

Kirklees  
**Safeguarding Adults**  
Board



**Partners in  
preventing  
abuse and  
neglect**

**Strategic Plan  
2025 - 2027**

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## Introducing our Strategic Plan

The partnership has been examining both its role and function as well as exploring its focus for the next few years. I am really excited to introduce the strategy for the Safeguarding Adults Board Partnership for 2025.

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

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

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

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

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

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

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

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

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

Yours sincerely,



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

## **Background**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **Kirklees**

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

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

- the impact of poverty and housing on health and wellbeing
- tackling inequalities and promoting inclusion
- recognising, understanding and working with the distinct communities that make up Kirklees
- working with communities and individuals and enabling more people to directly shape their local place, rather than just doing things to or for them
- the potential of digital technology for improving health and wellbeing

Local authorities and Integrated Care Boards have a responsibility to develop Joint Strategic Needs Assessments (JSNAs) and Joint Health and Wellbeing Strategies (JHWSs), on behalf of the Health and Wellbeing Board.

By utilising inter-relationships with the Kirklees Health and Wellbeing Board, and the Kirklees Communities Board, KSAB is able to work in an informed way that responds to Kirklees Council's [Health and Wellbeing Strategy \(KHWS\)](#).

The Kirklees Health and Wellbeing Strategy (KHWS) 2022-2027 sets out the vision, values, ways of working and priorities for action the Kirklees Partnership will be focusing on to improve the health and wellbeing of people of all ages who live, work or study in Kirklees.

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

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

We work to the recognised six safeguarding principles:

### **1. Empowerment**

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

### **2. Prevention**

It is better to take action before harms occurs

### **3. Proportionality**

The least intrusive response appropriate to the risk presented

### **4. Protection**

Support and representation for those in greatest need

### **5. Partnership**

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

### **6. Accountability**

Accountability and transparency in safeguarding practice.

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

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

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

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

## **Making Safeguarding Personal**

Making Safeguarding Personal (MSP) encourages Local Authorities 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 member and partner agencies.

## **The Care Act specifies three core duties, which underpin our work. We are required to:**

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

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

### **1. Leadership**

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

### **2. Protection**

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

### **3. Prevention**

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

### **4. Learning**

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

**5. Assurance**

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

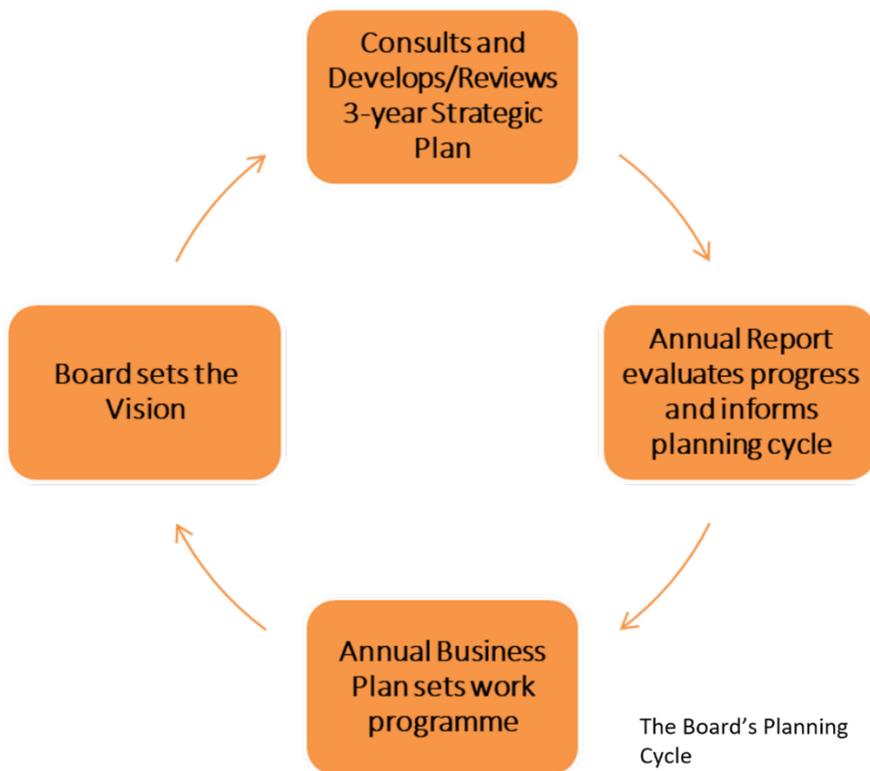
Whilst this strategic plan lays out our medium term vision and the steps needed to deliver the vision, it is equally important that we produce and publish our annual report. This will enable us to measure our progress and to update the strategic plan in the light of experience.

The annual report will therefore set out:

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

**The Board's Planning Cycle**

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



As we roll the plan forward annually, we will continue to involve 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 (Kirklees Safeguarding Children Partnership, Kirklees Communities Board, Kirklees Domestic Abuse Board and Kirklees Health and Wellbeing Board).

## **Governance arrangements**

Effective governance and accountability for the work of the Board is achieved through its formal relationship with the Local Authority Chief Executive, 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: 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. \*A SAR Panel is convened only when a Safeguarding Adult Review is commissioned.

As a strategic partnership, striving to make our vision a reality, it is essential 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:

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

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

These will include:

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

## **Delivering the Work Programme**

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

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

### **Partnership Enablers**

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

Quality & Performance (Q&P)

Safeguarding Adult Review (SAR)

Learning & Development (L&D)

## **Resourcing**

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

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

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

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

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

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

**Our vision**  
Why are we here?

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

**Our values**  
6 Safeguarding Principles

**Empowerment**   **Prevention**   **Proportionality**   **Protection**   **Partnership**   **Accountability**

**Purpose**  
What do we want to achieve?

**Supporting adults to make safer choices within their chosen lifestyle**   **Work together to take steps to prevent or stop abuse and neglect**   **Confident workforce able to respond to safeguarding matters**   **Promoting the Public as a key partner**

**Approach**  
What are the key principles for delivery?

**Priority 1 Leadership**   **Priority 2 Protection**   **Priority 3 Prevention**   **Priority 4 Learning**   **Priority 5 Assurance**

**Partnership Enablers**  
How will the partnership support safeguarding?

**By working collaboratively with mutual accountability through the Board subgroups:  
Quality & Performance (Q&P)  
Safeguarding Adult Review (SAR)  
Learning & Development (L&D)**

# KSAB Shared Priority Objectives

2025-26

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

## 1. Transitions

There is an inherent risk in every transition that service users make. This includes between services, and in moving to significant age groups, babies to infants, to adolescents, to adults, to older adults. It also includes transitions across geographical areas, for those already known to services, for those people and families entering the country, and for those moving areas because of vulnerabilities.

All of these transitions impact both on individuals and on their families and peer groups.

### What will we do?

We will begin to bridge the gap and ease transitions between service provision. We will actively encourage a greater degree of overlap in services and a continued effort to maintain shared understanding and communication across identified gaps.

### How will we do it?

Further work could be focused on the family of service users to further support them and protect them from risks and non-engagement, during transition.

We will actively seek opportunities to work collaboratively with multi-agency partners and map those areas of high risk where inter agency communication fails to bridge the gap during any transition. We will examine if there are themes or commonalities within those high-risk areas which can inform any future work required.

### How will we measure it?

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

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

## 2. Domestic abuse

### What will we do?

We need to look more at thematic learning, putting the statutory responsibility to one side we need to focus on the presenting need and how best this could be met, whether this is responding to a child in need, section 42 referral or domestic abuse incident. Taking a step back and looking at a whole family approach – if an adult is mistreated; are there children who are also mistreated, what approach would be tailored to meet the needs of both and reduce the risk. In order to receive Safeguarding support, clients need to meet a threshold to

take them into procedures but if they don't meet criteria threshold, it gets missed. We therefore need to ensure there are earlier touch points and recognition of repeated access requests to respond appropriately.

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

We will continue to strengthen and align priorities with other strategic boards and partnerships. Kirklees Safeguarding Children Partnership (KSCP) and Kirklees Communities Board which includes Kirklees Domestic Abuse Board attend the Kirklees Safeguarding Adults Board Strategic Delivery Group. Executive Summaries from KSCP and Communities Board are provided to Board. Agreeing areas of joint working reduces duplication and provides a streamlined approach to protecting adults across Kirklees.

We will evaluate the existing and upcoming domestic abuse training and learning programmes to identify additional resources required for supporting adults with care and support needs under the Care Act. We will closely link in with Kirklees Domestic Abuse Board to assess any duplication of resources, or opportunities for sharing learning.

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

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

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

We will use Board resources i.e. subgroups, challenge event, network events, etc, triangulating information across these to react and adapt to presenting work-based and social challenges.

## **3. Work with Families and households including homelessness**

A number of recent Safeguarding Adult Reviews have resulted in recommendations for more joined up service approaches to working with families and at addresses where collectively we are aware of one or more individuals who require support.

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

There is a need to identify a process and a governance of such approaches and shared accountabilities for an intervention.

The partnership of services will need to examine what is appropriate for Kirklees.

It was discussed that we need to look more at thematic learning, putting the statutory responsibility to one side we need to focus on the presenting need and how best this could be met, whether this is responding to a child in need, section 42 referral or domestic abuse incident. Taking a step back and looking at a whole family approach – if an adult is mistreated; are there children who are also mistreated, what approach would be tailored to meet the needs of both and reduce the risk.

Workstreams will be strengthened to include the Ministerial recommendations and organisations will be requested to report in on activity around rough sleepers through our quality and performance subgroup.

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

In order to receive Safeguarding support, clients need to meet a threshold to take them into procedures but if they don't meet criteria threshold, it gets missed. We therefore need to ensure there are earlier touch points and recognition of repeated access requests to respond appropriately.

Engaging with our partners, we will Investigate ways of identifying those at risk of harm but who do not meet the threshold for intervention, in order to discover where those potential gaps occur which may inform how agencies manage any interactions.

The KSAB Service managers will join the Homelessness forum to ensure some connectivity between operation activities and strategic plans.

The KSAB Multi-agency Learning & Development Offer is updated annually so consideration of what support the workforce requires to strengthen working with rough sleepers and responding appropriately will be included.

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

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

Some of the areas we can measure include:

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

## **4. Communities, their safeguarding inequality, language, engagement and communication.**

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

In earlier reports the partnership has indicated that more effort should be made to access the resource within Kirklees Communities to better safeguard adults at risk within them. It was agreed that the "Inclusive Communities Framework" can assist with this direction of future service effort and should act as a springboard for further strategies involving the public.

Whilst there are existing work programmes involving the communities, it was generally accepted that there are significant and as yet untapped areas of support. This approach could alleviate levels of risk to our vulnerable citizens, reducing the pressure on the front door of services, and also supporting the transition of service users progressing off caseloads and exiting services.

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

We will look at the existing Third Sector Community Champion model to seek opportunities to adapt or link in with an established and trusted group of local people who will be supported to raise awareness within communities of individuals or families who may be at risk of abuse or neglect under the Care Act.

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

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

Some of the areas we can measure include:

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

## **5. Dealing with resource reduction/capacity reduction**

It was generally recognised that all services were facing a significant resource challenge following the pandemic, and there were many significant restructures and service reduction expected across the partnership. It was clearly accepted that the needs of the communities would still require public sector support and intervention. The challenge expected however will be unprecedented and new ways of working will be required to continue the level of support required.

We are committed to our robust partnership in Kirklees and will continue to collaborate in exploring innovative and efficient methods to achieve our objectives. By thinking creatively and working more intelligently, we aim to deliver effective outcomes for the residents of Kirklees, all while ensuring the sustainability of our resources.