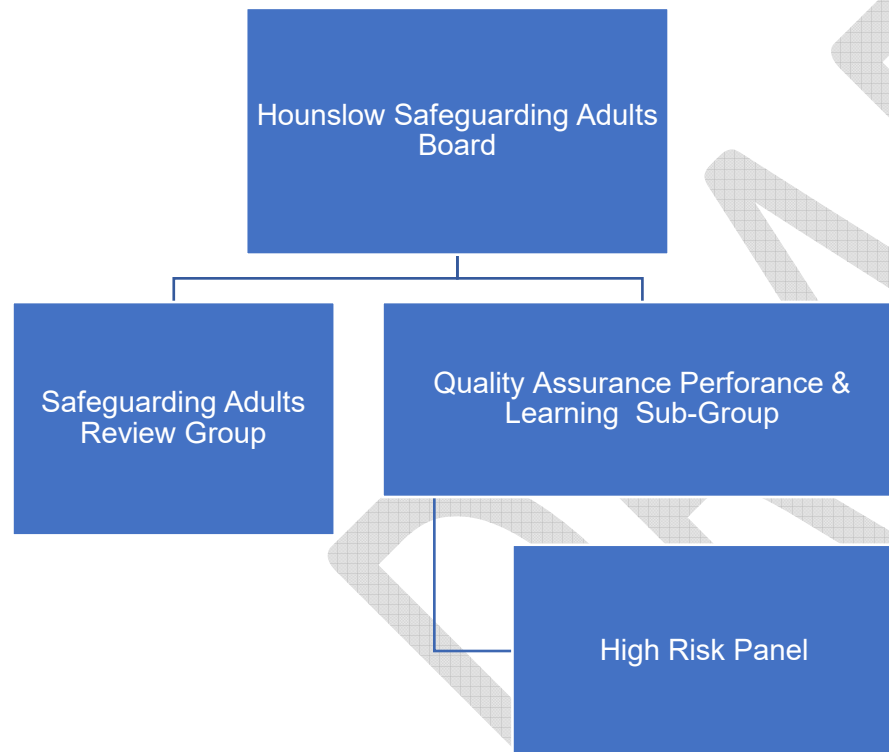


Hounslow Safeguarding Adults Board Strategic Plan 2025-28

The Hounslow Safeguarding Adults Board is a group of organisations whose aim is to work successfully together to prevent and intervene when local residents with care and support needs are at risk or subject to abuse.

The Board has the following structure.



This Strategic Plan has been updated in response to the March 2025 Development Day. At this event the Board identified the following key priorities which will be the focus of the Business Plan for 2025-2028.

Themed Priorities 2025 – 2028

Priority 1: Ensuring a Shared Understanding and Consistent Application of Protection and Wellbeing for Residents with Care and Support Needs

Strategic Aim:

To develop and embed a shared understanding across all partner organisations of what it means to protect adults with care and support needs, balancing their right to autonomy with the duty to safeguard and promote wellbeing. This includes a consistent application of statutory safeguarding principles and proactive, person-centred practice.

Task Strengthen the shared understanding and consistency of practice

- Develop and deliver multi-agency learning sessions to embed a shared understanding of 'protection' and 'wellbeing' across all partners, referencing statutory duties under the Care Act.
- Review and update shared policies, procedures, and guidance to reflect best practice in balancing empowerment and protection.
- Promote case learning that illustrates how different agencies can collectively uphold both protection and autonomy.

Task Embed robust Mental Capacity Assessment (MCA) practice

- Ensure that all partners consistently apply the principles of the Mental Capacity Act (2005) when assessing capacity and making best interest decisions.
- Audit and share examples of good practice in MCA application, including complex or borderline cases.
- Provide joint training and reflective practice forums to strengthen professional confidence and consistency in MCA assessments.

Task Clarify escalation and resolution routes between organisations

- Review and recommunicate the agreed multi-agency escalation protocol to ensure clarity and accessibility at all levels.

<ul style="list-style-type: none"> • Monitor how effectively escalation routes are being used when there are disagreements about safeguarding thresholds, risk management, or outcomes. • Establish a joint mechanism to learn from escalation cases to improve cross agency understanding and collaboration.
<p>Task Promote proactive safeguarding where individuals initially decline support (Section 42 “No” cases)</p> <ul style="list-style-type: none"> • Develop guidance on proportionate and person-centred responses when an adult declines safeguarding support but risk remains. • Encourage proactive engagement and relationship building approaches to reduce barriers to participation in safeguarding.
<p>Task Improve multi-agency risk management and decision making under uncertainty</p> <ul style="list-style-type: none"> • Strengthen multi-agency processes (e.g., complex case panels, risk management forums, etc.) to support collaborative decision making where there is risk and uncertainty. • Embed reflective practice opportunities to build practitioner confidence in managing ambiguity while maintaining focus on safety and wellbeing. • Develop joint learning from serious incidents and Safeguarding Adults Reviews to improve local approaches to managing complex risk.

Priority 2: Strengthening Accountability Across Partnership Organisations

Strategic Aim:

To ensure that all partners of the Hounslow Safeguarding Adults Board (HSAB) are able to hold each other to account through

transparent governance, shared responsibility, and collective learning. The Board will foster a culture of openness and constructive challenge to improve outcomes for adults at risk of abuse or neglect.
<p>Task Review and strengthen the structure and governance of the Board</p> <ul style="list-style-type: none"> • Review the current structure of the HSAB to ensure it supports effective oversight, accountability, and shared leadership across all partners. • Clarify roles, responsibilities, and decision-making processes within the Board and its sub-groups.
<p>Task Enhance quality assurance through shared learning and audit</p> <ul style="list-style-type: none"> • Establish a rolling programme through the Quality Assurance, Learning & Performance Subgroup where each partner agency, in turn, presents five cases for multi-agency partner audit. • Use findings from these audits to identify cross-cutting themes, good practice, and areas for system wide improvement.
<p>Task Host multiagency challenge and learning events</p> <ul style="list-style-type: none"> • Organise annual Challenge Events to review both successes and barriers in safeguarding practice across the Board partnership. • Use these events to promote open dialogue, celebrate innovation, and collectively problem solve areas of difficulty. • Capture and disseminate learning outcomes and improvement actions from each event to ensure shared accountability.
<p>Task Promote a culture of constructive challenge and ‘no blame’</p> <ul style="list-style-type: none"> • Embed a ‘no blame’ culture that encourages honest reflection and mutual accountability rather than defensiveness or individual criticism. • Promote psychological safety within Board discussions, ensuring all agencies feel able to challenge and be challenged respectfully.

- Incorporate reflective learning principles into all Board and subgroup meetings to reinforce continuous improvement and shared responsibility.

Priority 3: Ensure that the work of the Board remains resident focussed

Strategic Aim:

To ensure that all work undertaken by the Hounslow Safeguarding Adults Board (HSAB) is centred on the experiences, needs, and voices of residents. The Board will strengthen engagement with local communities, promote awareness of safeguarding, and work proactively with partners to prevent harm before it occurs.

Task Develop a multi-agency strategy for safeguarding engagement

- Co-produce a *Safeguarding Engagement Strategy* to ensure the voice of adults with care and support needs and those who care for them is heard and informs Board priorities.
- Establish mechanisms for capturing and analysing service user feedback and lived experience to shape policy, practice, and learning.
- Incorporate 'Making Safeguarding Personal' principles into all Board activities and performance frameworks.

Task Promote public awareness and community engagement

- Enhance the HSAB's online presence, ensuring accessible information, resources, and routes for residents to seek support or raise concerns.
- Increase visibility at local community events through information stalls, workshops, and awareness campaigns.
- Identify and support *Safeguarding Champions* from community, faith, and voluntary groups to promote safeguarding messages within informal networks.

<ul style="list-style-type: none"> • Explore the development of a <i>Community Safeguarding Advisor</i> role to act as a bridge between the Board and local residents, supporting early identification and advice.
<p>Task Strengthen early intervention and prevention to reduce escalation of risk</p> <ul style="list-style-type: none"> • Work with partners to assess how lower level needs are identified and addressed before they reach the safeguarding threshold. • Map current community and voluntary sector resources that can provide early support, social connection, and practical assistance. • Develop joint guidance to ensure timely assessments, clear communication, and regular updates to residents and their carers/families. • Promote person-centred, outcome-focused approaches that maintain dignity and independence while reducing risk of harm or neglect.
<p>Task Increase engagement with underrepresented groups and communities</p> <ul style="list-style-type: none"> • Use data and local intelligence to identify groups currently underrepresented in safeguarding activity. • Estimate potential need and demand by demographic to inform targeted outreach and service planning. • Collaborate with places of worship, cultural organisations, and carers' networks to raise awareness and improve trust in safeguarding services. • Address specific risks such as exploitation and cuckooing through culturally sensitive engagement and partnership work. • Embed Equality, Diversity and Inclusion (EDI) principles into all Board work, ensuring recognition and response to hidden harms across diverse communities.

<p>Priority 4: Developing a Multi-Agency Strategy for Effective Partnership Working</p>
<p>Strategic Aim: To strengthen collaboration across all agencies and partnerships in Hounslow by developing a shared strategy for effective multi-</p>

<p>agency working. The Board will promote joint ownership of safeguarding, clearer connections with wider welfare and wellbeing systems, and purposeful partnership arrangements that avoid duplication and maximise impact.</p>
<p>Task Clarify connections with wider welfare and wellbeing systems</p> <ul style="list-style-type: none"> • Map and strengthen pathways between safeguarding and other welfare and wellbeing processes to ensure a coordinated, assertive, and proactive approach. • Improve links with forums such as MARAC (Multi-Agency Risk Assessment Conference) and RADAR (Met Police) to align work on multiple disadvantage and complex cases. • Ensure meetings are purposeful, well structured, and result in clear actions with defined routes back into safeguarding processes where risk persists. • Identify and reduce duplication across partnerships to improve efficiency and impact.
<p>Task Enhance collaboration between strategic boards</p> <ul style="list-style-type: none"> • Identify overlapping areas of interest and responsibility across key local boards (e.g., Health and Wellbeing Board, Community Safety Partnership, Safeguarding Children Partnership). • Promote cross membership to ensure effective information sharing, alignment of priorities, and consistency of approach. • Explore opportunities to align selected priorities, policies, and annual plans to strengthen the collective safeguarding system.
<p>Task Strengthen information sharing and safeguarding focus within Integrated Neighbourhood Teams (INTs)</p> <ul style="list-style-type: none"> • Work with Integrated Neighbourhood Teams to prioritise safeguarding within local multidisciplinary working. • Review and promote effective information sharing agreements and protocols to enable timely, proportionate, and lawful sharing of risk information. • Embed safeguarding awareness, escalation routes, and reflective learning within INT processes.
<p>Task Deepen partnerships with the voluntary, community, and faith sectors</p>

- Strengthen representation from voluntary and faith organisations at both strategic and operational levels of the Board.
- Develop an engagement plan to ensure advocacy and community voices influence decision making.
- Recognise and utilise the role of community partners in early identification, prevention, and ongoing support for adults at risk.

Priority 5: Ensuring Learning from Safeguarding Adults Reviews (SARs) is Effective and Embedded

Strategic Aim:

To ensure that learning from Safeguarding Adults Reviews (SARs) leads to meaningful change in practice, culture, and outcomes. The Board will strengthen systems for identifying, disseminating, and monitoring learning, ensuring recommendations are proportionate, actionable, and evidence based.

Task Identify, disseminate, and monitor learning from SARs

- Develop and maintain a clear process to ensure learning from SARs is captured, themed, and translated into practical, measurable actions.
- Disseminate learning across all HSAB partner agencies, ensuring feedback to the practitioners and services involved.
- Monitor implementation of SAR recommendations through the Quality Assurance Learning & Performance Subgroup and report progress to the Board.

Task Ensure SMART and evidence-based SAR recommendations

- Review existing SAR reviewer contracts to explicitly require that recommendations are Specific, Measurable, Achievable, Relevant, and Time bound (SMART), and are clearly evidenced based on information available at the time of events.
- Establish clear expectations for reviewers to consider systemic factors, partnership dynamics, and context in their analysis.

Task Promote system wide learning and continuous improvement

- Develop a cross agency learning framework to ensure SAR findings inform training, supervision, and strategic planning.
- Host multi-agency learning events following each SAR to facilitate open reflection and ownership of improvement actions.
- Incorporate key SAR learning themes into the Board's ongoing priorities and performance reporting to ensure a cycle of continuous learning.