

Lewisham
Safeguarding Adults Board

A working partnership to prevent abuse



**Partnership Compact and
Strategic Business Plan 2019-2020**

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1. Introduction

This document describes how organisations and their representatives on the Lewisham Safeguarding Adults Board (LSAB) will work together in partnership to safeguard the residents of Lewisham in 2019-20. It is based on the statutory functions of Safeguarding Adults Boards as set out in the Care and Support Statutory Guidance, issued and updated from time to time by the Department of Health and Social Care.

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.

1.1 The aims of adult safeguarding:

- stop abuse or neglect wherever possible;
- prevent harm and reduce the risk of abuse or neglect to adults with care and support needs;
- safeguard adults in a way that supports them in making choices and having control about how they want to live;
- promote an approach that concentrates on improving life for the adults concerned;
- raise public awareness so that communities as a whole, alongside professionals, play their part in preventing, identifying and responding to abuse and neglect;
- provide information and support in accessible ways to help people understand the different types of abuse, how to stay safe and what to do to raise a concern about the safety or well-being of an adult; and
- then address what has caused the abuse or neglect.

1.2 Six key principles underpin all adult safeguarding work:

- 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.

1.3 Safeguarding duty: (this applies to an adult 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.

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2. What is abuse and / or neglect?

The criteria set out in section 1.3 above need to be met before the issue is considered as a concern under the statutory safeguarding duty. Exploitation is a common theme in the following list of the types of abuse and neglect.

- **Physical abuse:** including assault, hitting, slapping, pushing, misuse of medication, restraint or inappropriate physical sanctions.
- **Domestic violence:** including psychological, physical, sexual, financial, emotional abuse; so called 'honour' based violence.
- **Sexual abuse:** including rape, indecent exposure, sexual harassment, inappropriate looking or touching, sexual teasing or innuendo, sexual photography, subjection to pornography or witnessing sexual acts, indecent exposure and sexual assault or sexual acts to which the adult has not consented or was pressured into consenting.
- **Psychological abuse:** including emotional abuse, threats of harm or abandonment, deprivation of contact, humiliation, blaming, controlling, intimidation, coercion, harassment, verbal abuse, cyber bullying, isolation or unreasonable and unjustified withdrawal of services or supportive networks.
- **Financial or material abuse:** including theft, fraud, internet scamming, coercion in relation to an adult's financial affairs or arrangements, including in connection with wills, property, inheritance or financial transactions, or the misuse or misappropriation of property, possessions or benefits.
- **Modern slavery:** encompasses slavery, human trafficking, forced labour and domestic servitude. Traffickers and slave masters use whatever means they have at their disposal to coerce, deceive and force individuals into a life of abuse, servitude and inhumane treatment.
- **Discriminatory abuse:** including forms of harassment, slurs or similar treatment; because of race, gender and gender identity, age, disability, sexual orientation or religion (including Hate Crimes).
- **Organisational abuse:** including neglect and poor care practice within an institution or specific care setting such as a hospital or care home, for example, or in relation to care provided in one's own home. This may range from one off incidents to on-going ill-treatment. It can be through neglect or poor professional practice as a result of the structure, policies, processes and practices within an organisation.
- **Neglect and acts of omission:** including ignoring medical, emotional or physical care needs, failure to provide access to appropriate health, care and support or educational services, the withholding of the necessities of life, such as medication, adequate nutrition and heating.
- **Self-neglect:** this covers a wide range of behaviour neglecting to care for one's personal hygiene, health or surroundings and includes behaviour such as hoarding.

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3. The statutory functions of Safeguarding Adults Boards

As set out in Care and Support Statutory Guidance, issued by the Department of Health and Social Care, each Safeguarding Adults Board should:

- identify the role, responsibility, authority and accountability with regard to the action each agency and professional group should take to ensure the protection of adults;
- establish ways of analysing and interrogating data on safeguarding notifications that increase the SAB's understanding of prevalence of abuse and neglect locally that builds up a picture over time;
- establish how it will hold partners to account and gain assurance of the effectiveness of its arrangements;
- determine its arrangements for peer review and self-audit;
- establish mechanisms for developing policies and strategies for protecting adults which should be formulated, not only in collaboration and consultation with all relevant agencies but also take account of the views of adults who have needs for care and support, their families, advocates and carer representatives;
- develop preventative strategies that aim to reduce instances of abuse and neglect in its area;
- identify types of circumstances giving grounds for concern and when they should be considered as a referral to the local authority as an enquiry;
- formulate guidance about the arrangements for managing adult safeguarding, and dealing with complaints, grievances and professional and administrative malpractice in relation to safeguarding adults (which includes whistleblowing: see 5.4.3 to 5.4.7 of the London Multi-Agency Adult Safeguarding Policy and Procedures);
<http://londonadass.org.uk/wp-content/uploads/2019/05/2019.04.23-Review-of-the-Multi-Agency-Adult-Safeguarding-policy-and-procedures-final-.pdf>
- develop strategies to deal with the impact of issues of race, ethnicity, religion, gender and gender orientation, sexual orientation, age, disadvantage and disability on abuse and neglect;
- balance the requirements of confidentiality with the consideration that, to protect adults, it may be necessary to share information on a 'need-to-know basis';
- identify mechanisms for monitoring and reviewing the implementation and impact of policy and training;
- carry out Safeguarding Adult Reviews;
- produce a Strategic Plan and an Annual Report;
- evidence how SAB members have challenged one another and held other boards to account; and,
- promote multi-agency training and consider any specialist training that may be required; including considering any scope to jointly commission some training with other partnerships, such as the Lewisham Safeguarding Children's Partnership Board.

The Strategic Business Plan for 2019-20 (page 11) sets out how the LSAB partner agencies will collectively prioritise and deliver these functions over the next 12 months.

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4. Lewisham Safeguarding Adults Board (LSAB) Terms of Reference

The LSAB works to prevent harm or neglect and to help those harmed by leading on and facilitating the following safeguarding adult activities for the borough:

- **Strategic planning:** activities such as consultation, setting goals and objectives, action planning and prioritisation, securing resources, tracking and review of implementation and goal achievement for safeguarding strategy. In addition the LSAB will influence and link to strategic planning and commissioning across the partnership to advise and scrutinise in relation to safeguarding adults.
- **Setting standards and guidance:** activities such as setting standards to be achieved, developing policies and procedural guidance to guide practice towards those standards. Monitoring and auditing the implementation of these policies and procedures.
- **Quality assurance:** lead and ensure activities such as monitoring, audit and review of practice, review of serious cases, incorporation of research and national guidance are undertaken as required. Conducting audits to ensure the effectiveness of what is done by agencies individually and collectively to safeguard and promote the welfare of adults at risk. Commissioning Safeguarding Adult Reviews and / or other reviews of incidents or organisations when an adult dies or is seriously harmed and abuse or neglect is suspected or proven.
- **Promoting participation:** by people who use services and carers in safeguarding practice. Promoting awareness and action in the wider community.
- **Awareness raising & publicity:** activities such as public awareness campaigns, targeted publicity and educational strategies, raising awareness within services.
- **Capacity building and training:** activities such as training and workforce development.
- **Relationship management:** activities such as the negotiation and clarification of interagency roles and contributions, member agency compliance, troubleshooting and resolution of difficulties, liaison with wider partnerships and related areas of practice. In addition, undertake work as appropriate with the Lewisham Safeguarding Children's Partnership Board, Safer Lewisham Partnership and Lewisham Health and Wellbeing Board to ensure that policy and procedures, training and all other activities are co-ordinated and coherent.

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4.1 Care and Support Statutory Guidance

Members of a SAB are expected to consider what assistance they can provide in supporting the Board in its work. This might be through payment to the local authority or to a joint fund established by the local authority to provide, for example, secretariat functions for the Board. Members might also support the work of the SAB by providing administrative help, premises for meetings or holding training sessions. It is in all core partners' interests to have an effective SAB that is resourced adequately to carry out its functions.

Members who attend in a professional and managerial capacity should be:

- able to present issues clearly in writing and in person;
- experienced in the work of their organisation;
- knowledgeable about the local area and population;
- have a thorough understanding of abuse and neglect and its impact;
- understand the pressures facing front line practitioners;
- able to explain their organisation's priorities;
- able to promote the aims of the SAB; and,
- able to commit their organisation to agreed actions*.

** While board members representing their organisations are expected to have the authority to commit their organisation to agreed actions, those board members representing Sub-Groups or non-service provider organisations may not have the relevant authority. In their case their role is to liaise between the Board and the Sub-Group and take back to their own organisations any proposals or recommendations for action.*

Each member of SAB must co-operate and contribute to the carrying out of a Safeguarding Adults Review (SAR) with a view to:

- a) identifying lessons to be learnt from the adult's case, and
- b) applying those lessons to future cases.

4.2 The responsibilities of members of the LSAB

The Lewisham Safeguarding Adults Board has an Independent Chair and Deputy Chair from one of the Board's partner agencies.

The LSAB expects board members to:

- develop and maintain effective working arrangements based on trust and mutual understanding;
- be an active partner in safeguarding and promoting the welfare of adults at risk of harm or neglect;
- contribute to the LSAB financially or by providing staff for particular tasks;
- collate and provide management information as required by the LSAB and contribute to quality assurance arrangements;
- share information to safeguard adults in line with agreed information sharing arrangements;
- commit to the work of the Board by undertaking allocated tasks or sourcing the appropriate support from within their agency to undertake the work and contributing to discussions;

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- identify and support staff to participate in the interagency activities of the LSAB through their active membership of the Sub-Groups and / or Task & Finish Groups, and to progress of the work of the Board between meetings;
- ensure that the policies, procedures and guidance from the LSAB are disseminated and acted upon in an effective way within their own organisations;
- ensure that communications are cascaded through organisations, services and to front-line staff as appropriate;
- represent the LSAB and its activities within their own organisation and within any groups they represent on the Board;
- report difficulties with own organisation and between organisations to the LSAB and work with partners to find effective solutions.

4.3 Organisations represented on the LSAB

- Healthwatch Lewisham
- Lewisham & Greenwich NHS Trust
- Lewisham Adult Social Care
- Lewisham Children & Young People's services
- Lewisham Safeguarding Children's Partnership Board
- Lewisham Homes
- Lewisham Joint Commissioning Group
- Lewisham Public Health
- Lewisham Public Protection and Safety
- Lewisham Strategic Housing Services
- London Ambulance Services
- London Community Rehabilitation Company
- London Fire Brigade
- Metropolitan Police Lewisham
- National Probation Service, Lewisham and Southwark
- NHS England
- NHS Lewisham Clinical Commissioning Group
- South London & Maudsley NHS Foundation trust
- Voluntary Action Lewisham

There will also be representatives from partner agencies on Sub-Groups.

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4.4 Governance and accountability

- The LSAB is responsible for ensuring organisations are meeting their safeguarding obligations effectively, and will hold them to account if they are not.
- As individuals, Board members are accountable to their own agencies but the Board as a whole will be accountable to the Department of Health and Social Care, and provides reports locally to the Health and Wellbeing Board and the Healthier Communities Select Committee. Its work may be scrutinised periodically by the Overview and Scrutiny Committee and is liable to be inspected at any time by the Care Quality Commission (CQC).
- The Board, through the independent chair, is accountable to the Chief Executive of the Local Authority, the Chief Executive of the CCG and the BCU Commander of Police.
- These Executive Group of agencies may periodically meet to discuss the strategic direction of the Board, and additionally invite the London Fire Brigade Borough Commander, Chief Executive of Lewisham & Greenwich NHS Trust, and Chief Executive of the South London & Maudsley NHS Foundation Trust to join this group.

4.5 Equality and fairness

- The LSAB operates on the basis of principles which actively value the benefits of diversity and which ensure fair treatment in service delivery. This will include both equal access to and outcomes from local service delivery.
- The LSAB will seek, so far as it is practicable, to ensure equality of representation and participation in the local democratic process of which it is a part.
- The LSAB will, through its composition and ways of working, seek to inform, support, involve and give a voice to all sections of the local communities it serves, with particular emphasis on the inclusion of black, Asian and minority ethnic groups, faith communities and those living with a disability. It will seek to ensure an appropriate gender balance in its membership, so far as this is practicable.

4.6 Dispute resolution between LSAB Members – escalation policy

- As far as possible any disagreements or breaches should be resolved by negotiation and discussion between those involved.
- In circumstances where the matters cannot be resolved directly between agencies, the issue should be referred to the Executive Group in writing via the Chair of the LSAB. The group will consider whether it is necessary to establish a panel consisting of no less than three members from constituent organisations, who have no direct involvement in the matter. Appropriate representation from LSAB member(s) of the agencies involved in the dispute will then be invited to attend a resolution meeting. A formal agreement to resolve the dispute will be recorded and sent to the organisations involved for reference.

4.7 Conflicts of interest

Whenever a representative has a conflict of interest in a matter to be decided upon, the representative concerned shall declare such interest at or before discussions begin on the matter. The Chair shall record the interest in the minutes of the meeting and that representative shall take no part in the decision making process.

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5. The operational structure of the Lewisham Safeguarding Adults Board

5.1 The frequency of LSAB meetings

The Board meets four times a year. Board meeting dates will be set as far in advance as possible to ensure availability of all board members.

5.2 LSAB Sub-Groups

LSAB work activities are designed to achieve results in the most effective and efficient ways. This may include formal Sub-Groups meeting on a planned regular basis or through smaller specific Task and Finish Groups, workshops or other consultative events. This may include electronic consultation methods.

Each Sub-Group have their own Terms of Reference (Appendices 5-7), are responsible for delivering specific LSAB Strategic Objectives, and may commission Task and Finish Groups to deliver specific pieces of work linked to these objectives. Members of these groups must understand the remit of the LSAB; that they are assisting the LSAB to meet its objectives; and have the capacity to undertake work for the Board.

Membership of these groups will reflect a range of agencies across Lewisham. They may also include individuals with specialist knowledge or the ability to add value to achieving and implementing planned objectives.

Members are expected to attend meetings; contribute to discussions and activities of the Sub-Group. They may be required to undertake agreed specific tasks, delivering these in a timely way, alerting the Sub-Group Chair or other identified lead officer in advance of any deadlines being missed.

The Housing Sub-Group only currently focusses on adult safeguarding related issues. This is currently being assessed with a view to being jointly supported and connected to the Safer Lewisham Partnership and Lewisham Safeguarding Children's Partnership Board.



5.3 Attendance

Individuals identified as Board, Sub-Group and / or Task and Finish Group members are expected to regularly attend meetings. Where there is unavoidable absence, all organisations should ensure that there is a suitable substitute representative from their agency.

Attendance records of the Board and any Sub-Groups will be reported to the Board annually.

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5.4 Administrative arrangements for the LSAB

The draft agenda will be sent to Board Members for approval/late item requests 15 working days before the meeting. Board members will have five working days to respond. Requests to alter the agenda after this deadline will not be accepted.

The agenda and associated papers for each Board meeting are issued no later than five working days before the meeting by the LSAB Administrator.

Papers for the next meeting must be submitted to the LSAB Administrator at least 10 working days before the meeting. Only papers submitted before this deadline will be dealt with by the LSAB Administrator and included in the documents circulated with the agenda. Any documents missing the deadline must be circulated by the author/organisation and printed copies brought to the Board Meeting.

Minutes of LSAB Board meetings are taken by the LSAB Administrator and circulated within 15 working days of the meeting.

6. Review

These terms of reference will be reviewed as required in response to significant change in guidance, legislation or member organisations.

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Appendix 1: Strategic Business Plan 2019-20

Strategic Business Plan 2019-20



Priorities:

1. Prevent adult exploitation, abuse and neglect
2. Develop intelligence led, evidence based practice
3. Strengthen partnership working

Vision: To ensure adults are safeguarded by empowering and supporting them to make informed choices and decisions

Aims	Objectives
<p>Prevention: By April 2020 we will have made further progress in developing preventative strategies.</p>	<ol style="list-style-type: none"> 1. Develop and implement a Learning, Training & Development Strategy to continue to lead and shape the delivery of professional development activities across Board partner agencies and the wider Health & Social Care Sectors. 2. Conduct an audit of prevention focussed work to identify appropriate and proportionate actions that partners can implement to make a difference in preventing adult abuse and neglect. 3. Implement the Board’s Self-Neglect and Hoarding Multi-Agency Policy and Procedures, and support the delivery of the Lewisham Transition Strategy, Modern Slavery & Human Trafficking Protocol and local Hate Crime initiatives.
<p>Accountability: By April 2020 we will have established methods to effectively measure how well adults at risk of abuse and neglect are being protected, which will be used to develop evidence based practice.</p>	<ol style="list-style-type: none"> 1. Establish a Performance, Audit & Quality Sub-Group to create the necessary intelligence to measure the effectiveness and performance of local arrangements in protecting adults at risk of abuse and neglect. 2. Use information regarding emerging themes and trends to guide a review of self and peer audit processes, using this data to develop a focussed programme that helps agencies to better protect adults at risk of abuse and neglect. 3. Facilitate the development of system wide, inter-agency guidance that will establish best practice and improve the consistency of approach across the Borough in protecting adults at risk of abuse and neglect.
<p>Partnerships: By April 2020 we will have demonstrated our commitment to supporting the ‘whole family’ approach to safeguarding those most at risk of abuse and neglect in Lewisham.</p>	<ol style="list-style-type: none"> 1. Develop a Communication & Engagement Strategy that supports the involvement of service users in co-producing the work of the Board, and develops a ‘whole community approach’ that reinforces race, ethnicity, religion, gender and gender orientation, sexual orientation, age, disadvantage and disability (including Hate Crime) as key issues. 2. Create a Protocol between the two main safeguarding partnerships in the Borough, specifically outlining the joint work that will be undertaken in helping prevent Adverse Childhood Experiences and manage transitions to adulthood. 3. Continue to work with the Safer Lewisham Partnership and Voluntary Action Lewisham in building a safer community by expanding the network of Safeguarding Champions and developing a Safe Place Scheme in the Borough.

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Appendix 2: The Agency Agreement Form

This confirms that I or we (the signatories below) have read, understood and agree the terms of the Lewisham Safeguarding Adults Board Compact and Strategic Business Plan 2019-20 on behalf of:

(Insert name of organisation below)

The organisation I represent accepts the terms of this Compact and will support the delivery of the Strategic Business Plan until it is reviewed.

Signature:

Print name:

Job title:

Date:

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Appendix 3: Key Contacts

Position	Name	Contact Details
LSAB Independent Chair	Professor Michael Preston-Shoot	Michael.Preston-Shoot@lewisham.gov.uk
LSAB Business Manager	Martin Crow	Lewisham Safeguarding Adults Board 3 RD Floor, Laurence House Catford London SE6 4RU martin.crow@lewisham.gov.uk
LSAB Co-ordination and Development Officer	Vicki Williams	Lewisham Safeguarding Adults Board 3 RD Floor, Laurence House Catford London SE6 4RU Vicki.Williams@lewisham.gov.uk
LSAB Administrator	Tiana Mathurine	Lewisham Safeguarding Adults Board 3 RD Floor, Laurence House Catford London SE6 4RU Tiana.Mathurine@lewisham.gov.uk

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Appendix 4: SAB Assurance Role

The SAB must ensure it has arrangements that will enable it to carry out the duties and functions specified under the Care Act. It must have a clear, agreed understanding of the roles, responsibilities, authority and accountability of its member agencies and:

- suitable [governance arrangements](#) including an escalation process for when agreement cannot be reached between members;
- an effective [infrastructure](#);
- links to other boards and partnerships;
- adequate resources;
- opportunities for people with care and support needs and carers to contribute to and inform its work;
- person-centred, outcome-focused safeguarding arrangements and policies;
- ensure that there is awareness training for all health and social care staff and police who work directly with people with care and support needs;
- ensure that there is specialist training for all practitioners who have direct responsibilities for safeguarding work;
- evaluate effectiveness and impact of training;
- a system for agencies reporting to the board on the measures they have in place, how they are working and enable them to respond to challenge from the board;
- a prevention strategy specifying each agency's responsibilities;
- links with the wider community to inform it of and receive feedback on the work of the SAB;
- arrangements to monitor, evaluate and raise public awareness of adult abuse and neglect and how to respond;
- arrangements to provide advice and support to other organisations to improve their safeguarding mechanisms and activity;
- agreement and guidance on which types of Serious Incidents in the NHS are regularly reported to the SAB;
- produce Annual Reports, detailing what the SAB and its members have achieved, including how they have contributed to the board's objectives and what has been learned from and acted upon from the findings of Safeguarding Adults Reviews and other reviews and audits;
- ensure that partner organisations have arrangements for the quality assurance of the effectiveness of their safeguarding work;
- a communication strategy to manage, among other things, the SAB's contact with other parties including the broader community and the media.

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Appendix 5: Housing Sub-Group – Terms of Reference

Purpose of the Sub-Group

Members of the group will support the delivery of the Lewisham Safeguarding Adults Board's Strategic Business Plan, and help underpin the Board's priorities across the social housing sector:

- Prevent adult exploitation, abuse and neglect.
- Develop intelligence led, evidence based practice.
- Strengthen partnership working.

Strategic Aims 2019-2020:

Prevention

- Support the implementation of the Board's Learning, Training and Development Strategy.
- Ensure that staff induction includes an introduction to adult safeguarding; and that subsequently staff are trained to the appropriate level of safeguarding competency Receive briefings on safeguarding related issues and disseminate and promote these across organisations and networks.
- Support the implementation of local policies, procedures and protocols.

Accountability

- Consider and propose best practice for safeguarding in the housing sector.
- Consider proposals for multi-agency policies, protocols and guidance.
- Undertake relevant audits.
- Respond in an open and transparent way to any Section 42 Enquiries and undertake any delegated enquiry tasks.
- Receive and advise the Board regarding areas of concern in the Borough.
- Take part in Safeguarding Adult Reviews involving your tenants/leaseholders and implement the recommendations from the review as applicable within your organisation.

Partnership

- Support the implementation of the Board's Communication and Engagement Strategy, including promoting awareness of safeguarding related issues amongst staff, contractors, tenants and leaseholders.
- Provide the LSAB with a perspective from both the housing organisation and the tenants' voice.
- Contribute to the development of the Safeguarding Champions Network and Safe Place Scheme.
- Support the completion of the Board's Annual Report and Strategic Business Plan.

Members of the Sub-Group

Any Social Housing Provider with property in the Borough has the right to request representation on the Housing Sub-Group. Strategic decisions will be made by the Chair to also invite agencies from the un-regulated housing sector, in conjunction with commissioning partners, to become members of the Sub-Group.

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Expected attendance

The organisational safeguarding lead and / or the local operational lead will be expected to attend or nominate a particular officer to attend regularly, with a named deputy who will substitute when they are not available.

Nominated members of the Sub-Group (or their deputies) will be expected to attend every Sub-Group unless there are exceptional circumstance which prevent this.

Virtual meetings

If the equipment becomes available to hold online meetings this will be considered to save members time as soon as it practicable.

Chair of the Sub-Group

The Chair and Deputy Chair of the Sub-Group will be elected by the votes of the members of the Sub-Group in an organised selection process.

The Chair and Deputy Chair will serve for a minimum of one year and maximum of three.

Representation on the main Lewisham Safeguarding Adults Board

The Chair (or Deputy Chair) will represent the Sub-Group on the Lewisham Safeguarding Adults Board.

Governance

To be quorate each meeting of the Sub-Group must have present:

- The Chair and / or Deputy Chair, acting as Chair; and,
- LSAB Manager and /or LSAB Co-ordination and Development Officer; and
- Representatives from at least five housing providers (including the Chair).

The Sub-Group will submit a report each year to the Board for inclusion in the Board's Annual Report.

These Terms of Reference will be reviewed in line with the Board's Strategic Business Planning processes.

If any disputes arise, that cannot be resolved by the Chair / Deputy Chair and LSAB Business Manager, this will be taken to the main board for resolution.

LSAB Business Team Representation at meetings

The LSAB Manager and / or Co-ordination & Development Officer will attend all meetings.

Frequency of meetings

The Sub-Group will meet quarterly. Meetings will be organised in liaison with the LSAB Team Administrator who will book meeting venues, issue invitations, circulate papers, facilitate and take notes of meetings.

Agenda for Sub-Group meetings

Any member of the group and the LSAB Manager can propose items for the agenda.

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The agenda for each meeting will be agreed between the Chair/Deputy Chair and the LSAB Manager, following consultation with group members.

A list of proposed topics for discussion will be kept by the LSAB Administrator.

The agenda will include items drawn from the Strategic Aims outlined previously, and may include:

- Guest speakers to present briefings.
- Feedback from the main board meetings.
- Updates from the LSAB Business Team including planned events and training.
- A specific Safeguarding topic for discussion.
- Learning from Safeguarding Adult Reviews to be taken back to member organisations.
- Planning for the Sub-Group.

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Appendix 6: Case Review (CR) Sub-Group – Terms of Reference

Purpose of the Sub-Group

Members of the group will support the delivery of the Lewisham Safeguarding Adults Board's Strategic Business Plan, and help underpin the Board's priorities across the Borough:

- Prevent adult exploitation, abuse and neglect.
- Develop intelligence led, evidence based practice.
- Strengthen partnership working.

Key functions

- To fulfil the statutory duty of the Board in respect of Section 44 of the Care Act 2014 and Safeguarding Adults Reviews (SAR's).
- To ensure that SARs are completed in line with national guidance and best practice, and to continuously develop and implement local SAR processes and procedures.
- To ensure that any lessons learnt from local, regional and, where appropriate, national SARs, other forms of review and operational issues (including the Serious Concerns Protocol) are disseminated to Board partner agencies.
- To agree and monitor the implementation of action plans resulting from SARs and other non-statutory reviews.
- To make recommendations to the Independent Chair on the conduct of SAR's, type of methodology and where responsibility rests for leadership, oversight and co-ordination of any chosen review process.

Key responsibilities

- To consider the wide range of circumstances that might give rise to a SAR Notification and decide the appropriate review methodology, dependent on the seriousness and complexity of the case.
- To consider other cases that may require a single or multi-agency management review.
- To receive serious incident reports, domestic homicide review reports and management reviews when it is considered that there may be lessons to be learned on the safeguarding of adults at risk of abuse or neglect.
- To achieve the timescales as determined within the Board's Safeguarding Adults Review procedures.
- Appoint an Independent Chairperson and members of a Review Panel, if necessary, draft the Terms of Reference, and appoint reviewers.
- Liaise with the LSAB Business Manager to agree how the Business Team will support the organisation, co-ordination and administration of any review.
- To monitor progress of the review and ensure compliance with timescales.
- To ensure that the reports from all reviews, together with a recommendation on action planning, are presented to the Board for approval.
- To implement an agreed process for disseminating learning from reviews and operational issues, including outcomes from the Serious Concerns Protocol.
- To ensure that the Board is advised about any changes in legislation that impact on the Safeguarding Adult Review process.

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Members of the Sub-Group

Membership of the Sub-Group will be largely drawn from the Board's statutory partner agencies, although other partner organisations may also be members if required.

Expected attendance

The designated Board member will be expected to attend or nominate a named deputy who will attend on their behalf.

Virtual meetings

If the equipment becomes available to hold online meetings this will be considered to save members time as soon as it practicable.

Chair of the Sub-Group

The Chair and Deputy Chair of the Sub-Group will be selected by the Lewisham Safeguarding Adults Board.

At Sub-Group meetings where any SAR being considered is linked to that partner's agency, then the Deputy Chair must take over the duties of the Chair.

The Chair and Deputy Chair will serve for a minimum of one year and maximum of three.

Representation on the main Lewisham Safeguarding Adults Board

The chair (and Deputy Chair) of the Sub-Group will already be members of the Lewisham Safeguarding Adults Board.

Governance

To be quorate each meeting of the Sub-Group must have present:

- The Chair and / or Deputy Chair, acting as Chair; and,
- LSAB Manager and /or LSAB Co-ordination and Development Officer; and
- Two other Board partner agencies.

The Sub-Group will submit a report each year to the Board for inclusion in the Board's Annual Report.

These Terms of Reference will be reviewed in line with the Board's Strategic Business Planning processes.

If any disputes arise, that cannot be resolved by the Chair / Deputy Chair and LSAB Business Manager, this will be taken to the main board for resolution.

LSAB Business Team Representation at meetings

The LSAB Manager and / or Co-ordination & Development Officer will attend all meetings.

Frequency of meetings

The Sub-Group will meet bi-monthly. Meetings will be organised in liaison with the LSAB Team Administrator who will book meeting venues, issue invitations, circulate papers, facilitate and take notes of meetings.

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Appendix 7: Performance, Audit and Quality (PAQ) Sub-Group – Terms of Reference

Purpose of the Sub-Group

Members of the group will support the delivery of the Lewisham Safeguarding Adults Board's Strategic Business Plan, and help underpin the Board's priorities across the Borough:

- Prevent adult exploitation, abuse and neglect.
- Develop intelligence led, evidence based practice.
- Strengthen partnership working.

Strategic Aims 2019-2020:

Prevention

- To ensure that there is appropriate oversight of the delivery of the Board's strategic leadership role to promote inter-agency co-operation, prevent the risk of abuse and neglect, and to improve outcomes for people who have been abused or neglected.
- Conduct an audit of prevention focussed work to identify appropriate and proportionate actions that partners can implement to make a difference in preventing adult abuse and neglect.
- Monitor the implementation of the Board's Self-Neglect and Hoarding Multi-Agency Policy and Procedures.

Accountability

- To agree a performance framework for collecting and reporting on key indicators for safeguarding activity across partner organisations, to inform the Board that agencies are fulfilling their responsibilities for safeguarding adults in line with agreed policies and procedures.
- To develop systems to audit and review safeguarding practice, to provide assurance to the Board that this is in line with agreed policies, procedures and guidance.
- To ensure systems are in place to receive feedback from service users and carers regarding their experience of statutory safeguarding processes, and that this is used to improve practice where appropriate.

Partnerships

- Support the ongoing development of the Board's Communication & Engagement Strategy by generating relevant safeguarding intelligence linked to race, ethnicity, religion, gender and gender orientation, sexual orientation, age, disadvantage (including homelessness) and disability.

Members of the Sub-Group

Membership of the Sub-Group will be from the Board's partner agencies, although expertise may be drawn from other relevant organisations to support the work of the Sub-Group.

Expected attendance

The designated Board member will be expected to attend or nominate a named deputy who will attend on their behalf.

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Virtual meetings

If the equipment becomes available to hold online meetings this will be considered to save members time as soon as it practicable.

Chair of the Sub-group

The Chair and Deputy Chair of the Sub-Group will be selected by the Lewisham Safeguarding Adults Board.

The Chair and Deputy Chair will serve for a minimum of one year and maximum of three.

Representation on the main Lewisham Safeguarding Adults Board

The Chair of the Sub-Group will already be a member of the Lewisham Safeguarding Adults Board.

Governance

To be quorate each meeting of the Sub-Group must have present:

- The Chair and / or Deputy Chair, acting as Chair; and,
- LSAB Manager and /or LSAB Co-ordination and Development Officer; and
- Two other Board partner agencies.

The Sub-Group will submit a report each year to the Board for inclusion in the Board's Annual Report.

These Terms of Reference will be reviewed in line with the Board's Strategic Business Planning processes.

If any disputes arise, that cannot be resolved by the Chair / Deputy Chair and LSAB Business Manager, this will be taken to the main board for resolution.

LSAB Business Team Representation at meetings

The LSAB Manager and / or Co-ordination & Development Officer will attend all meetings.

Frequency of meetings

The Sub-Group will meet quarterly. Meetings will be organised in liaison with the LSAB Team Administrator who will book meeting venues, issue invitations, circulate papers, facilitate and take notes of meetings.

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