve the Board's Strategic Plan.



Through a regular cycle of planning and actions the LSAB expects to improve adult safeguarding practice continuously, informed by learning and developments locally, regionally, as well as from national developments in policy, legislation and Safeguarding Adult Reviews. Actions will be continually incorporated within each year's Business Plan to ensure the Board's business planning is up to date and responsive to such developments.

The Board's Annual Business Plan is detailed separately. Achievements against the Business Plan are described each year within the Annual Report.

## 2 The Board's Vision



The vision of the Luton Safeguarding Adults Board is for the town of Luton to be a place where:

**All the citizens of Luton, irrespective of age, race, gender, culture, religion, disability or sexual orientation live with their rights protected, in safety, free from abuse and the fear of abuse**

This means that as a Board, we need to work throughout the partnership, and with local communities to:

1. Prevent abuse from happening
2. Identify and report abuse
3. Take action to end any abuse that is occurring
4. Support people who have suffered abuse to recover and to regain trust in those around them

The LSAB recognises that some people may lack the mental capacity from time to time to make a decision about their own safety, health or wellbeing. The Board and member organisations will make every effort to ensure that people have the protection to which they are entitled. The Board and partner organisations will work together to promote knowledge, understanding and embed the use of the Mental Capacity Act, Independent Mental Capacity Advocacy (IMCA) and Deprivation of Liberty Safeguards (DoLS) to protect the rights and interests of all people in Luton.

### 3 Strategic Aims

The Strategic aim of the LSAB is to safeguard the human rights of people in Luton to live their life free of abuse and to protect adults at risk of abuse or harm. The board will exercise safeguarding leadership across all communities in Luton and provide strategic direction and guidance to all member organisations in fulfilling the vision. The Board, through its practice is committed to the following principles enshrined within the Care Act 2014:

**i. Empowerment**

- Working to support people to manage risk in their own lives, with professionals supporting their decision making at each stage of the safeguarding adults procedures.

**ii. Protection**

- Working to ensure safeguarding adults procedures serve to end abuse and that decisions are made in line with statutory requirements and guidance.

**iii. Prevention**

- Working to gain reassurance of all partner organisations that prevention is a core element in the delivery, commissioning and development of services.

**iv. Proportionality**

- Working to ensure the safeguarding adults procedures are used in appropriate circumstances and as a proportional response to concerns being raised.

**v. Partnership**

- Working to develop joint working practices between organisations that promote coordinated, timely and effective responses for the adult at risk and other parties, and makes the best use of skills and resources.

**vi. Accountability**

- Working to engage with and be responsive to the needs of all stakeholders necessary to promote the Board's Vision, including adults at risk, carers, service providers and the wider community. This includes working in ways that achieve effective, respectful, fair and valued outcomes for all the people the Board serves.

**vii. Making Safeguarding Personal (MSP)**

- All safeguarding practice must ensure that person at risk remains at the centre of all safeguarding activities and work to meet the expectations and wishes of the individual.

## 4 Three Year Strategic Objectives

The Board will work to a 3 year strategic objective that will overlap with one another in both scope and intention. The aim will be to ensure delivery of the Board's vision to improve outcomes for people who are at risk of abuse or neglect. The board will review and establish multi-agency work streams annually to achieve these objectives as part of the annual business planning process.



### 4.1 Three Year Strategic Objectives

#### 4.1.1 Governance, Leadership and Partnership

##### Strategic Objectives:

- ❖ Embed the Multi-Agency Safeguarding Hub (MASH) approach that integrates children and adult safeguarding triage functions in order to improve safeguarding triaging and decision making at the earliest point possible.

- ❖ Effective working relationships of the Board have been sustained and developed, ensuring appropriate representation, membership and links to wider networks/Boards are embedded.
- ❖ Strategic links and key shared workstreams are continually identified and included as relevant into the LSAB Business plan taking into account the work of:
  - Luton Safeguarding Children Board
  - Luton Community Safety Partnership
  - Radicalisation (PREVENT: Channel Panel)
  - Homelessness and adults at risk
  - Substance misuse and adults at risk
- ❖ Strategic links with Bedfordshire are maintained through the PAN Beds group and opportunities explored to develop more efficient ways of working for county-wide partners.
- ❖ Making Safeguarding Personal is embedded in all aspects of safeguarding adults work, and adopted by all partner agencies.

#### **4.1.2 Policies, Protocols and Procedures**

##### **Strategic Objective:**

- ❖ Policy, procedures and guidance have been put in place that meets the requirements of the Care Act 2014 and provides a framework within which partner organisations can work together effectively to prevent and respond to abuse and neglect, and which reflects developments in national guidance and legislation, as well as national/regional/local learning, and new approaches to safeguarding.

#### **4.1.3 Emerging Issues**

##### **Strategic Objectives:**

- ❖ Ensuring effective transition arrangements between Children and Adult Services.
- ❖ Ensuring joined up work with Community Safety Partnership and Bedfordshire Police on Hate Crime by raising awareness of hate crime and improving and maximising identification of possible cases through the triaging and screening of safeguarding alerts.
- ❖ Ensuring the early identification of cases of sexual exploitation and ensuring victims are given the support they need to stay safe.

- ❖ Raising awareness of Modern Slavery and ensuring that cases are quickly identified and victims given the support they need.

#### **4.1.4 Training and Workforce Development**

##### **Strategic Objective:**

- ❖ Establish a multi-agency training and workforce plan for safeguarding adults that incorporates local/regional and national policy, procedures and learning, and meets the needs of stakeholders involved in the safeguarding process.

#### **4.1.5 Safeguarding Adults Reviews and Professional Practice**

##### **Strategic Objectives:**

- ❖ Safeguarding Adults Review procedures reflect best practice as established through local/regional and national learning as well as any relevant legislation.
- ❖ Effective systems have been developed and maintained to share the learning within Luton from Safeguarding Adults Reviews occurring both locally and nationally.
- ❖ Ensuring regular learning from experience exercises are conducted and shared across all organisation to maintain the learning culture.

#### **4.1.6 Quality Assurance and Performance Framework**

##### **Strategic Objectives:**

- ❖ Measures and processes effectively capture the outcomes of safeguarding adults work in Luton (such as improved levels of safety, improved sense of wellbeing, reduced levels of risk, successful achievement of outcomes desired by adults at risk).
- ❖ There is consistent recording and reporting of safeguarding information across partner organisations in Luton, enabling sharing of intelligence at both a strategic and operational level.
- ❖ Ensure regular multi-agency audit of safeguarding activity and continuous improvement of safeguard practice.

#### **4.1.7 Communication and Community Engagement**

##### **Strategic Objectives:**

- ❖ Systems and resources have been developed that raise public awareness and understanding of safeguarding adults work.
- ❖ Adults who have experienced, or are at risk of abuse and neglect shape and influence the development of safeguarding practice.
- ❖ All stakeholders and adults who experience the safeguarding action have opportunities to inform and influence the development and improvement of safeguarding procedures. The Board will work to increase engagement from professionals and community groups.
- ❖ To establish and maintain a community wide service user participation group engaging existing partnership boards for older people, people with learning disabilities and autism, the third sector, faith groups and others.

#### **4.1.8 Making Safeguarding Personal (MSP)**

##### **Strategic Objectives:**

- ❖ The Board to develop and articulate a clear strategic framework for establishing the principles of making safeguarding personal (MSP).
- ❖ All safeguarding practices to ensure that the adult at risk remain at the centre of all activities and that all protection plans are based on the person's wishes and expectations.
- ❖ Where mental Capacity cannot be presumed in relation to adults who need care or support services, mental Capacity is formally assessed and best interest decisions are reached in line with the Mental Capacity Act 2005.
- ❖ All required Independent Mental Capacity Advocate (IMCA) instructions are made as required.
- ❖ Deprivation of Liberty Safeguards (DoLS) practice is in line with the Mental Capacity Act 2005 & Amendment 2009.
- ❖ Auditing of DoLS cases to understand and embed the findings of future case laws.
- ❖ Auditing and quality assurance methods will ensure good practice in decision making where people lack capacity and have representation from friends, family, advocates or paid representatives.

## **4.2 Strategic Work Streams and Task and Finish Subgroups for 2017/18**

The work of the LSAB will be progressed through 4 permanent subgroups supported by a number annual task and finish subgroups as required, all with clear terms of reference.

### **Permanent Subgroups**

#### **4.2.1 SAB Executive Group**

##### **Purpose**

The primary purpose of the Exec Group, is to ensure that the business of the Board is effectively managed and progressed, to ensure that partner agencies are fulfilling their statutory and agreed safeguarding obligations.

##### **Aims**

- i. To develop, implement and monitor the LSAB annual business plan and oversee the work carried out in the LSAB Subgroups and Task & Finish Groups.
- ii. To identify national and local issues relevant to the responsibilities of the Board, progress as appropriate and commission additional work streams not previously included in the business plan.

##### **Objectives**

- i. To ensure that the LSAB Annual report provides a rigorous and transparent assessment of the performance and effectiveness of local services, and progress of work under the LSAB annual business plan.
- ii. To establish a community wide adult service user representation / participation / reference group in order to seek the views of adults at risk and their families, carers and representative in the work of the LSA.
- iii. To provide oversight and scrutiny of the risk management process.
- iv. To produce quarterly safeguarding activity and outcome reports for the Board on the service response to adult safeguarding and risk management.
- v. To ensure that all partner organisations deliver on their local and national safeguarding performance measures and outcomes.
- vi. To ensure that the LSAB maintains a single multi-agency adult safeguarding policy, in accordance with the Care Act 2014 and the annually update statutory guidance, which will be adopted and implemented by all partner organisations.
- vii. To ensure that all partners organisations to implement operational procedures and protocols that are compliant with Care Act 2014 and the annually update statutory guidance.

#### **4.2.2 Quality Assurance Audit and Performance Subgroup**

##### **Aims**

- i. To support the Safeguarding Adult Board to deliver its priorities.
- ii. To hold all partner organisations to account for their performance in improving outcomes for adults who are at risk of harm or abuse.

- iii. To provide scrutiny and challenge to all performance reports from all partner organisations on their safeguarding outcomes and outputs.
- iv. To provide the Board with quarterly reports outlining the improvements achieved and the risk managed in doing so.

### **Objectives**

- i. Provider reports to be received and assimilated and for the group to report upwards and provide feedback to the authors of the provider reports.
- ii. Ensure the efficiencies and effectiveness of the audit process, both for individual agencies and multi-agency.
- iii. Ensure effective systems for learning and assurance of learning through audits in individual agencies and multi-agency; including issues arising from SARs.
- iv. Provide an opportunity for shared learning across agencies and input into audit priorities/focus.
- v. Identify areas of risk regarding assurances on systems processes and outcomes for vulnerable adults.
- vi. Provide simplified and streamlined information to share
- vii. Seek common/consistent approaches across all three areas Boards.
- viii. Identify interdependencies/interfaces with other Board sub-groups, e.g. policy or training and development implications.
- ix. Identify gaps/weaknesses in assurances for learning and improvement - e.g. Adult G & MU actions arising from SAR Panel
- x. Support the LSAB Chair in challenging Board Members and agencies

### **4.2.3 Safeguarding Adult Review (SAR) / Serious Case Review Subgroup**

#### **Aims**

- i. To hold joint SAR panels with LSCB to consider SAR referrals serious incidents in respect of both children and adults
- ii. To commission and oversee the conduct of safeguarding Adult Reviews in line with recommended best practice including ADASS guidance. To take account of other relevant statutory or advisory guidance.
- iii. To consider learning from other SARs that should inform local practice and enable the sharing of this information.

#### **Objectives**

- i. The joint SAR and SCR Group will meet as a standing group at least quarterly to consider cases notified to both boards and the learning from other serious case reviews and monitor action plans.
- ii. To make recommendation to the both boards if and SAR or and SCR or another form of review is required.
- iii. To establish and maintain a set of SAR / SCR policy, process and common materials to be used when undertaking any serious case review.
- iv. To appoint a SAR / SCR panel and oversee the conduct of serious case reviews as required.

- v. To oversee implementation of improvement action plans as agreed by the LSAB / LSCB following serious case reviews and monitor the implementation of the action plan and to report the outcome to the LSAB / LSCB.
- vi. To identify lessons that can be learnt from SCRs conducted by other Safeguarding Adults Boards and disseminate this learning to improve outcomes for service users/carers/residents.
- vii. To identify lessons that can be learnt from national summaries of serious case reviews and other documents
- viii. To maintain the capacity to conduct a SCR when it happens

#### **4.2.4 Workforce Development and Training Subgroup**

##### **Aim**

- i. To ensure effective and appropriate learning opportunities for all LSAB Partners at role specific levels to ensure that all those involved in protecting, safeguarding and providing services to adults at risk are able to promote the welfare, safety, health, dignity and citizenship of all vulnerable adults in Luton.

##### **Objectives**

- i. Develop, establish and maintain a multi-agency 3-year training plan
- ii. Ensure the provision of timely, cost effective and appropriate safeguarding training on a single and multi-agency basis, in accordance with agreed minimum standards for design, delivery and evaluation
- iii. Ensure a supply of appropriate trainers, with the skills, knowledge and capacity to deliver safeguarding training at appropriate levels and in line with the training strategy
- iv. Ensure commissioned or internally delivered training by any LSAB partner organisation meets defined quality assurance requirements. Ensure that all training content and training pathways developed are in line with standards for role specific training, as detailed in the competency framework
- v. Provide quarterly LSAB subgroup reports using the template designed for this purpose, including any recommendations for improvement, decisions or actions required
- vi. Ensure awareness of national/local political and legislative changes in respect of safeguarding across all partner organisations, and reflect changes appropriately in the training provided by all LSAB Partner

#### **Task & Finish Subgroups**

For 2017/18 the following T&F Subgroup will be in operation with a specific remit as outlined below:

#### **4.2.5 Community Engagement and Communication T&F Subgroup**

The purpose of this group is to develop, maintain and implement biannual multi-agency community engagement and communication plan with regards to the priorities of the board.

## **Aim**

- i. To hold a joint Community Engagement & Communication group on behalf of both LSCB and LSAB in order to establish a joint plan
- ii. To seek engagement from partner organisations to co-ordinate implementation of the communication plan.

## **Objectives**

- i. To deliver at least 6-monthly public communications and engagement on key priorities for the board such as:
  - Safeguarding awareness
  - Sexual exploitation
  - Self-neglect and neglect & acts of omission
  - Modern day slavery
  - Domestic violence / abuse

### **4.2.6 Single Adult Safeguarding Policy T&F Subgroup**

This is a short term task & finish group to engage multi-agency professionals to work on a single adult safeguarding policy that would be acceptable to all statutory organisations.

## **Aim**

- ii. To establish a single and succinct adults safeguarding policy, approved by the LSAB that will apply to all partner organisations based on a template being used by neighbouring boards.
- iii. To ensure the single adult safeguarding policy is adopted by all partner organisations that guides all operational safeguarding procedures and activities

### **4.2.7 Review of risk management structures/functions T&F Subgroup**

This is a short term task & finish group to engage partner organisations and council departments to undertake a review of the current high level and operational risk management structures and functions in operation across Luton in relation to adults.

## **Aim**

- i. To complete the review, analyse the gaps and generate some options for addressing those gaps.
- ii. To scope a dynamic model of risk management that can support front line decision making
- iii. To make a recommendation to the board, based on an option appraisal.

### **4.2.8 Multi-agency Audit T&F Subgroup**

This is a short term task & finish group to engage partner organisations and multi-agency professional groups to engineer a multi-agency audit programme for adult safeguarding led by intelligence and lessons from SARs locally, regionally and nationally.

## **Aim**

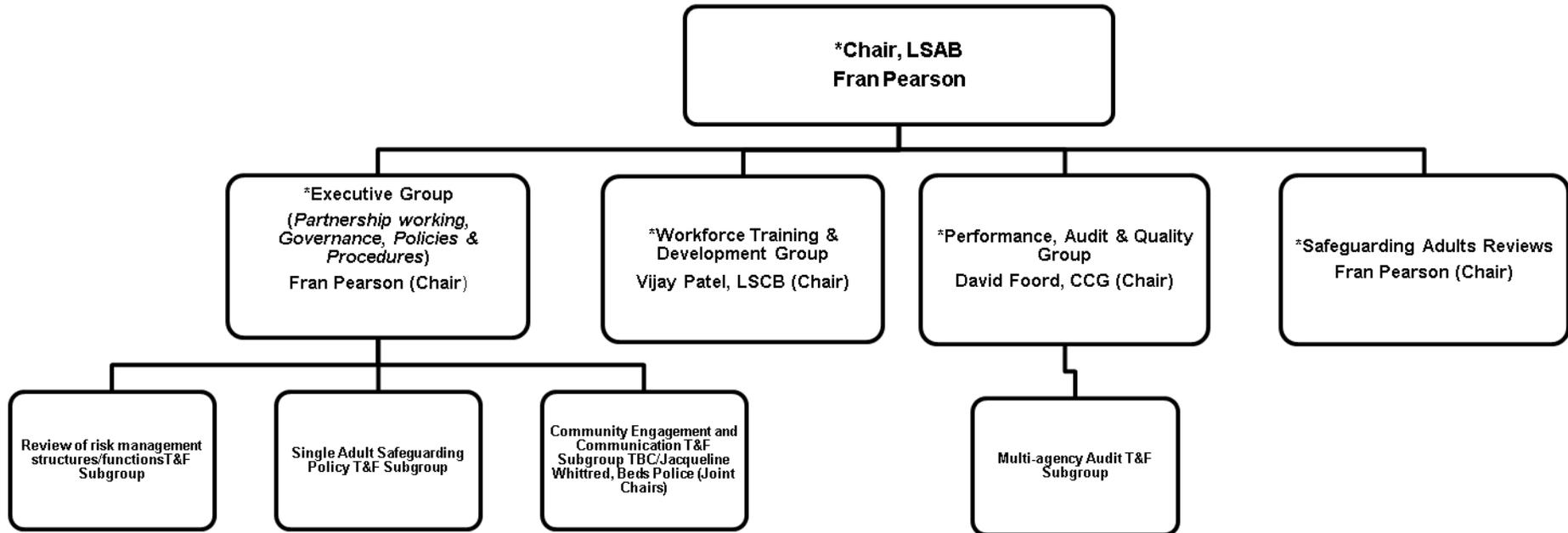
- i. To review the current intra-organisational audit programmes that are on operation and their outputs in respect of adult safeguarding
- ii. To develop, establish and implement a multi-agency audit of cases in respect of key priorities of the board such as:
  - Sexual exploitation
  - Self-neglect and neglect & acts of omission
  - Modern day slavery
  - Domestic violence / abuse

## 5. Governance

The diagram below sets out the lines of accountability of the sub group to LSAB

### Luton Safeguarding Adults Board

#### Structure



*\*Supported by The Strategic Safeguarding Manager & LSAB Business Officer*

*All Subgroups to meet quarterly, with the exception of Communication & Community Engagement which will meet bi-annually*