



Lancashire Safeguarding Adult Board (LSAB)

Strategic Plan: 2023-2026

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Lancashire Safeguarding Adults Board (LSAB) Strategic Plan 2023-2026

Introducing our Strategic Plan

I am pleased to present our Strategic Plan for the Lancashire Safeguarding Adults Board (LSAB) for 2023 – 2026. This strategic plan is a statement of the SAB's vision and strategic aims over the next three years and details how we will work as a partnership to keep people safe from abuse and neglect.

The Care Act 2014 sets out the statutory responsibilities of SABs to work together to safeguard adults to reduce/negate the risk of abuse and neglect. As chair of the LSAB I am keen to ensure that people who live and work locally in Lancashire are clear about our vision and the important role the LSAB has to play in supporting an effective partnership response to abuse and neglect. Safeguarding is everyone's business. By helping people to understand what abuse and neglect is, how to report concerns and what steps agencies will take to respond to these concerns we aim to build resilience and empower our communities.

Our strategic aims/priorities for the next three years will be delivered through our annual business plan, which will be reviewed and revised regularly to ensure we are achieving what we said we would do and that safeguarding needs are being addressed across Lancashire.

Steve Chapman

Independent Chair

Lancashire Safeguarding Adults Board

Background

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:

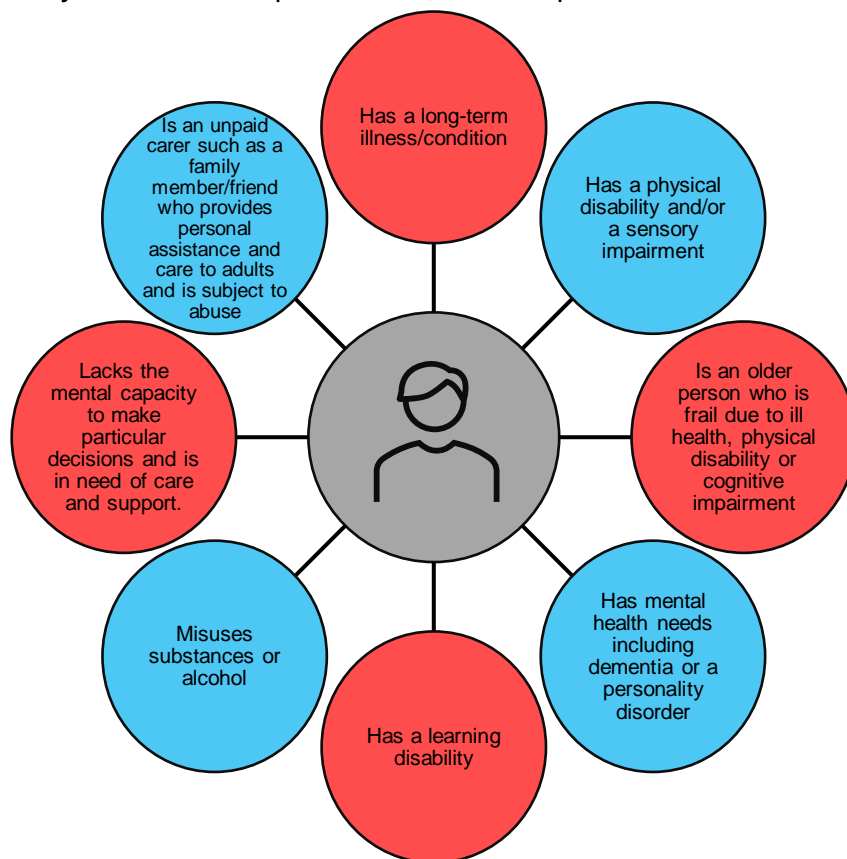
- A requirement for all areas to establish a Safeguarding Adults Board (SAB) to bring together local authority, NHS Integrated Care Boards and the police (these agencies are statutory partners) to coordinate activity to protect adults from abuse and neglect
- A duty for a local authority to carry out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

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:



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

Lancashire

Lancashire is in the North West of England and is a shire county and "2-tier authority", meaning it is controlled by a county council (Lancashire County Council), and 12 local government district councils.

The Joint strategic needs assessment (JSNA) can be found here [jsna-annual-commentary-2022-23.pdf \(lancashire.gov.uk\)](https://www.lancashire.gov.uk/sites/default/files/2022-03/jsna-annual-commentary-2022-23.pdf)

The population within the Lancashire-12 area was 1,235,300, an increase of 0.7% on the 2020 mid-year estimate figure of 1,227,076 and an increase of 5% (63,961) since 2011, when the population was 1,171,339 people.

The highest percentages of children under 15 years across the Lancashire-12 area in 2021 were in Preston 19% (27,500), Pendle 19% (19,500), Burnley 19% (18,300), and Hyndburn 19% (15,500), while the lowest percentages of children under 15 were in Fylde 14% (11,300), Wyre 15% (16,500), and Ribble Valley 15% (9,400).

The districts with the highest percentages of population age 65 and over were Wyre 28% (31,100), Fylde, 28% (22,700), and Ribble Valley 24% (14,800). The districts Lancashire JSNA annual commentary 2022/23 7 with the lowest percentages of population over 65 years old were Preston 15% (21,800), Pendle 18% (17,200), Burnley 18% (16,800), and Hyndburn 18% (14,900).

Lancashire County Council provides long-term adult social care services to over 23,000 people each year. Over 15,000 people receive services enabling them to live at home (including home care, day care, direct payments, transport, meals and respite care), over 6,000 are supported in residential care and over 2,000 are supported in nursing care.

The Lancashire Safeguarding Adults Board (LSAB) vision and role

Our Vision (why we are here)

"Every adult in Lancashire has the right to lead a safe and fulfilling life, free from abuse and neglect. As a Partnership we will do our very best to work with residents, carers, friends, families and communities to enable this to happen."

Where safeguarding partners:

- Do not tolerate abuse and neglect.
- Ensure that the public in all of the communities in Lancashire feel confident that adults are protected.
- Respect the views of residents, including their right to take risks.
- Work preventatively by early identification of safeguarding issues.
- Deliver excellent safeguarding practice through a culture of learning.
- Share information on safeguarding issues in a timely manner

Making Safeguarding Personal

In addition to these principles, it's also important that safeguarding partners take an approach to safeguarding that focuses on the person, not the process. It means that safeguarding should be person-led and outcome-focused, engaging the person in a conversation about how best to respond to their safeguarding situation in a way that enhances involvement, choice, and control, as well as improving quality of life, wellbeing, and safety.

Our Values

Six Safeguarding Principles

Empowerment – People being supported and encouraged to make their own decisions and informed consent.



Prevention – It is better to take action before harm occurs.



Proportionality – The least intrusive response appropriate to the risk presented.



Protection – Support and representation for those in greatest need.



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



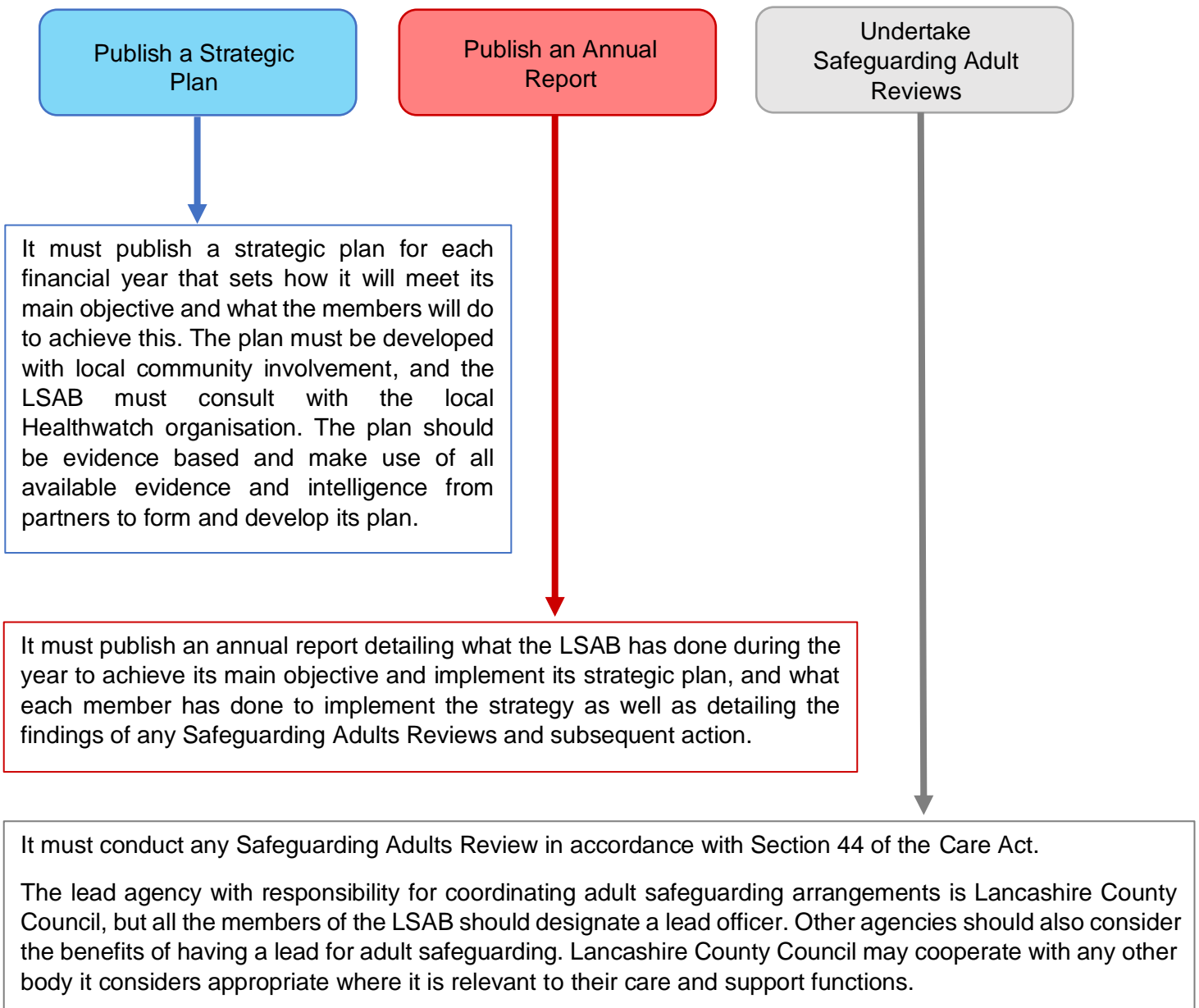
Accountability – Accountability and transparency in delivering safeguarding.



Role of the Lancashire Safeguarding Adults Board (LSAB)

LSAB has a strategic role that is greater than the sum of the operational duties of the core partners. It oversees and leads adult safeguarding across the locality and takes an interest in a range of matters that contribute to the prevention of abuse and neglect. The LSAB will need intelligence on safeguarding in all providers of health and social care in its locality (not just those with whom its members commission or contract). It is important that Board partners feel able to challenge each other and other organisations where it believes that their actions or inactions are increasing or contributing to the risk of abuse or neglect. This will include commissioners, as well as providers of services.

Lancashire Safeguarding Adults Board (LSAB) has three core duties:



The LSAB receives endorsement from, and is linked to, the Lancashire Accountability Panel.

Our Strategic Aims (what we want to achieve)

Innovation in Safeguarding

"I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me."

"I understand the role of everyone involved in my life and so do they."

"We will work together with partners to ensure we understand the themes, issues and trends relating to specific needs, ensuring that we deliver effectively and receive assurance which is proportionate."

What will we do?

1. Use Partnership data/information to understand demand/risks and appropriate response.
2. In partnership, develop innovative strategies/practice that reduces demand and the risk of abuse/neglect.
3. Link with local, regional and national forums to identify innovative practice, emerging issues and the most effective response.

Effective Safeguarding

"I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens."

"I am sure that the professionals will work in my interest, as I see them, and they will only get involved as much as needed."

"We will ensure that safeguarding arrangements across the partnership are robust and effective, and learning is embedded from reviews."

What will we do?

1. Ensure Safeguarding is everyone's business.
2. Deliver adult safeguarding practice with effective policies, procedures and accountability.
3. Ensure the appropriate audit and scrutiny is in place, to give the Board assurance, while ensuring continuous improvement.

Listening, Learning and Delivering

"I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help."

"I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want."

"We will ensure the voice of our staff, residents and wider communities is heard in respect of safeguarding adults, protecting them, sharing best practice and taking a preventative approach."

What will we do?

1. Use peoples lived experience to ensure continuous improvement in service delivery.
2. Ensure the learning from Safeguarding Adult Reviews (SAR's) and local reviews, translate into effective development/training for organisations/staff.
3. Develop a positive workforce skilled in effective safeguarding prevention and intervention.

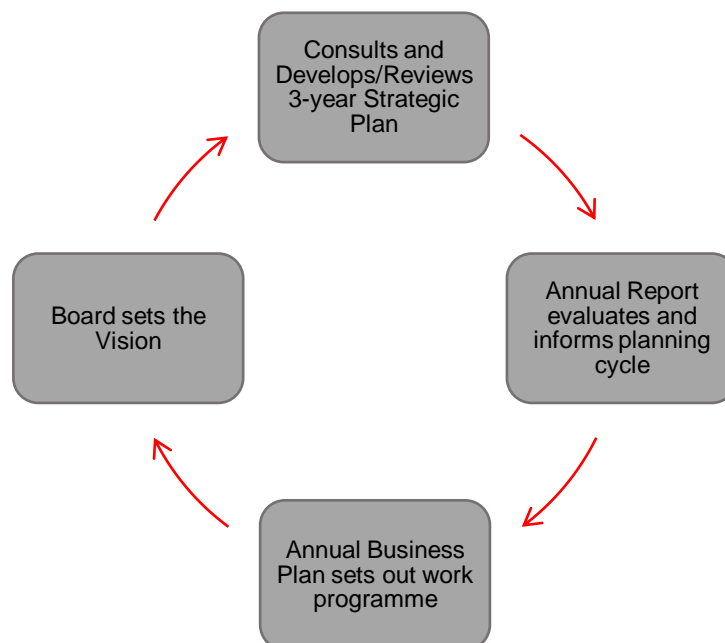
Whilst this strategic plan lays out our medium-term vision and the steps needed to deliver the vision, it is equally important that we produce and publish our annual report. This will enable us to measure our progress and to update the strategic plan in the light of experience.

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 Lancashire.



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 (Children’s Safeguarding Assurance 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 Lancashire Accountability Panel and through individual members reporting through their organisations.

The Independent Chair

In accordance with Care Act guidance, the Independent Chair of the Board reports quarterly to the Local Authority Chief Executive and reports on the work of the Board to 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.

The Board

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 three Subgroups that oversee and enable delivery of the work programme, coordinate working groups, and provides analysis and intelligence for the Board.

Subgroups

The Board is supported by three Subgroups that oversee and enable delivery of the work programme, coordinate working groups, and provides analysis and intelligence for the Board:

- The Strategic Safeguarding Adult Review (SAR) Subgroup (pan-Lancashire)
- The Performance, Quality and Assurance (PQA) Subgroup (Lancashire)
- The Listening, Learning and Delivering (LLD) Subgroup (Lancashire)

Any associated task and finish groups will be determined by the Board during the year to support the subgroup activity.

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

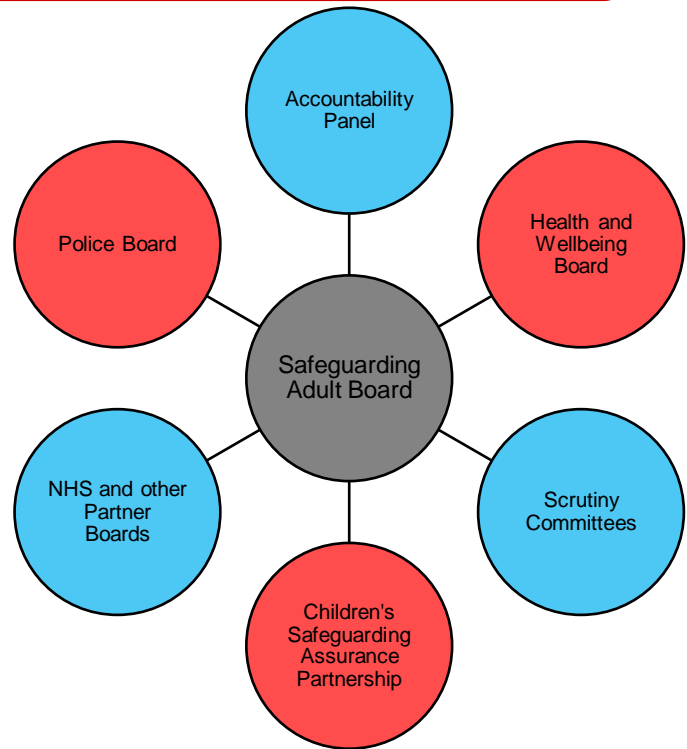
The Board will continue to call partners to account for their approach to safeguarding adults. For example, it will want assurance from partners that they are contracting and providing safe services and that they have taken the necessary and proportionate action whenever necessary. Also, that emerging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

Engagement with Key Strategic Partners

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:

- Domestic homicide and domestic abuse
- Sexual abuse/exploitation
- Homelessness, rough sleeping and out of area placements
- Resident Safety in Care Settings
- Mental Capacity
- Mental Health and Suicide Prevention
- Self-Neglect and Neglect



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, including Voluntary, Community, Faith and Social Enterprise Sector (VCFSE)
- 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
- 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.

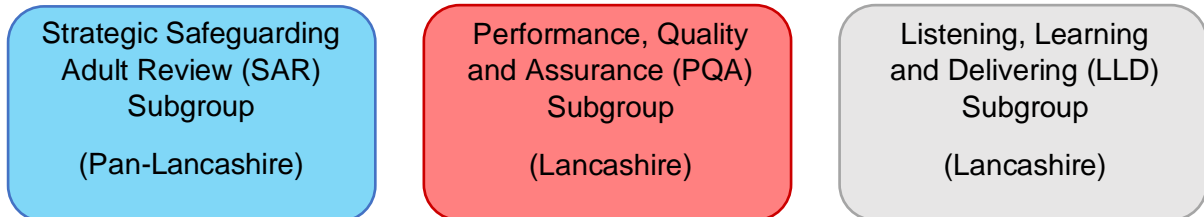
Delivering the Work programme

The work programme is overseen by the LSAB 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:



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 role of the Board and expectations of members are stated in the Board Terms of Reference.

Lancashire Safeguarding Adults Board (LSAB) - Plan on a Page

Our Vision

Why are we here?

Every adult in Lancashire has the right to lead a safe and fulfilling life, free from abuse and neglect. As a Partnership we will do our very best to work with residents, carers, friends, families and communities to enable this to happen.

Our Values

What are the principles of safeguarding?

- Empowerment
- Prevention
- Proportionality
- Protection
- Partnership
- Accountability

Purpose

What do we want to achieve?

- Innovation of Safeguarding
- Effective Safeguarding - Making Safeguarding Personal
- Listening, Learning and Delivering

Approach

What are the key principles for delivery?

- Leadership
- Assurance
- Innovative
- Learning
- Listening
- Delivering

Partnership Enabler

How will the partnership support safeguarding?

By working collaboratively with mutual accountability through three Board subgroups:

- The Strategic Safeguarding Adult Review (SAR) Subgroup
- The Performance, Quality and Assurance (PQA) Subgroup
- The Listening, Learning and Delivering (LLD) Subgroup

Priority Objectives 2023-24

LSAB have agreed a number of shared key objectives over the next year:

Innovation in Safeguarding

Key Actions:

1. Develop a Partnership Dataset which aligns with the strategic plan and allows the Board to understand demand, associated risks and direction of travel.
2. Liaise with other Safeguarding Boards, and agencies e.g., Care Quality Commission (CQC) and the Social Care Institute of Excellence (SCIE) to identify good practice and areas of innovation, to ensure Lancashire Adult Safeguarding is as good as it can be.
3. Review website to make it more refined and accessible.

Effective Safeguarding

Key actions:

1. Ensure Partnership supports requirements of forthcoming CQC Inspection.
2. Ensure an effective work plan in place for the next 12/18months. This work plan should also include audit and assurance.
3. Ensure Joint Partnership Business Support Unit Review is completed, with a local effective model in place as soon as possible.

Listening Learning and Delivering

Key actions:

1. Engage with local resident/carer/workforce forums to capture peoples' lived experience of safeguarding.
2. Develop a communication strategy which gives the Partnership easy accessibility to communities across Lancashire. Strategy should promote safeguarding as everyone's business, and support local, regional, and national priorities.
3. Ensure an effective training/workforce development plan in place for next 12/18months. With a particular focus on Mental Capacity Act and Neglect/Self Neglect.

Business Plan

1. Innovation in Safeguarding

Goal (What do we want to achieve?)	Initiative (How will we achieve our goal?)	Metric (How will we know we have achieved our goal?)
1.1 Use Partnership data/information to understand demand/risks and appropriate response.	Establish the Performance, Quality and Assurance (PQA) Subgroup.	<ul style="list-style-type: none"> • Terms of Reference and meeting structure in place
	Develop a Partnership Dataset which aligns with the strategic plan and allows the Board to understand demand, associated risks and direction of travel.	<ul style="list-style-type: none"> • Key Performance Indicators in place • Analysis Support established • Dataset published in line with LSAB meetings
1.2 In partnership, develop innovative strategies/practice that reduces demand and the risk of abuse/neglect.	Liaise with other Safeguarding Boards, and agencies e.g., Care Quality Commission (CQC) and the Social Care Institute of Excellence (SCIE) to identify good practice and areas of innovation, to ensure Lancashire Adult Safeguarding is as good as it can be (ongoing).	<ul style="list-style-type: none"> • SCIE Quality Markers embedded into process for Safeguarding Adult Reviews • Develop joint strategy and commissioning of services, protecting vulnerable people e.g., transitions • Chair to attend relevant boards to share best practice
1.3 Link with local, regional, and national forums to identify innovative practice, emerging issues, and the most effective response.	Review website to make it more refined and accessible.	<ul style="list-style-type: none"> • Improved website which is accessible to residents and staff
	Support increased levels of resident safety in care home settings by delivering training and awareness of best practice through AQUA pilot, with view to rollout across Lancashire.	<ul style="list-style-type: none"> • Delivery of AQUA project to reduce restrictive practices in care home settings, and improved resident safety

2. Effective Safeguarding

Goal (What do we want to achieve?)	Initiative (How will we achieve our goal?)	Metric (How will we know we have achieved our goal?)
2.1 Ensure Safeguarding is everyone's business.	Establish the Strategic Safeguarding Adult Review (SAR) Subgroup.	<ul style="list-style-type: none"> • Terms of Reference and meeting structure in place
	Ensure Partnership supports requirements of forthcoming CQC Inspection.	<ul style="list-style-type: none"> • Local Authority are supported through process with evidence from partnership to support self-assessment framework
2.2 Deliver adult safeguarding practice with effective policies, procedures and accountability.	Ensure an effective work plan in place for the next 12/18months. This work plan should also include audit and assurance.	<ul style="list-style-type: none"> • Audit and Assurance programme in place, with assurance on: <ul style="list-style-type: none"> • Domestic Abuse (MARAC/MARRAC) • Waiting Lists, including DoLS • Mental Health Bed provision • Multi-Agency (Pan-Lancs) Safeguarding Policy refreshed
2.3 Ensure the appropriate audit and scrutiny is in place, to give the Board assurance, while ensuring continuous improvement.	Ensure Joint Partnership Business Support Unit Review is completed, with a local effective model in place as soon as possible.	<ul style="list-style-type: none"> • Business Unit in place to support delivery of LSAB

3. Listening, Learning and Delivering

	Goal (What do we want to achieve?)	Initiative (How will we achieve our goal?)	Metric (How will we know we have achieved our goal?)
3.1	Use peoples lived experience to ensure continuous improvement in service delivery.	Establish the Learning, Listening and Delivering (LLD) Subgroup.	<ul style="list-style-type: none"> • Terms of Reference and meeting structure in place
		Engage with resident/carer/workforce forums to capture peoples' voice and lived experience of safeguarding.	<ul style="list-style-type: none"> • Report on findings from Safeguarding Voices Project, and actions taken from this work
		Hear voice of adult through LSAB meetings.	<ul style="list-style-type: none"> • Case studies, context to issues will be heard from voice of adult's perspective
3.2	Ensure the learning from Safeguarding Adult Reviews (SAR's) and local reviews, translate into effective development/training for organisations/staff.	Develop a communication strategy which gives the Partnership easy accessibility to communities across Lancashire. Strategy should promote safeguarding as everyone's business, and support local, regional, and national priorities, e.g., delivery of awareness for National Safeguarding Week, Carers Week etc	<ul style="list-style-type: none"> • Campaign Plan for 2023/24
3.3	Develop a positive workforce skilled in effective safeguarding prevention and intervention.	Ensure an effective Workforce Training/Development Plan in place for next 12/18months. With a particular focus on Mental Capacity Act, Neglect/Self Neglect and Domestic Abuse.	<ul style="list-style-type: none"> • Workforce Training/Development Plan established • Analysis of Mental Capacity Act Survey and taken action on findings to support frontline staff. Inc Case of Rose • Development of proposal on self-neglect, support approach and act on findings from review, delivering robust training, awareness, and policy framework • Out of Area Placements Policy updated and applied, and staff aware of actions required in accordance with LGA Guidelines
		Trauma Informed Workforce.	<ul style="list-style-type: none"> • All LSAB members signed up to pledge to support Trauma Informed Lancashire