

# **LONDON BOROUGH OF RICHMOND UPON THAMES**

## **SAFEGUARDING ADULTS BOARD**

**Our Vision and Strategic Plan  
APRIL 2015 to MARCH 2018**



## INTRODUCTION

London Borough of Richmond upon Thames (LBRuT) Safeguarding Adults Board was established over ten years ago, but was reviewed and established in its current form in 2011. It is made up of senior officers from various organisations across the Borough, including statutory, independent and voluntary sector and is led by an Independent Chair. The Board has responsibility for the strategic leadership and development of multi-agency safeguarding across the Borough and statutory members and partners hold collective and shared accountability for:

- Improving the way local agencies and services work together
- Protecting, involving and empowering those at risk from harm or abuse
- Preventing abuse, neglect and exploitation
- Continuous improvement, development and learning from local and national learning lessons to improve our shared practice

The Board is now a statutory requirement under Section 43 of The Care Act 2014.

This document sets out the Board's Vision and its Strategic Plan towards realising that vision. It 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.

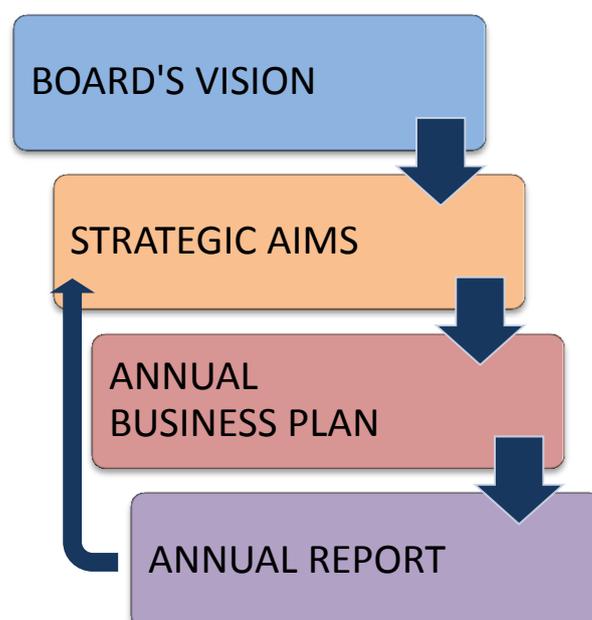
## OUR VISION AND STRATEGIC PLAN IN CONTEXT

**Board's Vision and Principles:** Sets the overall vision of the Board and the outcomes it wants to achieve for the citizens of the London Borough of Richmond Upon Thames.

**Strategic Aims:** 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, and target timescales required to achieve the Board's Strategic Plan.

**Annual Report** – is a statement of the previous year's activity and reports progress of the Strategic and Annual Business Plan



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## **PART 1: OUR VISION**

Our vision is underpinned by the statutory obligations set out in the Care Act 2014:

*“Safeguarding means protecting an adult’s right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adult’s wellbeing is promoted including, where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action. This must recognise that adults sometimes have complex interpersonal relationships and may be ambivalent, unclear or unrealistic about their personal circumstances”.<sup>1</sup>*

It is our shared belief that no-one should have to tolerate or be exposed to abuse, neglect or exploitation. Our vision is that the London Borough of Richmond upon Thames is a place where all the citizens (irrespective of age, race, gender, culture, religion, physical or mental ill health; disability or sexual orientation) live in safety, free from abuse and the fear of abuse and with the rights of citizenship.

This means that as a Board, we need to work as a partnership, to ensure mutual co-operation and work with our local communities to:

- take all actions in our power to actively prevent abuse from happening and seek to prevent reoccurrence
- share information and intelligence
- identify and report abuse
- reduce or remove risk
- support people who have experienced abuse, in ways that they wish to be supported and enable them to recover and regain trust in those around them
- work in person centred ways at all times through our intervention and support
- improve community awareness, information and awareness
- learn from enquires and reviews to inform our practice and preventative strategies
- ensure that we give our communities reassurance

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<sup>1</sup> Paragraph 14.7 Care and Support Statutory Guidance: Issued under the care Act 2014 (Department of Health)

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## **PART 2: OUR PRINCIPLES – THE FOUNDATION OF OUR VISION**

The Board's vision is set upon the foundation of the following principles which will provide direction to the development of safeguarding practice in The London Borough of Richmond upon Thames. These principles describe the values underpinning the Board, and its members, in the course of meeting strategic aims and objectives and will be reflected within the Board's Business Plan.

### **1. EMPOWERMENT**

Working to the principle that "the person knows best", by enabling people as far as possible to manage risk in their own lives, with professionals supporting their decision-making at each stage of the safeguarding process.

### **2. PROTECTION**

Ensuring that people at risk of harm and abuse are protected, but proportionate, timely, effective and supportive interventions are enacted when concerns are raised and enquiries made.

### **3. PREVENTION**

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

### **4. PROPORTIONALITY**

Using the most appropriate ways of responding to concerns, ensuring safeguarding adults procedures are used in appropriate circumstances and as a proportional response to concerns being raised.

### **5. PARTNERSHIP**

Developing 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 available skills and resources.

### **6. 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, partners, 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.

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## **PART 3: OUR STRATEGIC AIMS – THE DELIVERY OF OUR OBJECTIVES**

### **Aim 1: Leadership, Governance and Partnership**

To have in place strategic leadership, governance and widest possible partnership to deliver on our lawful responsibilities.

- 1.1 Senior leaders from the Board and from partner organisations positively champion adult safeguarding.
- 1.2 Strategic links and key shared work streams will be identified and included, as relevant, into the Board Business plan.
- 1.3 Effective working relationships are sustained and developed to produce closer liaison with wider partnerships and aligned interests, such as working alongside the priorities of the Community Safety Partnership and Local Children's Safeguarding Board.
- 1.4 Utilising learning, holding events and celebrating good practice whilst recognising limitations of resource and infrastructure.

### **Aim 2: Prevention, Community Engagement and Awareness Raising**

To improve both general and specific levels of engagement and knowledge of safeguarding in the borough by raising awareness with the public, vulnerable people, their carers and supporters and especially hard to reach communities and high risk groups.

- 2.1 Championing improved publicity and communications, ensuring that systems and resources have been developed that raise public awareness and understanding of safeguarding adults work.
- 2.2 Develop a public engagement, communication and safeguarding awareness strategy, utilising engagement mechanisms such as: the local village plans to promote and raise awareness.
- 2.3 Make strong community connections to join up safeguarding outcomes and co-ordinate the knowledge and learning that can be accessed from Safer Neighbourhood Boards, BAME and hard to reach groups, high risk groups, River Watch, Stop hate Crime in Richmond, Dogwatch, the Neighbourhood Watch Forum and The Mayor's Office of Policy and Crime.
- 2.4 Deploy social media campaign to support awareness raising

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### **Aim 3: Policy, Practice and Staff Development**

To ensure the requirements and the spirit of the Care Act 2014 are fully implemented by all agencies who hold statutory and non-statutory safeguarding responsibility, through best practice.

- 3.1 Adoption of the revised Pan London Procedures.
- 3.2 Having in place a full range of complementary policy, procedures and guidance that provides a framework within which organisations can work together effectively to respond to abuse and neglect – which will require updates and review.
- 3.3 Ensuring all contracts, service arrangements, policies and procedures within all member and partner organisations are fully cognisant of adult safeguarding and that audit is in place to examine outcomes
- 3.4 Develop an Adult Safeguarding Charter which all members, partners and providers sign up to and ensure audit and review.
- 3.4 Each agency has a comprehensive training and development plan for staff, supporters and volunteers, which should feed into a comprehensive Board Training Plan, as part of a Board Learning & Development Strategy.

### **Aim 4: Person Centred Practice and Making Safeguarding Personal**

To develop a safeguarding culture which promotes adults at risk as being central to and fully involved in safeguarding arrangements, plans, process and any intervention.

- 4.1 To promote person centred practice across all organisations, where possible and to make use of local and national initiatives, for example: social workers deploying the Making Safeguarding Personal Toolkit and the CCG deploying patient liaison and response surveys.
- 4.2 Involve adults (their representatives and or their carers) who have experienced, or are at risk of abuse and neglect, to shape and influence the development of safeguarding practice.

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**Aim 5: Accountability, Performance, Quality and Achievement**

To ensure our aims, objectives, plans and service interventions are appropriately and proportionately reviewed so we can monitor progress, take corrective actions and ensure continuous learning, improvement and quality outcomes are achieved.

- 5.1 Agree the most effective outcome measures and data requirements to show how the Board strategy is progressing so that the Board can increase its understanding of prevalence of abuse.
- 5.2 Agree a proportionate and effective set of outcome measures that demonstrate, best practice of involvement and understanding of adult safeguarding tasks.
- 5.3 Ensure consistent evidence based recording and reporting of safeguarding information across partner organisations, (enabling, as required) the sharing of intelligence at both strategic and operational levels.

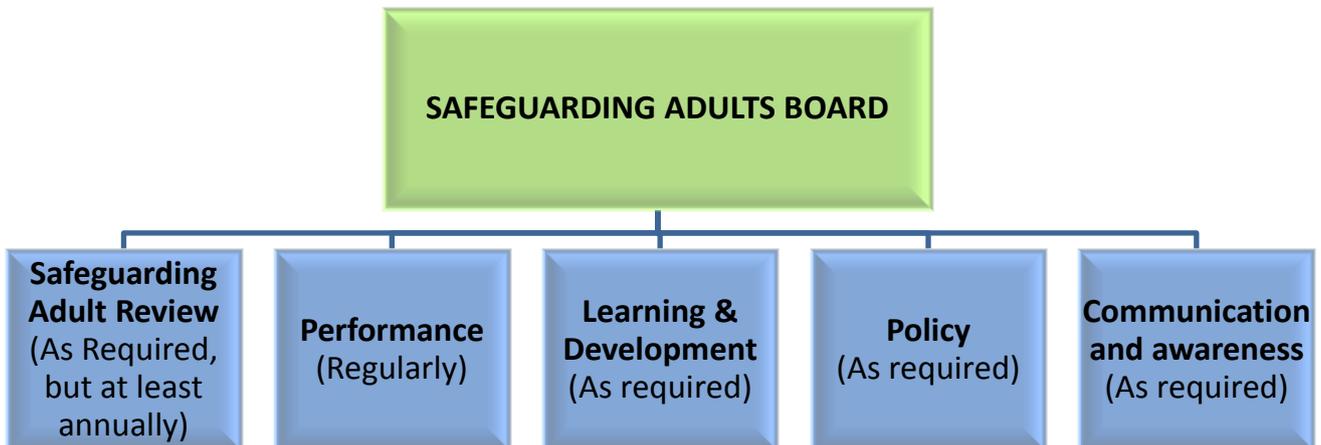
## PART 4: HOW WE CONDUCT OUR BUSINESS

The Safeguarding Adult Board is part of a wider system of strategic leadership supporting vulnerable people in the community of Richmond. It is chaired by a person Independent from the Statutory agencies. It will be comprised of key statutory and non-statutory agencies within the Borough, including those as set out within the Terms of Reference (see Appendix 1).

The Board will meet 4 times a year but conduct its business largely through key sub groups. Some will only meet as necessary, whereas others will meet more frequently as required.

It will report on its Business to the Richmond Executive (Local Strategic Partnership), Health and Well Being Board and Council Scrutiny Committee, as well as the statutory leaders from Richmond Council, NHS and the Metropolitan Police.





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## **APPENDIX 1 – TERMS OF REFERENCE**

(incorporating Confidentiality Statement and Statement of Commitment)

### **1. BACKGROUND**

#### ***Why do we need a Safeguarding Adults Board?***

- 1.1 Section 43 of The Care Act 2014 requires the establishment of a Safeguarding Adult Board (The Board). The main objective of a The Board is to assure itself that local safeguarding arrangements and partners act to help and protect vulnerable adults in its area.
- 1.2 The way in which The Board must seek to achieve its objective is by co-ordinating and ensuring the effectiveness of what each of its members does.
- 1.3 The Board may do anything which appears to it to be necessary or desirable for the purpose of achieving its objective.

### **2. PRINCIPLES AND AIMS OF THE BOARD**

#### ***The context in which the Board will work***

- 2.1 This is set out in more detail in Part 2 of the *Vision and Strategy* document, but is based upon six key principles:
  - Empowerment
  - Protection
  - Prevention
  - Proportionality
  - Partnership
  - Accountability
- 2.2 The statutory agencies, their partners, carers and users of services within LBRuT have a duty to ensure that these principles are upheld and take action where these rights are infringed.
- 2.3 The Board recognises and adopts the approach to safeguarding specified within The Care Act 2014, related statutory guidance and other related legislation and policy. In LBRuT, The Board will:
  - Reaffirm their commitment to a policy of zero tolerance of abuse within each of their member organisations.

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- Uphold the duty placed on public agencies under Human Rights legislation to intervene proportionately to protect the rights of citizens.
  - Enforce the principle that any adult at risk of abuse or neglect should be able to access public organisations for advice, support and appropriate protection and care interventions, which enable them to live without fear and in safety.
  - Recognise that citizens have a right to make their own choices in relation to safety from abuse and neglect, except where the rights of others would be compromised. In accordance with the principles of the Mental Capacity Act, interventions will be based on the presumption of mental capacity unless it is determined that an adult does not have the ability to understand and make decisions about his or her own personal wellbeing and safety.
  - Uphold the right to privacy. Information about an adult who may be at risk of abuse and neglect will only be shared within the framework of the Safeguarding Adults Information Sharing Protocol.
  - Enforce their public duty to protect the human rights of all citizens including those who are the subject of concern but who are not covered by the Safeguarding Adults Procedures. This duty falls on each of the Board's member organisations who will offer people advice and support, as appropriate to their organisations, and signpost to other services.
- 2.4 The Board is positively committed to opposing discrimination on the grounds of race, religion, gender, age, disability, marital status or sexual orientation.
- 2.5 The role of The Board is to work as a multi-agency group that has:
- Strategic and operational leadership and management in maintaining the above principles, working as a multi-agency group across LBRuT to achieve the Board's objectives.
  - Effective strategic governance of safeguarding at senior management level across all partner organisations.
  - Public accountability for safeguarding arrangements and outcomes.
  - Accountability for poor practice, robustly acting in ensuring these principles are maintained, taking action wherever and whenever necessary.
- 3. OBJECTIVES**  
***What will the Board do***
- 3.1 As a multi-agency Board, comprising senior representatives, the Board will carry out the following key functions:
- Strategic leadership and oversight of adult Safeguarding arrangements in the Borough discharged through all statutory and non-statutory partners.

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- Oversight of the effective implementation of the Pan London Policy at a local level.
  - Support and guide communities and organisations to ensure that the circumstances in which neglect and abuse occur in LBRuT are actively identified and prevented, thereby promoting the welfare and interests of vulnerable adults.
  - Develop a robust overarching strategy for Safeguarding in LBRuT, within which all agencies set their own strategic and operational policy.
  - Raise awareness, knowledge and understanding of abuse and neglect in order that communities and organisations know how to respond in an effective, coherent and timely way when safeguarding issues arise.
  - Engage and encourage dialogue with intra and inter borough partnerships to achieve shared responsibility for the safety and welfare of all adults resulting in an effective response to the vulnerable adult.
  - Ensure coordinated and timely operational processes, for identifying and investigating any incidents of abuse and protect vulnerable people.
  - Ensure that vulnerable adults who use services that fall within the remit of the Board are safe and their care and treatment is appropriate to their needs.
  - Ensure that each organisation has systems in place that evidence that they discharge their functions in ways that safeguard vulnerable adults.
  - Work together as a Board to learn and share lessons learnt from national and local experience and research and to promote best practice by ensuring that such learning is acted upon.
  - Develop systems to audit and evaluate the impact and quality of safeguarding work to aid continuous improvement of interagency practice, including lessons learned from practice.
  - Develop and maintain a strong and evolving network of stakeholders including vulnerable adults, their carers and advocates.
  - Undertake Safeguarding Adult Reviews (SAR) in accordance with the Care Act and the Borough's own SAR Policy.

3.2 In order to achieve these objectives, organisations and agencies agree to:

- Work together for the prevention, identification, investigation and treatment of alleged suspected or confirmed abuse of vulnerable adults.
- Ensure that vulnerable adults have the same rights as others in the prosecution of criminal offences and pursuit of civil remedies.
- Develop and implement policies and procedures within a multi-agency framework to protect vulnerable adults.

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#### **4. MEMBERSHIP**

##### ***Who will attend***

4.1 The core membership of The Board will be:

- Independent Chair
- Executive Council Member of Adults Services and Health
- Director of Adult & Community Services (Richmond Council)
- Assistant Director of Adult and Community Services (Richmond Council)
- Head of Adult Safeguarding (Richmond Council)
- Head of Performance & Quality Assurance (Richmond Council)
- Borough Commander or their assigned representative (Metropolitan Police)
- Director of Quality and Clinical Excellence (Hounslow and Richmond Community NHS Trust)
- Chief Nurse (Richmond Clinical Commissioning Group)
- Borough Service Director (South West London and St. George's Mental Health NHS Trust)
- Deputy Director of Nursing (Kingston Hospital Trust)
- Board Lead for Clinical Services (Your Healthcare)
- Borough Commander, Richmond (London Fire Brigade)
- Community Safety Manager (Richmond Borough, Community Safety Partnership)
- Health & Partnerships Manager (Richmond Council for Voluntary Service)
- Assistant Chief Officer (Probation Service, Kingston & Richmond LDU)
- West Middlesex Hospital (Director of Quality Improvement)
- Assistant Director (Achieving for Children)

The Care Quality Commission will have representation on the Board though this will be in an observational, non-voting capacity only.

4.2 Appendix 2, "Statement of Commitment", sets out the role, function and responsibilities of being a Board Member. All Board members will be expected to sign and abide by a Confidentiality Statement, where this is relevant (see below).

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- 4.3 **Constituent Agencies:** Partner organisations will recognise the importance of securing effective leadership by nominating persons who are of seniority to be Board members, acting on their behalf.
- 4.4 **Co-opted members:** As determined and required by the Board, it may co-opt other members as necessary. This could include:
- Senior lead for Safeguarding, and Safeguarding Co-ordinator to support the work of the board (NB these posts are under review and development).
  - Chairs and nominated members of the Partnership working groups, and other subgroups of The Board.
  - Secretariat support for The Board, to be provided by the Adult and Community Services Directorate, LBRuT
  - Named officers, speakers, and organisations relevant to achieving the key priorities of the Board.

All attendees will be invited in a consultative capacity.

- 4.5 **Observers:** Subject to the approval of the Independent Chair, the Board may agree to observers being in attendance.
- 4.6 **Chair and Vice-Chair:** The Director of Adult Social Services retains the statutory responsibility Adult Safeguarding. The Board will appoint an Independent Person as Chair, who will act with impartiality. The person appointed will occupy the 'office' for two years. A Vice Chair will be agreed as necessary.
- 4.7 Training for Board Members will be arranged as needed and a Welcome Pack provided for all new Members.
- 4.8 Members of the Board's Sub Groups (see below) will be drawn from a wider group of relevant people and agencies.
- 4.9 If a nominated Member (Board or Sub Group) is unable to attend any meeting of the Board or sub group, they will ensure a nominated deputy attends on their behalf who is able to act with authority on behalf of the constituent agency, and is suitably briefed on the items under discussion.

## **5. BOARD AGENDA, WORKPLAN AND GOVERNANCE**

- 5.1 The Board will have a clear work plan as required by the Care Act 2014. Each year's agreed activity will be agreed in advance of 1<sup>st</sup> April each year.
- 5.2 The Board will meet at least 4 times a year, but there will be at least one additional "away day" session to plan for the forthcoming year's work

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- 5.3 The agenda will be constituted in such a way that it provides opportunities for discussion and decision. Meetings will:
- Enable progress reporting on the Board's work and workplan
  - Enable discussion on key issues of note;
  - Enable updates on local, regional and national developments;
  - Allow opportunities for partners and Board members to raise issue of note or bring relevant safeguarding information about their agency;
  - Allows opportunities to provide information or discuss significant safeguarding matters of local interest or importance;
  - Does whatever is required through planned agenda items to deliver on its statutory responsibility
- 5.4 Where appropriate the agenda will allow for a specific section for confidential discussion where personal or identifying information should be protected.
- 5.5 The agenda will be published 5 working days in advance of the meeting; the minutes will be available no later than 3 weeks after the meeting. These will be publically available. The only exception is where a confidential discussion takes place on matters related to named or specific individuals or specific care and support arrangements. The Independent Chair has the discretion to determine which parts remain confidential. All people present in this discussion must have pre-signed a Confidentiality Statement
- 5.6 The Independent Chair will ensure a clear workplan is set out for the Board, and be responsible for ensuring that an Annual Report of the Board's progress, as set out in the Care Act 2014 is prepared as soon as possible at following the end of the municipal year in April. The annual report shall be published on the Council's website.
- 5.7 It is the responsibility of all partner agencies to present the Annual Report to their respective senior management teams and constituted decision making bodies within 3 months of the report publication.
- 5.8 The Board will report to the Health and Wellbeing Board on, at least an annual basis. It will also report to the Council's Overview and Scrutiny Committee.
- 6. RELATIONSHIP TO OTHER BOARDS**  
***How the Board and other groups and forums link up***

- 6.1 The Board will ensure that there are appropriate representatives on the following boards and forums to represent and champion safeguarding:

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- Richmond Health and Wellbeing Board
  - Richmond Community Safety Partnership Group
  - Richmond Clinical Commissioning Group, Governing Body
  - Richmond Local Safeguarding Children's Board
  - Richmond Domestic Abuse Forum
  - MAPPA & MARAC
  - Richmond Learning Disability Partnership Board.

6.2 It is the role of representatives to identify matters significant to the achievement of local safeguarding developments, represent the views and priorities of the Board, and report back milestones and outcomes.

## **7. BOARD SUBGROUPS AND REFERENCE GROUPS**

7.1 Most of the Board's work will be carried out through a network of sub groups. Sub groups may be regular 'standing groups' or short term 'task and finish groups'

7.2 The following shall be established as subgroups groups of The Board, with the Independent Chair and membership recommended by The Board (and may be redefined as necessary by the Board):

- Learning and Development
- Communications and awareness
- Policy
- Performance
- Safeguarding Adult Review

7.3 The subgroups will be accountable to the Board. They will propose their own Terms of Reference and the Board will agree these. Work undertaken will be commissioned by the Board and progress against targets set and outcomes identified will be reported to the Board. The role of the groups will include:

- To consider new practice, policy and procedural issues and to propose and initiate appropriate action plans to address those issues.
- To analyse data and compile and present to the Board a quarterly quantitative and qualitative performance report.
- To consider the resource implications of safeguarding and make recommendations to the board.

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- To undertake specific tasks on policy, procedure and practice matters as necessary.
  - To evaluate information presented through statistics, user surveys, inspections, peer reviews etc. and propose alterations to policies, procedures and practice to the Board for approval.
  - To monitor the effectiveness of public information and communication regarding adult protection and to find ways of communicating to all.
  - To monitor the effectiveness of training in increasing awareness, and in improving the effectiveness of protection planning and safeguarding interventions.
  - To seek and collate the views of user and care stakeholders to inform best practice.
- 7.4 In addition, the Board will establish a reference groups for the purpose of capturing feedback from key stakeholders and informing developments.

Appendix 2 - Statement of Commitment

Appendix 3 – Confidentiality Statement

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## APPENDIX 2 - STATEMENT OF COMMITMENT

Each member of The Board gives a commitment to the following:

### Representation

- Represent an agency, organisation or representative group of people with full authority.
- In doing so to raise issues on their behalf, contribute to discussion and debate and ensure a dissemination of information back to that representative group, agency or organisation.
- To ensure that the representative group, agency or organisation they represent engages with the Safeguarding and Adult Protection agenda and embeds safe practice in their organisation, agency or representative group ensuring positive leadership and stewardship of the issues.

### Values

- Upholds the values statement of the Board as set out in the Terms of Reference, ensuring that vulnerable adults are protected from abuse, working with partners to safeguard them through strategic leadership within the representative group, agency or organisation they represent.

### Attendance

- To attend every Board meeting or to arrange for a suitable representative to act on their behalf (and who is able to act with full authority) at any meeting they are unable to attend.

### Developments and Work Programme

- To be involved in developments and where necessary contribute to the subgroups of The Board so there is a diverse and richness of input to the work and outputs from The Board.

### Annual Report

- Make a contribution, as necessary, to the Board's Annual Report

<b>SIGNED:</b>	
<b>PRINT NAME:</b>	
<b>REPRESENTING:</b>	
<b>DATE:</b>	

**APPENDIX 3 - CONFIDENTIALITY STATEMENT**

1. The Board is convened in accordance with Section 43 The Care Act 2014. The Board operates to this statutory duty and to related statutory guidance, national and local policy and related best practice.
2. The Board will conform to equal opportunities and anti-discriminatory criteria.
3. All people attending must respect the confidentiality of the issues discussed and in particular where case examples are discussed: these issues are confidential and should not be disclosed to other people without the expressed permission of the Independent Chair.
4. It is noted that for wider learning, information discussed at The Board does need to be shared within the wider community but this must always be done retaining anonymity in relation to named individuals, services or agencies. Where Board members are uncertain as to what can be shared this needs to be determined at The Board and agreed as part of the minutes.
5. It is recognised that, where there are issues relating to clinical and professional accountability, then individual Board members may need to raise this within the agency they represent. It is expected that where this situation arises it will be raised and agreed by the Board as part of the business of that meeting.
6. All Board members are required to uphold both the Statement of Commitment and Confidentiality Statement

<b>SIGNED:</b>	
<b>PRINT NAME:</b>	
<b>REPRESENTING:</b>	
<b>DATE:</b>	