Lincolnshire Safeguarding Adults Board (LSAB)

Annual Report 2025–2026

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Executive Summary

The Lincolnshire Safeguarding Adults Board (LSAB) Annual Report 2025-2026 provides assurance that safeguarding arrangements across Lincolnshire remain effective, collaborative, and focused on continuous improvement. During a period of increasing demand and growing complexity of need, partners have continued to demonstrate a shared commitment to protecting adults with care and support needs while promoting wellbeing, independence, and choice.

Throughout the year, the Board strengthened its strategic leadership and governance arrangements, providing clearer accountability, stronger scrutiny, and improved oversight of safeguarding risks. A renewed focus on performance, quality assurance, and data analysis has enabled the Board to develop a more sophisticated understanding of safeguarding activity and system effectiveness.

Demand for safeguarding support remained high, with 6,896 safeguarding contacts received during 2025-2026. Of these, 1,220 progressed to a Section 42 enquiry, representing 17.7% of contacts and reflecting improved application of statutory safeguarding thresholds, greater professional confidence, and increasing complexity of concerns. Enhanced referral and triage processes have supported more proportionate responses and better use of safeguarding resources.

The Board has continued to prioritise prevention and early intervention, recognising that effective safeguarding begins before harm reaches crisis point. Activity during the year focused on areas including self-neglect, domestic abuse, financial exploitation, suicide prevention, and support for adults with complex needs. The continued development of Vulnerable Adult Panels has strengthened multi-agency oversight and coordination for individuals experiencing multiple and overlapping vulnerabilities.

Making Safeguarding Personal (MSP) has remained a central priority. Audit activity, practitioner feedback, and targeted improvement work have demonstrated increased compliance with MSP principles, with professionals more consistently engaging adults in conversations about the outcomes they wish to achieve and ensuring safeguarding responses are tailored to what matters most to them.

Learning and workforce development have been significant areas of achievement. During the year:

- 15,807 adult safeguarding e-learning courses were completed across the partnership.
- The Enable learning platform grew by 5,955 users, bringing total registrations to 77,195.
- 5,304 practitioners completed Trauma-Informed Practice training, improving understanding of the impact of trauma and supporting more person-centred interventions.
- New safeguarding learning pathways and training programmes were developed to improve accessibility, relevance, and workforce capability.

The Board has maintained a strong focus on learning and improvement through Safeguarding Adults Reviews (SARs), audits, practitioner feedback, performance monitoring, and lived experience. Increasing emphasis has been placed on ensuring that lessons identified lead to measurable changes in practice and improved outcomes for adults. Improvements in MSP compliance, earlier self-neglect referrals, enhanced quality assurance processes, and stronger multi-agency arrangements provide evidence that learning is increasingly translating into improvement.

Operation Mulberry represented a significant safeguarding challenge during the year and demonstrated the strength of partnership arrangements across Lincolnshire. The investigation highlighted effective multi-agency working, robust governance, and the importance of national learning relating to information sharing and Disclosure and Barring Service processes.

The Board recognises that significant challenges remain. Increasingly complex needs, workforce pressures, financial constraints, and supporting adults who fall below statutory safeguarding thresholds continue to test services across the partnership. However, there is strong evidence that agencies are working together effectively to address these challenges and improve outcomes.

Looking ahead, the Board has agreed three strategic priorities for 2026-2029:

- **Prevention, Early Intervention and Inclusive Communities**
- **Effective System Response and Workforce Capability**
- **Learning, Assurance and System Leadership**

These priorities will focus on preventing harm earlier, ensuring the right response at the right time, strengthening workforce capability, embedding learning, and demonstrating measurable impact across the safeguarding system.

Overall, this report evidences a safeguarding partnership that is increasingly mature, data-informed, outcome-focused, and committed to continuous improvement. The Board is assured that safeguarding arrangements in Lincolnshire continue to evolve positively and that partners remain committed to delivering better outcomes for adults at risk.

Independent Chair's Foreword

It is my privilege to present the Lincolnshire Safeguarding Adults Board (LSAB) Annual Report for April 2025 to March 2026. This report captures not only the breadth of safeguarding activity across the county, but also the depth of commitment shown by partners in responding to an increasingly complex and demanding safeguarding landscape.

Across Lincolnshire, organisations have continued to work collaboratively, demonstrating resilience, adaptability, and a shared sense of responsibility for protecting adults with care and support needs. Demand has continued to rise, both in volume and complexity, with individuals often presenting with multiple and interrelated vulnerabilities. Despite these pressures, the safeguarding system has continued to evolve in a positive direction, strengthening its arrangements, improving its understanding of risk, and enhancing its focus on outcomes for individuals.

A defining feature of the year has been the deliberate shift toward a more mature, intelligence-led safeguarding system. The Board has invested significant effort in strengthening data quality, refining triage processes, and enhancing scrutiny. These developments have supported a clearer and more sophisticated understanding of how the system is functioning, allowing partners to move beyond measuring activity alone and toward a stronger focus on effectiveness and impact.

Safeguarding in Lincolnshire is increasingly characterised by complexity rather than volume alone. Adults at risk are more likely to experience a combination of mental ill-health, substance misuse, domestic abuse, social isolation, trauma, and economic hardship. In response, partners have demonstrated an increasingly coordinated, person-centred, and reflective approach, recognising that effective safeguarding requires flexibility, collaboration, and persistence.

This has been a year of meaningful progress. While the Board remains open and transparent about areas that require further development—particularly in relation to analytical capacity and support for individuals who fall below statutory thresholds—there is clear evidence that the system is strengthening and that partners are committed to continuous improvement. This report reflects both that progress and the ambition to go further.

Richard Proctor

Independent Chair

Key Messages 2025–2026

The Lincolnshire Safeguarding Adults Board has continued to strengthen its system leadership role during the year, with governance arrangements that are clearer, more accountable, and increasingly focused on strategic impact. Safeguarding practice across the partnership is becoming more consistently person-centred, supported by ongoing work to embed Making Safeguarding Personal and ensure that individuals remain at the heart of decision-making.

Demand for safeguarding support remains high and increasingly complex. However, the introduction of refined triage and referral processes has supported more proportionate and effective responses, ensuring that individuals receive the right level of intervention at the right time. Alongside this, there has been a notable shift toward prevention and early intervention, with professionals identifying risk earlier and taking action before harm escalates.

Partnership working continues to be a strength, particularly at a strategic level, where there is a clear and shared commitment to safeguarding. The Board has also developed a more sophisticated understanding of safeguarding through improved data, audit activity, and learning, providing a stronger foundation for future development.

About the Board

The Lincolnshire Safeguarding Adults Board is a statutory partnership established under the Care Act 2014. Its purpose is to ensure that safeguarding arrangements across the county are effective, well-coordinated, and focused on protecting adults with care and support needs from abuse and neglect while promoting their wellbeing and independence.

The Board brings together partners from across local government, health, policing, and the voluntary and community sector. This multi-agency structure reflects the reality that safeguarding cannot be delivered by any single organisation alone. Instead, it requires a collective approach, with shared responsibility, joint accountability, and a commitment to working together in the best interests of individuals.

During the reporting period, governance arrangements have been significantly strengthened. A comprehensive review of the Board's structures and Terms of Reference has provided greater clarity around roles, responsibilities, and lines of accountability. This has provided clearer accountability across the

partnership, enabling faster decision-making, stronger challenge, and improved oversight of safeguarding risks. As a result, the Board is better positioned to identify emerging issues and drive system-wide improvement.

Local Context and Safeguarding Challenges

Lincolnshire's safeguarding landscape is influenced by a number of distinct contextual factors. The county's large rural geography presents challenges in terms of access to services, workforce capacity, and connectivity. At the same time, an ageing population contributes to increasing demand for services, particularly in relation to frailty, long-term health conditions, and social isolation.

In addition to these demographic pressures, there is a growing cohort of working-age adults with complex and overlapping needs. Many individuals experience a combination of mental health challenges, substance misuse, housing instability, and the long-term effects of trauma. These factors often interact in ways that make safeguarding more complex and require coordinated, multi-agency responses.

Economic pressures and digital exclusion also continue to influence how individuals experience vulnerability and access support. The Board has worked to develop a more nuanced understanding of these issues through improved data and analytical insight. Recurring safeguarding themes during the year have included self-neglect, domestic abuse, financial exploitation, homelessness, and social isolation.

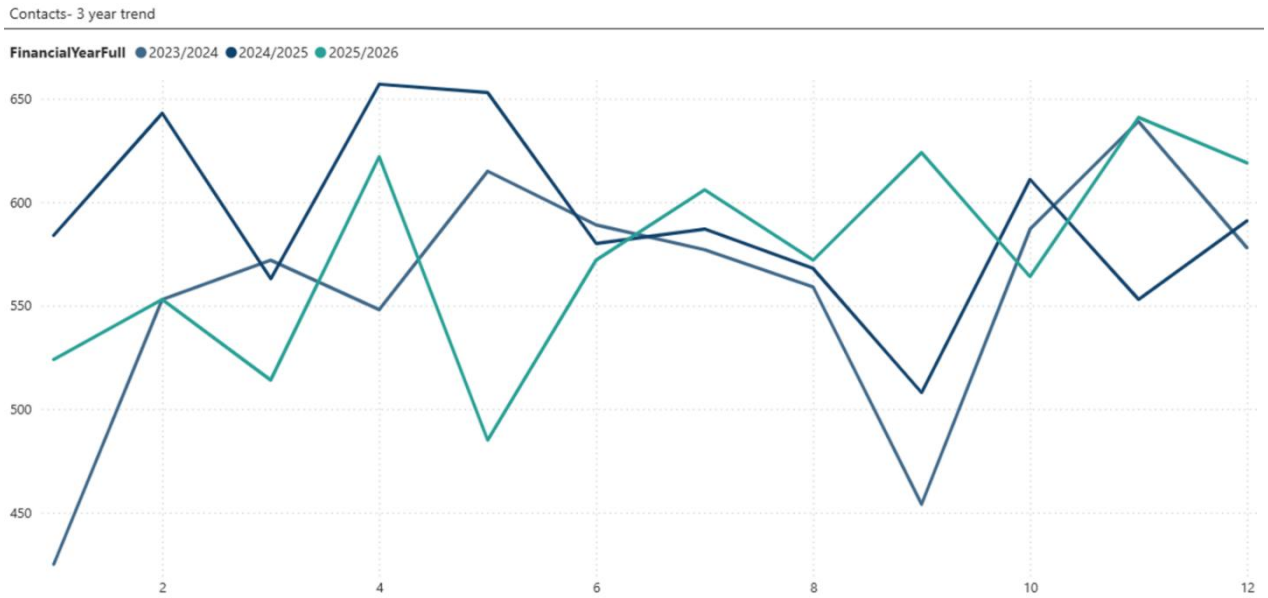
Safeguarding Activity and System Performance

There has been clear progress in how safeguarding activity is recorded, understood, and analysed across the system. The introduction of a revised referral and triage model has brought greater clarity to the safeguarding journey, distinguishing more effectively between initial contacts, concerns, and formal enquiries. This has helped ensure that adults receive the most appropriate response at the earliest opportunity. By reducing inappropriate progression into formal safeguarding processes, practitioners can focus resources on those most at risk while ensuring lower-level concerns receive proportionate support.

This has supported improved consistency in decision-making and ensured that responses are more proportionate to the level of risk presented. A key measure of system effectiveness is the conversion rate from contact to Section 42 enquiry. At approximately 17.5%, this suggests that triage processes are increasingly robust, with safeguarding pathways being used appropriately.

Importantly, increases in reported concerns in areas such as pressure ulcers are understood as positive developments. They reflect improved awareness among professionals and earlier identification of risk, enabling more timely and preventative interventions rather than indicating a decline in care quality.

3-year data - Local Authority Safegarding Contacts



	2023/24	2024/25	2025/26

Adut Safeguarding Contacts Received by the Local Authority	6,696	7,098	6,896
Number of contacts that progressed to Section 42 Enquiry	884 (13.2%)	940 (13.2%)	1,220 (17.7%)

Adult Safeguarding Contacts received by the Local Authority remained consistently high over the three-year period, with **6,696 contacts in 2023/24**, increasing to **7,098 in 2024/25** before reducing slightly to **6,896 in 2025/26**. Despite this fluctuation, overall contact volumes have remained relatively stable, indicating sustained demand for safeguarding services and continued awareness of safeguarding concerns across partner agencies and communities.

The number of contacts progressing to a **Section 42 enquiry** showed a notable upward trend. In **2023/24, 884 contacts (13.2%)** met the threshold for a Section 42 enquiry, rising modestly to **940 enquiries (13.2%)** in **2024/25**. While the proportion remained unchanged, the increase in enquiry numbers reflected the higher volume of safeguarding contacts received during the year.

In **2025/26**, the number of Section 42 enquiries increased significantly to **1,220**, representing **17.7% of all safeguarding contacts received**. This is an increase of **280 enquiries (29.8%)** compared with the previous year and a rise of **4.5 percentage points** in the conversion rate from contact to enquiry.

The increase in both the number and proportion of contacts progressing to Section 42 enquiries in 2025/26 may indicate improved identification and application of the Care Act safeguarding criteria, more complex safeguarding concerns being reported, or greater confidence among practitioners in recognising when statutory safeguarding duties are engaged. Further analysis of enquiry types, risk factors, and referral sources would help to understand the drivers behind this increase.

Overall, while safeguarding contact volumes have remained broadly stable across the three years, the marked rise in Section 42 enquiries during 2025/26 suggests a significant change in safeguarding activity, with a greater proportion of concerns requiring formal statutory intervention.

Moving forward a Safeguarding System Dashboard with key indicators is being created and will include areas such as :

- safeguarding concerns,
- Section 42 enquiries,
- conversion rate,
- risk reduced or removed outcomes,
- self-neglect referrals,
- SARs commissioned,
- SARs completed,
- SAR action completion rate,
- workforce training participation.

This dashboard enables the Board to evidence oversight of the whole safeguarding system rather than a single performance indicator.

Strategic Priorities: Progress and Impact

Prevention and Early Intervention

Prevention continues to be central to the Board's strategic approach, reflecting a strong commitment to reducing harm before it occurs. Partners across the system have undertaken a wide range of activity aimed at identifying risks earlier and intervening more effectively.

This includes work to improve awareness of financial abuse, strengthen responses to domestic abuse, and develop comprehensive approaches to suicide prevention. These initiatives have increasingly been informed by lived experience, ensuring that interventions are grounded in the realities faced by individuals and communities. Increased awareness has improved professional confidence in identifying risks earlier, resulting in earlier intervention and reducing the likelihood of harm escalating to crisis point.

There is growing evidence that professionals across Lincolnshire are identifying and responding to lower-level concerns more consistently. This suggests a cultural shift toward earlier intervention, which is a critical component of an effective safeguarding system.

Making Safeguarding Personal (MSP)

The Board has maintained a strong focus on embedding Making Safeguarding Personal, ensuring that safeguarding is carried out in a way that is person-led, outcome-focused, and responsive to individual needs and preferences.

Audit findings and practitioner feedback indicate that there has been increased engagement with individuals in safeguarding processes. Professionals are increasingly having meaningful conversations with adults about what outcomes they wish to achieve and how they want to be supported. There have also been improvements in the recording of these outcomes, which supports greater accountability and assurance. Adults are increasingly able to influence decisions about their own safety and wellbeing, helping ensure safeguarding interventions reflect the outcomes that matter most to them and improving satisfaction with the safeguarding process.

While there remains some variability in how MSP is applied and evidenced, the overall trajectory is positive. MSP is becoming more consistently embedded within practice, reflecting a broader cultural shift toward more personalised and empowering approaches to safeguarding.

Supporting Adults with Complex Needs

Supporting individuals with complex and multiple needs continues to be one of the most significant challenges within the safeguarding system. These individuals often require coordinated, multi-agency responses that go beyond traditional service boundaries.

During the year, the Board has worked to strengthen its understanding of this cohort and to identify gaps within current arrangements. While some localised improvements have been made, including the growth of Vulnerable Adult Panels, there remains a need for a more consistent and sustainable approach across the county. These arrangements have improved multi-agency communication and oversight, reducing the risk of agencies working in isolation and providing more coordinated support for people with multiple vulnerabilities.

Encouragingly, there is now a shared recognition among partners of the importance of this issue. This has created a strong foundation for future development, with a clear commitment to improving coordination, accountability, and outcomes for individuals with the most complex needs.

Safeguarding Adults Reviews (SARs) and Learning

The Board has continued to meet its statutory responsibilities in relation to Safeguarding Adults Reviews. These reviews provide critical opportunities to reflect on practice, identify learning, and drive improvement across the system. This helps ensure that lessons are translated into practical improvements, reducing the likelihood of similar safeguarding concerns recurring and strengthening professional practice across agencies.

Themes emerging from reviews during the year have reinforced the importance of professional curiosity, effective communication, and sustained engagement with individuals who may be resistant to services. These insights have been used to inform training, policy development, and quality assurance activity.

There has been a strengthened focus on ensuring that learning is embedded into practice. This includes the development of clear action plans, follow-up audits, and ongoing monitoring through Board sub-groups. This approach reflects a growing emphasis on continuous improvement and organisational learning.

Operation Mulberry – Partnership Safeguarding Summary

Operation Mulberry represents a complex, large-scale safeguarding investigation led by Lincolnshire Police, with national reach and multi-agency involvement. The case centred on a care worker who committed serious sexual offences against vulnerable elderly residents across multiple care settings and geographic areas. The investigation triggered extensive cross-border enquiries, highlighting both risks to vulnerable adults and opportunities for system-wide learning.

Strong Partnership Working

A key strength of Operation Mulberry has been the effective collaboration between safeguarding partners, demonstrating the value of a coordinated, multi-agency approach:

- Active Safeguarding Adults Board (SAB) involvement ensured ongoing oversight, challenge, and scrutiny throughout the investigation.

- Police, Local Authority, Health partners, and other agencies worked collectively to review information, share intelligence, and test whether any safeguarding concerns had been missed.
- The case remained a standing agenda item, reflecting sustained partnership attention and commitment to assurance.

Importantly, health partners played a central and proactive role. Their contribution included:

- Supporting the development of the medical strategy for victims and potential victims, ensuring appropriate clinical follow-up and safeguarding responses.
- Working through arrangements for identification and flagging of victims, including consideration of systems that operate beyond local boundaries.
- Providing professional challenge and assurance regarding information sharing, victim identification, and review processes.

This integrated approach demonstrates how health input is essential in safeguarding complex abuse cases, particularly where victims have care and support needs and require coordinated clinical and safeguarding responses.

Partnership Governance and Assurance

The partnership demonstrated robust governance and reflective practice:

- A Significant Incident Notification Form (SINF) process was used innovatively to test whether there were any gaps in multi-agency working, even where statutory criteria were not clearly met.
- Agencies undertook extensive data reviews and internal checks to ensure no missed opportunities to safeguard individuals.
- Legal and procedural challenge was welcomed within the partnership, ensuring that actions remained proportionate, lawful, and focused on learning.

Although no evidence of multi-agency safeguarding failure within Lincolnshire was identified, partners agreed that the case required continued oversight and review, recognising that further information may emerge.

Learning and System-Wide Impact

Operation Mulberry has highlighted several important learning points:

- The importance of robust Disclosure and Barring Service (DBS) referral processes, with failures outside Lincolnshire contributing to ongoing risk.
- The need for stronger national and cross-border information sharing systems to prevent perpetrators moving undetected between organisations.
- The value of early, coordinated multi-agency engagement, even in cases led by criminal investigations.

Partners agreed that these issues extend beyond a single locality and would benefit from regional or national escalation, including potential joint communication with the DBS to address systemic gaps.

Conclusion

Operation Mulberry demonstrates how effective partnership working can provide assurance, drive learning, and strengthen safeguarding systems, even in highly complex and sensitive cases.

The involvement of Board representation at the Gold Group level, alongside significant input from health partners in shaping the medical and safeguarding response, illustrates how multi-agency collaboration can operate effectively at both strategic and operational levels.

This case stands as a strong example of the partnership's collective commitment to protecting vulnerable adults, challenging practice, and improving systems to prevent future harm.

Quality Assurance and System Learning

Quality assurance activity has continued to develop in both scope and sophistication. The Board has moved toward a more integrated approach, drawing together data analysis, multi-agency audits, and practitioner feedback to build a comprehensive understanding of safeguarding practice.

This provides a more accurate picture of safeguarding effectiveness and allows the Board to target improvement activity where it will have the greatest impact on outcomes for adults.

A key feature of this work has been the development of a more open and reflective learning culture across the partnership. Partners are increasingly willing to engage in constructive challenge and to use learning as a driver for improvement.

Partnership Working

Partnership working remains a central strength of the Lincolnshire safeguarding system. There is strong engagement from partners at a strategic level, supported by a shared commitment to safeguarding and continuous improvement. Stronger partnerships enable information to be shared more effectively, reducing duplication and ensuring adults receive a more coordinated response regardless of which agency identifies the concern.

Collaborative initiatives during the year have demonstrated the benefits of joint working. These include developments in suicide prevention, innovative approaches within policing such as Enhanced Video Response, and closer engagement with voluntary and community organisations.

While there are still areas where operational coordination can be strengthened, particularly in complex cases, the overall direction of travel is positive. Relationships between partners continue to mature, supporting more effective and integrated responses to safeguarding challenges.

Voice of Adults and Communities

The Board recognises the vital importance of incorporating the voices and experiences of adults into its work. Feedback from individuals has emphasised the importance of clear communication, being listened to, and being actively involved in decisions that affect their lives.

There has been progress in recognising and valuing lived experience, and efforts have been made to reflect this within both strategic and operational work. However, the Board acknowledges that there is more to do to fully embed co-production and to ensure that the voices of adults are consistently influencing decision-making.

During 2025/26, the Board strengthened its approach to understanding lived experience through safeguarding audits, Making Safeguarding Personal reviews, partner feedback and engagement with adults who had experienced safeguarding interventions. Feedback consistently highlighted the importance of being listened to, receiving clear communication and retaining control over decisions affecting their lives. This insight has informed both strategic priorities and practice improvement activity across the partnership.

You Said / We Did / Difference Made.

People told us they wanted clearer communication, greater involvement in decisions, timely updates and better understanding of safeguarding processes. We revised outcome letters, strengthened Making Safeguarding Personal recording requirements, improved information materials and reinforced outcome-focused practice through training and audit.

Difference made: more consistent person-centred practice, stronger recording of desired outcomes, increased involvement of adults in safeguarding conversations and greater assurance that safeguarding reflects what matters to people.

Case Study.

A Lincolnshire adult experiencing self-neglect and financial vulnerability identified remaining in their own home and maintaining their independence as the outcomes that mattered most to them. In response, multi-agency partners developed a coordinated support plan involving housing, health, social care and voluntary sector services. Through a person-centred approach, the partnership was able to reduce risks, improve engagement with support services, enhance living conditions, and enable the individual to remain safely in their home.

This case demonstrates the principles of Making Safeguarding Personal in practice. The safeguarding response was shaped by the adult's wishes, strengths and desired outcomes, rather than focusing solely on risk reduction. By balancing protection with personal choice and independence, partners were able to achieve outcomes that were both safer and meaningful to the individual.

Workforce Development

Developing a skilled and confident workforce is essential to effective safeguarding. During the year, there has been increased participation in safeguarding training across the partnership, alongside the introduction of approaches such as trauma-informed practice. Better-trained practitioners are more confident in recognising abuse, responding appropriately, and working collaboratively, improving both safeguarding decision-making and outcomes for adults.

These developments have improved practitioner knowledge and confidence, enabling more effective responses to complex safeguarding situations. There is also growing recognition of the importance of continuous professional development and reflective practice.

While progress is evident, the Board continues to work toward greater consistency in training quality and impact across all partner organisations.

Achievements and Impact

The reporting year has seen a number of significant achievements. Governance and accountability have been strengthened, providing a clearer framework for system leadership. Improvements in safeguarding data and analytical insight have enhanced understanding of performance and risk.

There has also been a greater emphasis on prevention and early intervention, alongside continued progress in embedding Making Safeguarding Personal. Quality assurance processes have become more robust, supporting a deeper understanding of practice and outcomes.

Taken together, these developments demonstrate that the safeguarding system in Lincolnshire is becoming more effective, more coordinated, and increasingly focused on the needs and experiences of individuals.

Challenges and Opportunities

The Board continues to operate within a challenging context, characterised by financial pressures, workforce capacity constraints, and increasing complexity of need.

These challenges are significant, but they also present opportunities for further development. There is a clear opportunity to strengthen analytical capability, enhance multi-agency coordination, and develop more effective responses for individuals who do not meet statutory thresholds but remain at risk.

The Board is well positioned to build on the progress made during the year, using learning, data, and partnership collaboration to drive continued improvement.

Strategic Priorities 2026–2029

The Lincolnshire Safeguarding Adults Board has agreed three strategic priorities to guide its work from 2026 to 2029, focused on prevention, system effectiveness, and continuous improvement.

Prevention, Early Intervention and Inclusive Communities

The Board will prioritise preventing harm and promoting wellbeing by strengthening early intervention and improving access to support across all communities. This includes a focus on independence, positive risk-taking, and better engagement with underrepresented groups, ensuring risks are addressed before they escalate.

Effective System Response and Workforce Capability

The partnership will improve the consistency and quality of safeguarding responses. Key areas include clearer application of thresholds, appropriate pathways for those not meeting statutory criteria, reduced inappropriate referrals, and increased workforce confidence and capability.

Learning, Assurance and System Leadership

The Board will enhance its leadership and assurance role by embedding learning from reviews, using data and intelligence to drive improvement, and strengthening co-production with people with lived experience. A strong emphasis will be placed on demonstrating impact across the safeguarding system.

Success against these priorities will be measured through performance monitoring, audit findings, partner self-assessment, feedback from adults with lived experience and evidence of improved safeguarding outcomes.

Priority	Key Deliverables 2026/27	Success Measures
Prevention and Early Intervention	Implement Prevention Strategy	Reduction in repeat safeguarding concerns
Effective System Response	Improve threshold application	Increased referral quality
Learning and Assurance	Strengthen audit programme	Evidence of learning embedded across agencies

Moving forward, other success measures should include specific and measurable targets such as :

- increasing referrals that clearly record desired outcomes,
- improving MSP compliance rates identified through audit,
- reducing repeat self-neglect concerns,
- increasing evidence of multi-agency planning for adults with complex needs
- improving outcome achievement reported through audits and lived experience feedback.

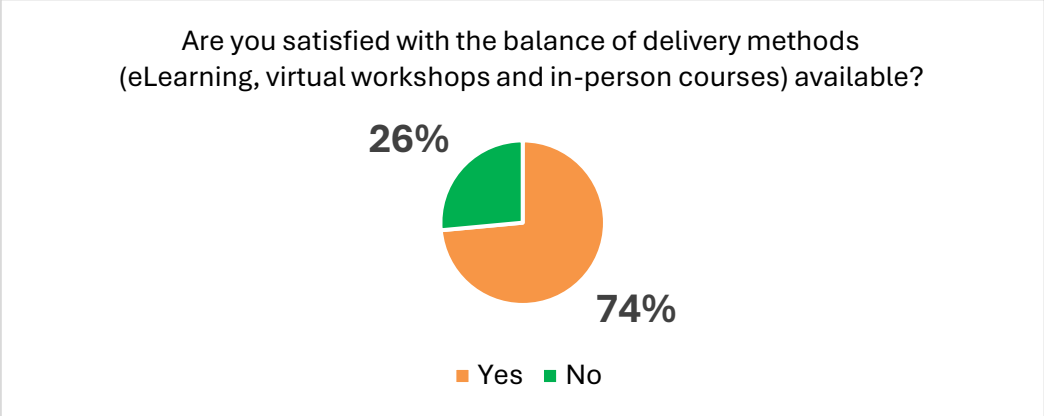
Overall Aim

These priorities are underpinned by a shared ambition to prevent harm earlier, ensure the right response first time, and create a culture of continuous learning and improvement.

The LSAB multi-agency training continues to be instrumental in bringing together professionals from different agencies across Lincolnshire. The aim of the training offer is for practitioners to gain a better understanding of the roles they each take in safeguarding adults and children and how working together can make a positive difference to practice and outcomes for adults and children in Lincolnshire.

Training

The training continues to be delivered through a mixture of face-to-face courses, virtual workshops and eLearning. This approach is well-received and provides a balance as shown below.



Those who identified 'no' requested more in-person events whilst others requested more eLearning. There are several new developments planned for 2026 to launch three new in-person courses (Trauma Informed Practice, Misogyny and Child Sexual Abuse). In 2025 there were several new eLearning courses launched, including Domestic Abuse and Elder Abuse, Domestic Abuse – Harmful practices, Understanding Perpetrators of Domestic Abuse, as well as content reviews on the main safeguarding adults' course, 'Making Safeguarding Personal' and the 'Trauma Informed Practice' modules.

The Learner Management System, Enable, provides multi-agency access to all Adult Safeguarding, Children's Safeguarding and Domestic Abuse courses. All partners continue to encourage staff and volunteers to access the training, this is monitored through partnership meetings. Courses are promoted via promotional materials, meetings and emails. As part of this monitoring, individual agency uptake of the training courses is reviewed, this has led to partnership working with several agencies to improve this uptake. There are now 77,195 users registered on the system; this is an increase of 5,955 users since the last report; 14,345 of these users have been active in the last 12 months.

The continued growth in users demonstrates increasing accessibility of safeguarding learning and strengthens the collective safeguarding capability of the Lincolnshire workforce.

This year, 15,807 eLearning courses relating to adult safeguarding have been completed, this includes 14,646 completions from adult services organisations, such as adult care and independent care homes, as well as services that work with both adults and children. A further 1,161 eLearning courses were completed by Children's Services, Education and Early Years settings. Training numbers are reviewed regularly at sub-groups and the launch of a new training programme in September 2026 is hoped to increase training engagement.

In 2024 we launched a Trauma Informed Practice eLearning module. This was the first step to creating a Lincolnshire specific trauma informed training programme. Since the launch of this, 5,304 professionals have

completed the eLearning. As a result, thousands of practitioners now have a better understanding of how trauma influences behaviour and engagement with services, supporting more compassionate, effective and person-centred interventions.

The module was created to train all staff working closely with adults and children, as well as staff working in roles where limited contact was seen. Feedback has been positive, with practitioners identifying the below as beneficial:

"The whole course was very interesting and has certainly given me a much better insight."	*"I gained knowledge on what to look for, not just words but actions and body language - communication is also important"*
"The training highlighted some practical strategies to create safe, supportive environments such as active listening, consistency and trying to build trust within our professional relationships, which I can apply to my role."	*"Being able to relate possible responses of children in my class to what I know of their experiences"*
"The focus on how my behaviour can affect the person who has experienced trauma, not just what they might do or say, but how my actions are key."	*"The information enhanced my previous knowledge and has given me tools and strategies to use with young people who have suffered ACEs"*
"The whole training course was enlightening, informative and easy to understand.	*"The increased awareness of vicarious trauma."*



50
Events

186
Professionals Trained at Virtual or in-person events

14,345
Active users

86
Available eLearning courses

15,807
eLearning completions

A theme was identified where staff who did not work regularly with adults or children highlighted that elements of this course did not feel relevant to their role. This led to a review of the training within the Trauma Informed Practice training working group and the development of two separate modules, meaning learners receive training that is more relevant to their professional role, increasing engagement and improving the likelihood that learning translates into practice.

This included updating content to ensure it was relevant to different roles and professional responsibilities. This working group has also been instrumental in designing a new in-person Trauma Informed Practice course which is open to all staff, this course is due to launch in May 2026.

This year has seen the training team focus on several other projects. These include the development of new in-person courses on Misogyny and Child Sexual Abuse, along with an updated eLearning module focusing on Child to Parent Carer abuse.

These additions ensure the training offer remains responsive to emerging risks and equips professionals with current knowledge to identify and respond to safeguarding concerns more effectively.

There has also been a significant piece of work ongoing that has focused on reviewing and updating the current training pathway, with a new Lincolnshire Safeguarding Training Programme due to launch in September 2026. The new model provides more flexible and relevant learning pathways, helping professionals maintain current safeguarding knowledge and reducing barriers to engagement with training.

Feedback was sought from partners and professionals via online and paper forms, which included the below:

Themes identified as beneficial

- "Face-to-Face courses impactful and beneficial"
- "Being able to start and return to learning at a pace that suits you"

- “The most recent pathway more evenly spread”
- “Online learning well written and includes range of interactive elements”
- “Responsiveness to real-world developments enhances knowledge meaningfully & supports staff to engage with communities effectively”
- “Breaks down learning into smaller chunks”
- “Rigorous and recognised at recent inspection”

Themes identified for developments

- “Courses in later years look like they are less relevant”
- “Course names change regularly”
- “Some courses not relevant to role”
- “When new courses are added I never know whether to prioritise or wait until I reach that year again”
- “It doesn’t need to be 6 years in length”
- “A lot of training on this pathway and can feel overwhelming alongside other mandatory training expectations”

A working group has met to review feedback and consider several proposals, with an agreed proposal being approved across the Safeguarding Adult Board, Domestic Abuse Partnership and Safeguarding Children Partnership, in March 2026. The new model is titled the Lincolnshire Safeguarding Training Programme, and it combines training across children’s and adult services to reflect that safeguarding should be considered holistically, and knowledge of professionals should reflect this.

The new training programme continues to promote the current courses we have on offer as feedback is consistently positive, however it moves away from the 6-year model which has been in existence for some time. The new model includes themed categories of learning, with minimum recommendations of training to be completed by all staff. Those who have limited direct work with adults and children will complete the Foundations of Safeguarding category; there is an option for staff to complete further training if they wish and there is a new expectation that this category is repeated every 2 years. Staff who work regularly with adults and/or children or Designated Safeguarding leads then move on to complete the Working Together to Safeguard Children and Adults Category. Once all the recommended training is completed from these two categories, training is then identified on an individual, service level, or local level from several categories of learning, including ‘New courses in the last 12 months’, ‘Trauma Informed Practice and Wellbeing’, and ‘Domestic Abuse’.

A new training tracker will be introduced to support staff and managers to keep track of their learning and to ensure they are maintaining relevant knowledge around Safeguarding. This new approach and the impact of this will be monitored regularly via sub-groups and audit work. The intention is for this to launch in September 2026 accompanied by a communication and launch plan.

Improved oversight of learning will help organisations identify gaps in knowledge, support compliance, and provide greater assurance that staff remain competent and confident in safeguarding practice.

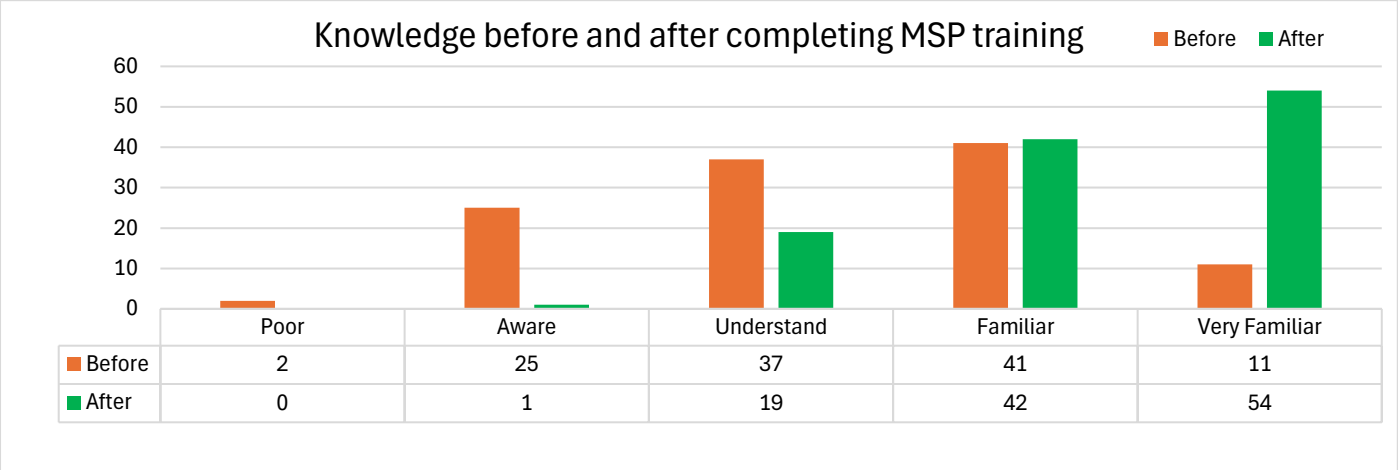
The training team continue to work in partnership with the Lincolnshire Safeguarding Children Partnership, the Lincolnshire Domestic Abuse Partnership and the Stay Safe Partnership. This allows our safeguarding training offer to be aligned to themes across Lincolnshire as well as ensuring a holistic approach is taken in terms of designing content and recommended training for professionals.

Evaluations and Impact

We continue to measure the immediate impact of our courses through online evaluations. These evaluations are consistent across all LSAB courses and ask practitioners to identify their knowledge before and after completing the course. The Making Safeguarding Personal eLearning course and Workshop cover Adult Safeguarding, including the processes in Lincolnshire.

The findings provide evidence that training is not only increasing knowledge but also improving practitioners' confidence to apply safeguarding principles in real-life situations.

Professionals have identified a clear improvement in knowledge:



	Poor	Aware	Understand	Familiar	Very Familiar
Before	2	25	37	41	11
After	0	1	19	42	54

With several comments highlighting what practitioners found beneficial and how this will influence their own practice:

"I will focus on involving the individuals in discussions around what makes them safe and will use the information when completing the Care and Support Plan. I will be able to support Safeguarding officers in investigating any enquiries."	*"This session was very useful to me and has given me information to help me thing about the post 18 legal and service requirements. It will inform my understanding of values and practical implications."*
"An excellent refresher on an important subject. Good to listen to other agency perspectives."	*"Very interesting and informative. I have learned so much about personal centred plans."*
"Every time I assess I will be aware of the signs and how to complete safeguarding referral's"	*"It was a really good opportunity to update current knowledge and any new updates on laws."*

Our evaluation process includes a follow-up impact evaluation 3 months after completion. Practitioners have informed us that after completing the Making Safeguarding Personal training this has influenced their practice and improved outcomes for adults, by including them in decisions and plans about their care and safety, advising other professionals on supportive practices, and advising adults on specific worries including financial exploitation and keeping safe.

This demonstrates that learning is being embedded into day-to-day practice, leading to more proportionate safeguarding responses and better outcomes for adults.

An example of this includes:

> *"I have referred to the learning with a case that arose and remembered the importance of putting the individual in the centre of the safeguarding concern. By thinking about the importance of the relationship in the person's life with a family member and the negative effect it would have on their life going forward if the relationship were to break down. This training supported me and the provider to formulate a proportionate and sensitive plan to evaluate and reduce any risks whilst still being able to maintain the relationship going forward."*

The next year will see lots of change for the training offer, with a new training programme and several new in-person courses being launched. We hope to continue the trend of strong training figures and attendance at our events, as well as continuing to respond to parter feedback to strengthen our existing training and course content.

From learning to Improvement

The Board is increasingly focused on closing the learning loop. Evidence gathered through audits, SARs, performance data, practitioner feedback and lived experience is used to identify improvement priorities. Progress is tracked through delivery plans, quality assurance activity and performance monitoring to demonstrate whether actions have improved outcomes.

Evidence Identified	Board Response	Action Taken	Impact Measured
Self-neglect increasing	Priority established	Self-neglect guidance and training delivered	Increase in earlier referrals and improved audit findings
Poor MSP recording	Audit identified issue	MSP workshops delivered	Improved MSP compliance
Complex needs cohort not engaging	Vulnerable Adult Panels introduced	Multi-agency case reviews	Improved partnership oversight

Wherever possible, quantified outcome measures will be included in future to demonstrate the impact of the Board's work. Evidence this year of improvement is strengthened through measurable results, including:

increased Making Safeguarding Personal (MSP) compliance following workshops and audit challenge;

trauma-informed practice learning delivered to 5,304 practitioners;

an increase of 5,955 users registered on the Enable learning platform;

completion of 15,807 safeguarding e-learning courses;

an expansion of Vulnerable Adult Panels, enhancing multi-agency oversight and support for adults with complex needs.

These indicators provide clearer assurance of progress and impact than narrative descriptions alone.

Assurance Statement

The Lincolnshire Safeguarding Adults Board is able to provide assurance that safeguarding arrangements across the county are effective and continuing to improve.

This assurance is based on a comprehensive programme of activity, including data analysis, multi-agency audits, Safeguarding Adults Reviews, and strong engagement from partners. While there remain areas for further development, there is clear evidence of progress and a strong foundation for future improvement.

Conclusion

The 2025–2026 reporting year reflects a safeguarding system that is evolving in a positive and purposeful way. Partners across Lincolnshire have continued to demonstrate commitment, professionalism, and a shared determination to improve outcomes for adults at risk.

Progress has been made across governance, practice, and partnership working, supported by a growing understanding of safeguarding and a stronger focus on prevention and person-centred approaches. At the same time, the Board remains focused on the work that still needs to be done.

As the Board moves forward into the next phase of its strategic development, it will continue to build on this momentum, strengthening the system, embedding learning, and ensuring that safeguarding remains responsive, inclusive, and centred on the needs of individuals and communities.

Celebrating Partnership and Shared Success

We extend our sincere thanks to all our partners for their continued support throughout 2025 and 2026. Their collaboration, commitment, and invaluable insights have played a crucial role in shaping our work and strengthening our shared outcomes. We truly appreciate the expertise and perspectives they bring, and we look forward to continuing this strong partnership into the future.

City of Lincoln Council

The City of Lincoln Council continues to actively support partnership working to support and safeguard adults and work aligns with LSAB's strategic priorities

The Council has made further progress in strengthening safeguarding arrangements through proactive partnership working, targeted training and development and robust governance measures. Collectively, these actions support board priorities and contribute to improved prevention, person-centred safeguarding practice, continuous improvement and safeguarding effectiveness.

City of Lincoln Council continues to support LSAB priorities in a number of ways:

- Continued awareness and profile raising of safeguarding across the Council, with a focus on frontline services with the key message of Make Safeguarding Personal (MSP)
- Continue to strengthen monitoring of training within services and bespoke training to services responding to the type of causes of concern and vulnerabilities they are seeing within the community
- Increased data collection and analysis in order to respond to the cities vulnerable customers by more fully understanding demand and emerging issues
- Supporting or developing communication campaigns aligning with the partnership objectives
- Prioritising case management and partnership working in several multi-agency forums or pathways and leading Vulnerable Adult Panel within the city

Key challenges identified include:

- The training pathway does not always reflect the sorts of interactions district councils have with residents, particularly in people's homes and as such additional bespoke briefings are provided. A mechanism to feed in current or emerging safeguarding or wellbeing concerns that frontline staff from across all partners are seeing to help shape future training could be considered.
- The increase in demand both from concerns raised through internal referrals and from the increasing number of cases and multi-agency meetings presents a real pressure. Representation at meetings can be challenging when different case or thematic meetings are scheduled at the same time. As such additional resources have been allocated.
- Collating research across a multitude of different fragmented systems can be time consuming and less efficient than shared system usage
- Engaging individuals with complex needs who experience barriers to support or may be less likely to engage with services, including people who are rough sleeping, experience poor mental health or wellbeing, hoarding disorder or severe property condition challenges is a regular and increasing cause for concern.
- Data and evidence is predominantly collated based on statutory thresholds and is not reflective of the wider safeguarding concerns, or early indication concerns that partners are aware of. There is an opportunity for enhancing the data sets available to the partnership as a whole and capturing broader needs and experiences across communities – including issues such as property condition, poverty and lower level mental health concerns.
- Navigating gaps in service provision can be challenging.

Our key focussed activity to support LSAB priorities:

Prevention and Early Intervention

City of Lincoln Council has focused on proactive safeguarding awareness and early identification of risk through:

- Attendance at multi-agency forums (including MARAC, task and finish groups and Partnership Boards)
- Dissemination of safeguarding information via corporate and district communication channels to staff and members
- Sharing training opportunities and emerging issues.

Making Safeguarding Personal (MSP)

Embedding Making Safeguarding Personal practice continues to evolve:

- There is recognition that MSP must be reflected in reporting and operational responses
- Further development of crib sheets for frontline staff with what to do if guides and useful resources and support options is under development
- Ongoing sharing of good practice case studies across internal workstreams and corporate reporting.
- Promotion of Making Safeguarding Personal resource material across the workforce.

Learning and Shaping Future Practice

- Contributed to the review and revision of mandatory safeguarding training arrangements along with internal review of training programme criteria to local job roles.
- Introduced new monitoring via Power BI Dashboards to share with senior management and across service areas.
- Promotion of training and delivery of targeted bespoke training/ briefings for emerging trends.
- New scenario-based face to face training for services to support a person-centred approach.
- Update of policies regularly to respond to local and national changes to ensure they are fit for purpose.

Safeguarding Effectiveness and Assurance

Internal safeguarding governance remains a key priority:

- A recent internal audit across a wide range of protecting vulnerable people themes provided the council with substantial assurance which also gives LSAB and partners the assurance that the council contributes effectively when supporting vulnerable customers/tenants.
- Use a range of communication tools (newsletters and updates) to reach all staff and members of council.
- Development of strengthened monitoring mechanisms for training and options for case management approach.
- Continued review of internal safeguarding administration by reviewing process maps, streamlining processes to provide better reporting and understand our customers to provide relevant timely support.
- Support audits through the year

Partnership Working

City of Lincoln Council continues to prioritise key partnership arrangements through:

- Active participation in multi-agency forums and task and finish groups
- Collaboration with internal departments and external partners
- Participate in District Council collaboration to consistently identify specific job role training modules, for future implementation within each District.
- Convening a Vulnerable Adults Panel which supports colleagues from the partnership by improving communication, collaboration, intervention and oversight of complex cases.

Organisational focus for the next year will include :

- Review and implement ways to improve resilience across the organisation
- Work with multi-agency boards and other local authorities to roll out the new 6-year pathway to ensure it is fit for purpose for all.
- Deliver additional Member briefings and guidance material
- Ongoing review and update of internal groups, policies and procedures as needed.
- Update internal case meeting guidance to document Making Safeguarding Personal considerations.
- Continue to work with core teams to divert complex cases involving vulnerable people to the correct multi-agency meetings for appropriate action
- Provide further guidance and monitor the use of vulnerability or equality and diversity implications in individual cases to ensure that appropriate support is provided.
- Monitor cases to help identify need or gaps in provision that can be addressed with council services and partners
- Monitor the number and complexity of property condition or hoarding cases and review options to address these with relevant services.
- Review data sets across the organisation that when overlayed may identify vulnerabilities with an individual or within a property and support earlier identification and proactive support

St Barnabas Hospice

What have we done to support SAB priorities?

Attended / responded to programme board and T&F groups and participated where appropriate for the size and scale of our organisation. Ensured key messages (from reports and strategy) are included in our mandatory training, and in our regular safeguarding supervision.

What difference has it made?

Staff are becoming more comfortable in considering and discussing safeguarding concerns and are able to escalate them internally correctly. Their insight is developing and they are becoming more curious. Our safeguarding leads in each team are able to identify and articulate what does and doesn't need reporting more confidently.

What have we learned and changed?

Discussing a safeguarding concern has become more business as usual in that it will be raised at a daily clinical catch up in normal tones rather than hushed tones in a specifically arranged meeting. Staff are comfortable that if the issue is explored effectively and information shared appropriately that they can hand this on to the leads and not have to handle the process.

How have we worked with others?

Involvement with LSAB work and partnership board by Director of Patient Care / Senior Liaison Officer for safeguarding throughout the year. Bimonthly supervision with ULTH Named Professional Safeguarding Adults and MCA.

How do we know we are effective?

Our referrals are appropriate when made and thorough in their content (minimal follow ups for more information). Our patients consent to us making safeguarding referrals and identify what outcome they want from them.

What are our challenges and next steps?

Challenges are around working with other providers who have identified previous or current safeguarding concerns and how these are communicated to us efficiently and effectively.

West Lindsey District Council

In line with the Lincolnshire Safeguarding Adults Board's focus on prevention and early intervention, WLDC have maintained consistent attendance at both operational and strategic safeguarding meetings, ensuring active engagement and representation across the partnership.

We have supported the development and embedding of key multi-agency frameworks, including the Hoarding Protocol and Self-Neglect process, strengthening local practice and promoting a consistent approach to safeguarding adults with complex needs. In addition, we have contributed to raising awareness of fraud and financial abuse, ensuring these risks are considered within both safeguarding activity and wider preventative work.

We continue to deliver a West Lindsey Vulnerable Adult Panel (VAP), which supports colleagues across partner agencies by improving communication, collaboration, and shared understanding of safeguarding priorities. The VAP has enhanced multi-agency coordination and oversight of complex cases, enabling more timely interventions and more effective risk management, particularly in cases involving self-neglect, hoarding, and financial vulnerability.

Through our partnership working and involvement in policy development, we have developed a stronger understanding of the complexities surrounding these areas of risk. This has informed improvements in our practice, including earlier multi-agency engagement, increased professional curiosity, and more structured information sharing to support decision-making.

We have also worked closely with partners by organising and chairing professionals' meetings, alongside contributing to those led by other agencies. This has supported a coordinated, person-centred approach to managing risk in complex cases.

We know our approach is effective through positive feedback from partners, improved information sharing, stronger multi-agency coordination, and better engagement with individuals, leading to improved oversight and management of risk.

A key challenge remains in engaging individuals who are difficult to reach or resistant to intervention, particularly where risks are ongoing.

Moving forward, we will:

- Continue to strengthen early intervention and prevention approaches
- Further embed the Hoarding, professional curiosity, and Self-Neglect protocols
- Maintain a strong focus on fraud awareness and prevention of financial abuse
- Continue to develop our Vulnerable Adult Panel to further enhance multi-agency oversight and outcomes
- Strengthen engagement strategies for individuals who are resistant to services
- Continue to promote LSAB training pathways for staff subject to specific roles and their contact with customers

Lincolnshire County Council

What have we done to support SAB priorities?

As a core statutory partner within the Lincolnshire Safeguarding Adults Board (LSAB), Lincolnshire County Council has actively contributed to delivering the Board's strategic priorities, including Making Safeguarding Personal (MSP), Learning and Shaping Future Practice, Safeguarding Effectiveness, and Prevention and Early Intervention.

Making Safeguarding Personal (MSP)

- Embedded MSP as a core practice expectation across Adult Care services, aligning with Care Act principles of choice and control and is key priority when considering Safeguarding legal duties. We ensure this is explored and captured on all referrals.
- Delivered targeted training and guidance to internal teams and partner agencies to improve understanding and application of MSP. Including audit work with partners to feedback data around MSP.
- Internal audit programme continues to evidence good application of MSP, evidenced within national data returns and performance data.
- Strengthened triage processes to ensure that the person's voice, desired outcomes, and advocacy needs are central to decision-making.

Learning and Shaping Future Practice

- Actively contributed to learning from Safeguarding Adults Reviews (SARs), thematic audits, service user feedback, and complaints to drive continuous improvement.
- Embedded structured quality assurance arrangements, including thematic audits and feedback loops, to ensure learning translates into practice change. As a service we embed learning and have a robust learning cycle that is continuous and robust.
- Engagement with LSAB to develop topic area guidance and procedures (e.g PiPOT, Large scale enquiry guidance, self-neglect guidance) .
- Engagement with LSAB to focus on reducing inappropriate referrals, improving partnership awareness and understanding of other prevention routes and intervention pre- safeguarding legal duty (e.g QIF).

Safeguarding Effectiveness: Ensuring Robust Governance and Continuous Improvement

- Maintained strong governance through LSAB partnership arrangements, including Executive Board oversight and multi-agency safeguarding policies.
- Continued comprehensive Quality Assurance framework in place, linking performance, audit, and improvement activity.
- Ensured safeguarding pathways and Section 42 processes are clearly defined, consistently applied, and regularly reviewed.

Prevention and Early Intervention

- Delivered/supported the LSAB Prevention Strategy through a multi-agency approach focused on primary, secondary, and tertiary prevention

- Delivered Safeguarding presentations to increase awareness
- Worked with partners to address themes such as domestic abuse and financial abuse, informed by data and joint needs analysis.

What difference has it made?

- Improved consistency in applying MSP, resulting in more person-centred safeguarding responses and better alignment with individual outcomes.
- More effective use of safeguarding resources, with strengthened triage reducing unnecessary Section 42 enquiries and enabling focus on those at greatest risk.
- Enhanced system-wide focus on prevention, contributing to earlier identification of risk and reduced escalation.
- Increased assurance through governance and QA processes, supporting leadership oversight and continuous improvement.

What have we learned and changed?

- The importance of consistent MSP application across partners, particularly ensuring the individual is consulted prior to referral and outcomes where needed are aligned to the individuals' voiced outcomes.
- Continued need to improve the quality of safeguarding referrals, to support this we have revised referral processes and clearer guidance for partners. Ongoing work to ensure appropriate referrals are made.
- Continued value of structured QA and feedback loops in embedding learning from audits, SARs, and complaints into practice.

How have we worked with others?

- Collaborated through LSAB governance structures, including Executive Boards, sub-groups, and partnership forums.
- Worked jointly with system partners including health, police, and other statutory safeguarding partnerships to deliver prevention priorities; as part of the SAB and service driven.
- Engaged in co-production approaches, incorporating feedback from people with lived experience and stakeholders to inform service improvement embed feedback, co-produced outcome letters.
- Contributed to multi-agency reviews, audits, and improvement activity to strengthen collective safeguarding practice.
- **How do we know we are effective?**
- Feedback and data gained through defined and robust Quality Assurance framework, including thematic audits, performance dashboards, and regular reporting to governance boards.
- Evidence from audit findings, partner feedback, and inspection activity, demonstrating safe, coordinated, and effective safeguarding service.
- Use of local and national indicators (including national data returns) to measure outcomes and drive improvement.

What are our challenges and next steps?

- Variation in MSP application across wider system partners.
- Continued high volume of safeguarding concerns that do not meet Section 42 legal duty, impacting capacity and slow appropriate or other responses needed by individuals referred incorrectly to safeguarding.
- Ensuring consistent quality of referrals and partner understanding of legal duty and understanding of individual agency own duty re: safeguarding.

Lincolnshire Integrated Care Board

During 2025-2026 members of the Lincolnshire Integrated Care Board (LICB) safeguarding team actively contribute to delivering the work of the partnership throughout the year, participating in the sub-groups, core priority groups, audits, thematic reviews, safeguarding adult reviews and specific task and finish groups as

required. The Chief Nurse and Associate Chief Nurse for LICB provide leadership for safeguarding and attend the strategic boards in this capacity.

The LICB safeguarding team is working with other system partners to support the LSAB prevention strategy with reference to the Tissue Viability and Pressure Ulcer Prevention Programme and Continuous Improvement in the Quality and Safety of Residential, Nursing, and Hospital Care and the Domestic Abuse in the Elderly. Different forums are held to share the learning themes for both health and the care sector.

The LICB plays a strategic role in ensuring Making Safeguarding Personal (MSP) is intrinsic in everything we do. Although the ICB does not work directly with adults, they ensure the voice of the adult is heard within the provider health services they commission.

The LICB ensures that NHS provider organisations provide a comprehensive service to safeguard individuals, through NHS Contract arrangements which monitors their compliance for working with key safeguarding legislation for example the Care Act 2014, Mental Capacity Act 2005, and the Counter Terrorism Act (2015).

The LICB has completed significant work with primary care to ensure robust processes are in place for sharing of information to protect adults and children at risk from harm.

The LICB has funded more than 60 pre-payment prescription certificates for Care Leavers aged 18 - 25 years who would otherwise not be entitled to free prescriptions.

The LICB safeguarding team works alongside agency colleagues to support best safeguarding practices within the community to promote safe, compassionate, and dignified care to residents. Community deprivations of liberty for people that lack capacity to their care arrangements are now actively identified and progressed to the court of protection.

Provided system leadership for safeguarding, capturing the voice of our population and workforce to support service resilience and adaptation to working with partners across the ICS. Adopted a collaborative approach to support Primary Care Networks (PCN's) and neighbourhood teams to safeguard people and communities.

Supported the delivery of the multi-agency arrangements for the Serious Violence Duty, which includes implementing the Domestic Abuse Act (2021) strategies across Lincolnshire.

Proposed changes as part of the NHS reforms continues to evolve; this will impact on the role of the ICB safeguarding delivery, however the statutory functions will still be upheld.

Lincolnshire Action Trust

Supporting Lincolnshire Safeguarding Adult Board Priorities:

Lincolnshire Action Trust (LAT) has long been committed to supporting and improving safeguarding across Lincolnshire and the other communities in which we operate. We built on that commitment this year but joining the Lincolnshire Safeguarding Adults Board, so that we could participate in building the Lincolnshire approach to safeguarding, learn from best practice and share our own learning, experiences and observations. Being a part of this Board has already shaped our practice and helped to inform safeguarding practice at LAT by allowing us to meet with other agencies and to make connections which can improve our safeguarding practice.

Supporting SAB priorities

LAT believe in early intervention and prevention and the men and women that we work with can sometimes remain hidden to other services and safeguarding professionals as their vulnerabilities can lie hidden underneath layers of labels, given to them through involvement with the criminal justice system.

LAT are committed to working with other agencies to understand the barriers and concerns that agencies have when working with people that experience multiple system barriers. We want to help other professionals to look beyond the complexities and move to a problem-solving mindset. LAT recognise that the services needed by those with complex needs sometimes do not exist so want to explore with compassion and curiosity what we can do as a multiagency approach to support those that are frequently also extremely vulnerable.

This approach has been working to some extent although we are at the early stages of change. Through our work on the Whole System Approach for Women and Girls and as a MEAM (Making Every Adult Matter) project area, we have heard from those that have experienced disadvantage when it comes to accessing services and this has led to an increase in vulnerability and risk of harm from abuse, exploitation and neglect. Where we were looking to support a women who had been rough sleeping for many years who has care and support needs due to her frailty and complex mental health, we were able to work with the local authority to help her to retain her social housing, even when she was failing to abide by the rules, by providing additional

support and engaging the Forensic mental health and housing support teams in wrap around help for her. We are still awaiting a social care assessment but firmly believe in and advocate for a multiagency response as the only way to prevent harm and meet needs in a system where there are gaps for those with multiple unmet needs that gives rise to harm.

Some parts of the system spend a lot of time and energy gatekeeping the system rather than being creative with solution-focussed and person-centred multi-agency meetings. We still require grater systemic co-accountability and a strategic down commitment to challenging and removing barriers.

Next steps will be to come together around serious cases and emerging concerns, adopting a no-blame, problem solving culture to build a robust and creative response to the resource challenges that we are all facing to ensure that safeguarding for all vulnerable adults is core to our organisational culture across Lincolnshire.

Lincolnshire University

Over the past year, the University has actively supported the priorities of the Lincolnshire Safeguarding Adults Board through strengthened internal safeguarding arrangements and active participation in partnership activity. We have aligned our internal processes with the principles of Making Safeguarding Personal and our safeguarding teams has continued to meet regularly through structured case panels to review complex cases and ensure consistent, risk-aware decision-making. We have also promoted staff training and awareness resources, including those shared through LSAB, to improve confidence in identifying and responding to safeguarding concerns. This work has improved our ability to identify risk earlier and respond more consistently to safeguarding concerns affecting students. The use of structured case discussions has strengthened oversight of complex cases, while closer alignment with LSAB priorities has ensured that our approach is more person-centred and proportionate. Sharing trends—such as patterns in domestic abuse disclosures—has also contributed to wider partnership understanding and helped shape local priorities. We have learned the importance of stronger data sharing and clearer articulation of emerging themes to inform both institutional and partnership responses.

In response, we have improved how we capture and report safeguarding insights and ensured they are fed into relevant external forums. We have also strengthened our internal coordination across wellbeing, support, and safeguarding teams to provide a more joined-up response for students. We have continued to work collaboratively with LSAB partners by attending board meetings, contributing to discussions on emerging risks, and engaging with sub-groups where appropriate. We have shared data and practice insights, participated in partnership learning (including safeguarding training), and supported the collective aim of improving safeguarding outcomes across Lincolnshire. We monitor effectiveness through regular case review meetings, oversight of safeguarding referrals, and feedback from staff and students engaging with our services. Internal governance processes provide assurance on the quality and timeliness of our responses, while engagement with LSAB allows us to benchmark our approach against wider partnership expectations. Key challenges include managing increasing complexity of cases, ensuring consistent engagement across all parts of the institution, and continuing to improve data sharing in a way that balances safeguarding with data protection. Our next steps are to further strengthen our data insights to better inform both University and LSAB priorities, increase staff capability through targeted training, and deepen our engagement with partnership groups—particularly in areas such as Making Safeguarding Personal and thematic workstreams.

United Lincolnshire Teaching Hospitals NHS Trust

United Lincolnshire Teaching Hospitals NHS Trust (ULTH) is an active and engaged member of the Lincolnshire Safeguarding Adults Board (LSAB). The Trust demonstrates a strong commitment to safeguarding adults at risk, underpinned by well-established governance arrangements, robust policies, and effective operational practices aligned with key legislative frameworks, including the *Care Act 2014* and the *Mental Capacity Act 2005*.

The ULTH Safeguarding Team works proactively to support safe and positive patient outcomes throughout patients' time within acute hospital services. The Trust has comprehensive audit processes in place to monitor performance, assure compliance, and drive continuous improvement. Audit findings are shared across local forums to promote organisational learning and inform ongoing practice development. ULTH's safeguarding arrangements promote a culture of accountability, professional curiosity, and person-centred practice. This enables staff to recognise, respond to, and manage safeguarding concerns effectively within complex clinical environments.

The Trust continues to make a valuable contribution to LSAB activity, including the development, review, and implementation of safeguarding policies and procedures across the partnership. Learning from Safeguarding Adults Reviews (SARs) and other LSAB reviews is systematically embedded within local systems and processes. The Trust ensures that safeguarding referrals are managed in line with statutory requirements,

while supporting frontline staff to understand that safeguarding is everyone's responsibility. There is a continued emphasis on *Making Safeguarding Personal*, ensuring that the voice of the individual is central to all safeguarding activity and that practice is person-led rather than process-driven.

ULTH maintains a proactive approach to strengthening safeguarding practice, ensuring staff are appropriately trained, supported, and professionally challenged. Patient stories and lived experiences are used within governance structures to highlight good practice, identify learning, and drive continuous service improvement. This approach supports both internal assurance and delivery against LSAB strategic priorities.

The Named Professional provides oversight of emerging themes and trends across safeguarding activity, patient safety incidents, complaints, HR processes, and Datix reporting systems. This ensures that learning is triangulated and embedded across all areas of practice, rather than addressed in isolation.

ULTH remains fully committed to safeguarding adults, promoting continuous improvement, and ensuring effective protection for adults at risk across acute hospital services in Lincolnshire. The Trust continues to support and contribute to the delivery of LSAB priorities.

Lincolnshire Partnership NHS Foundation Trust

During 2025/26, Lincolnshire Partnership NHS Foundation Trust (LPFT) has continued to support the priorities of the Lincolnshire Safeguarding Adults Board (LSAB), with a particular emphasis on prevention, early intervention, and strengthening multi-agency safeguarding systems. A key development has been the implementation of the Trust Safeguarding Hub in May 2025, providing a single point of access for safeguarding triage, advice, and decision-making internally and with the multiagency. This has improved the timeliness and consistency of responses, supported earlier identification of risk, and strengthened professional curiosity across services. Activity levels remain high, with over 23,000 requests for advice managed, more than 1,400 domestic abuse risk assessments completed, and significant involvement in adult safeguarding processes, demonstrating both the scale of need and the Trust's contribution to system-wide safeguarding.

This work has contributed to improved outcomes through earlier intervention, more robust risk identification, and enhanced coordination with partner agencies. There is evidence of increased identification of domestic abuse, including high-risk cases referred into MARAC, and improved quality of referrals and information sharing. The Safeguarding Hub has also strengthened organisational oversight, enabling better understanding of emerging themes around trauma as a whole, non-recent abuse disclosures, and complexity in mental capacity assessments. A Making Safeguarding Personal (MSP) approach is embedded within practice through trauma-informed care, strengthened staff guidance and Trust processes such as through the Trust allegation process, and the continued development of patient-centred risk assessment and decision-making processes.

Significant learning has been derived from the statutory safeguarding reviews, including Safeguarding Adult Reviews (SARs) and Domestic Abuse Related Death Reviews (DARDRs) that links to improved future outcomes for adults who require safeguarding. This has resulted in tangible changes to practice, including revisions to safeguarding screening tools, improvements to DASH and MARAC referral processes, and enhanced assessment processes families. Learning has been actively disseminated through the Safeguarding Champions network, supervision, and targeted training, supporting a continuous cycle of improvement aligned to LSAB priorities on learning and assurance.

Partnership working remains a core strength. LPFT continues to play an active role across LSAB, the Lincolnshire Domestic Abuse Partnership, MAPPA, MARAC, Prevent/Channel, and the wider Health Safeguarding Collaborative. The Trust contributes specialist mental health, learning disability and autism expertise within multi-agency forums and has supported joint developments. While workforce capacity pressures have affected consistent attendance at some subgroups, arrangements have been in place to ensure continued representation and escalation through system partners.

The Trust has strengthened its approach to safeguarding effectiveness through improved governance, data capture, and assurance processes over the last year. The Safeguarding Hub has enhanced organisational visibility of risk, improved data quality, and supported thematic analysis to inform prevention and early intervention. Assurance around safeguarding adults is further supported through audit activity internally and through multi agency, statutory review processes, supervision structures, and compliance with national frameworks including the NHS Safeguarding Accountability and Assurance Framework (SAAF) and Care Quality Commission (CQC) Regulation 13. The development of an expanded Safeguarding Champions network (increasing to 165) has also strengthened frontline confidence, capability, and consistency.

Key challenges remain, primarily relating to sustained increases in demand, complexity of need, and workforce capacity across safeguarding services and the wider system. These pressures are reflected in the

Trust Risk Register and are being actively managed through service redesign, including the continued development of the Safeguarding Hub and strengthened governance arrangements. Priorities for 2026/27 include further embedding learning from reviews, strengthening Mental Capacity Act governance, enhancing prevention and early intervention through improved data analysis, and continuing to support system-wide developments linked to Integrated Care Board changes and evolving multi-agency safeguarding arrangements.

Lincolnshire Community Health Services

Lincolnshire Community Health Services (LCHS) continues to be an active participant and committed member of the Lincolnshire Safeguarding Adults Board (LSAB). Safeguarding adults at risk remains a high governance priority and core business function within LCHS which is strengthened by well-established governance structures, robust policies and effective operational practices, all of which are in accordance with key legislation, including the Care Act 2014 and the Mental Capacity Act 2005.

Making Safeguarding Personal (MSP) continues to be emphasised in clinical pathways and all safeguarding activity across LCHS, moving away from a process driven approach to one that is focused on what individuals want to achieve. MSP is now firmly embedded within safeguarding training packages and supervision sessions that are provided to all practitioners and senior leaders across the Trust. Notably, through completion of bi-annual audits, we have seen improvements in the application of the Mental Capacity Act 2005 when Deprivations of Liberty are required, ensuring that any decisions made are in the patient best interest and that their voice remains centric. These improvements have been supported by the implementation of a stand-alone mandatory Mental Capacity and Best Interest training package and bespoke sessions provided by the LCHS Safeguarding & Vulnerabilities team.

In relation to learning and shaping future practice, the Trust continues to work with LSAB; including the development, review, and implementation of safeguarding policies and procedures across the partnership. The Trust also actively participates in local Safeguarding Adult Reviews (SARs) and Domestic Abuse Related Death Reviews (DARDRs) ensuring that lessons learned are disseminated to practitioners across the Trust. A 7-minute briefing with a focus on self-neglect and non-concordance was produced and implemented during safeguarding sessions. This provided a short but high-impact learning opportunity for LCHS community teams with the aim of supporting practitioners to empower patients to be active participants within their care.

Safeguarding accountability is positioned at the highest level within LCHS, reporting directly from frontline teams up to the Trust Board. Comprehensive audit processes are in place which monitor performance, assure compliance, and drive continuous improvement to ensure that the Trust is carrying out its safeguarding duties effectively. Training and safeguarding supervision compliance remains an ongoing topic of focus at both operational and oversight group level, ultimately to ensure that practitioners feel supported and equipped to recognise and respond to safeguarding concerns effectively.

In terms of s42 activity and concerns the Trust have raised against themselves, predominantly relating to pressure damage, there has been a small increase on last year however it is felt this reflects a higher level of scrutiny and practitioners having an improved level of awareness and understanding. This feeds into the LSAB prevention and early intervention priority whereby a refreshed pressure ulcer improvement programme is being rolled out within LCHS in 2026-2027. This will focus on early identification of skin vulnerability at the point of initial contact thus reducing the risk of deterioration where possible.

LCHS remains wholly committed to safeguarding adults at risk across community health services in Lincolnshire and continues to support and contribute to the delivery of LSAB's priorities.

Lincolnshire Fire and Rescue

What have we done to support SAB priorities?

Lincolnshire Fire and Rescue Service (LFR) continue to support the priorities of the Safeguarding Adults Board through prevention, protection, partnership working, and early intervention. Our Community Fire Safety team regularly engage with adults who may be vulnerable due to age, disability, health conditions, social isolation, self-neglect, or hoarding behaviours.

Through our Home Fire Safety Visit's (HFSV), staff identify safeguarding concerns within people's homes and communities, using professional curiosity, and making referrals to Adult Social Care, health partners, and other agencies where appropriate. We have embedded safeguarding awareness within our community engagement activities, ensuring the Community Fire Safety team, as well as firefighters are equipped to recognise signs of abuse, neglect, self-neglect, and exploitation.

LFR actively participates in multi-agency safeguarding meetings, contributes to case discussions, including where fire risk is a significant concern, and supports the development of coordinated plans to reduce risks to vulnerable adults.

LFR has continued to apply the principles of the NFCC Person Centred Framework, ensuring that interventions focus on the individual's circumstances, needs, and risks, rather than solely on fire safety risks within the home

What difference has it made?

Our involvement has enabled vulnerable adults to receive support at an earlier stage, reducing the likelihood of harm and improving safety outcomes. HFSV's, through the NFCC Person Centred Framework, provide an opportunity to identify wider safeguarding issues that may not otherwise come to the attention of services. By sharing information and making timely referrals, we have helped individuals access appropriate support, reduce fire-related risks, and improve their ability to live safely and independently within their own homes. Our contribution to multi-agency risk management has strengthened safeguarding responses for individuals experiencing complex needs.

The collaborative approach has also improved awareness among residents and partner agencies of the links between vulnerability, safeguarding concerns, and fire risk.

What have we learned and changed?

LFR recognises that safeguarding concerns are often interconnected with broader issues such as mental health, substance misuse, social isolation, poor housing conditions, and self-neglect. Through our work with partners, we have strengthened staff understanding of these complexities and the importance of a person-centred approach.

National learning from NFCC safeguarding work highlights the relationship between fire risk and wider vulnerabilities, including self-neglect, hoarding, mental health challenges, substance misuse, and social isolation. Learning from national safeguarding networks, Fire Standards and safeguarding reviews has informed ongoing improvements to referral pathways, recording processes and partnership working arrangements.

We have continued to develop staff training and awareness to ensure safeguarding concerns are recognised confidently and acted upon appropriately. Learning from safeguarding reviews and partnership discussions has informed improvements to referral pathways, information sharing, and joint working arrangements.

We continue to strengthen internal processes, reviewing them on an annual basis, to ensure safeguarding concerns identified during operational incidents. HFSV's and whilst conducting other community activities are recorded, escalated, and monitored effectively.

How have we worked with others?

Partnership working remains central to our safeguarding approach. LFR works closely with Adult Care, health services, district councils, housing providers, police, voluntary organisations, and other statutory partners to support vulnerable adults.

We contribute to multi-agency meetings, provide tailored advice relating to fire risk and work collaboratively to develop proportionate interventions for individuals at greatest risk. Our Community Fire Safety Advocates routinely share information with partner agencies and support joint visits, when required, where a coordinated response is needed. This reflects NFCC guidance which promotes effective information sharing and coordinated partnership responses to reduce vulnerability and community risk.

Through Safeguarding Adults Board representation, LFR contributes to strategic discussions, learning opportunities and the development of county-wide approaches to safeguarding adults.

How do we know we are effective?

We monitor safeguarding referrals generated through HFSV's and operational activity, alongside outcomes achieved through community safety interventions. Performance data, case reviews, and partner feedback help us assess the effectiveness of our safeguarding contribution.

We also review learning arising from Safeguarding Adult Reviews and significant cases to identify opportunities for service improvement. Feedback from partner agencies demonstrates the value of LFR's contribution in identifying vulnerable adults, sharing intelligence, and reducing risks.

Our continued involvement in multi-agency arrangements provides assurance that safeguarding concerns are addressed in a timely and coordinated manner.

What are our challenges and next steps?

The increasing complexity of needs among vulnerable adults continues to present challenges, particularly where self-neglect, hoarding, mental health issues, and social isolation create heightened fire and safeguarding risks. Rising demand across partner agencies can also affect the speed and availability of support.

To address these challenges, LFR will continue to:

- Strengthen staff safeguarding knowledge and confidence through ongoing training.
- Enhance identification and referral processes for vulnerable adults.
- Support the development of partnership approaches to self-neglect and hoarding.
- Improve data collection and outcome monitoring to better demonstrate the impact of our interventions.
- Continue active participation in Safeguarding Adults Board activities and learning opportunities.
- Seek opportunities for earlier intervention through targeted community risk reduction and prevention initiatives.

Through these actions, Lincolnshire Fire and Rescue Service remains committed to protecting vulnerable adults, promoting independence, and working collaboratively to achieve positive safeguarding outcomes across Lincolnshire.

Lincolnshire Community and Hospitals NHS Group

Lincolnshire Community and Hospitals NHS Group (LCHG) is made up of a Partnership between Lincolnshire Community Health Services NHS Trust (LCHS) and United Lincolnshire Teaching Hospitals NHS Trust (ULTH) and was brought together as a Group in April 2024. The Group is an active and engaged member of the Lincolnshire Safeguarding Adults Board (LSAB). The Group demonstrates a strong commitment to safeguarding adults at risk, underpinned by well-established governance arrangements, robust policies, and effective operational practices aligned with key legislative frameworks, including the Care Act 2014 and the Mental Capacity Act 2005.

The Safeguarding Teams work proactively to support safe and positive patient outcomes for all patients within our services. The Group has comprehensive audit processes in place to monitor performance, assure compliance, and drive continuous improvement. Audit findings are shared across local forums and Care Groups to promote organisational learning and inform ongoing practice development. The Groups safeguarding arrangements promote a culture of accountability, professional curiosity, and person-centred practice. This enables staff to recognise, respond to, and manage safeguarding concerns effectively within complex clinical environments.

The Group continues to make a valuable contribution to LSAB activity, including the development, review, and implementation of safeguarding policies and procedures across the partnership. Learning from Safeguarding Adults Reviews (SARs) and other LSAB reviews is systematically embedded within local systems and processes. The Group ensures that safeguarding referrals are managed in line with statutory requirements, while supporting frontline staff to understand that safeguarding is everyone's responsibility. There is a continued emphasis on Making Safeguarding Personal, ensuring that the voice of the individual is central to all safeguarding activity and that practice is person-led rather than process-driven.

The Group maintains a proactive approach to strengthening safeguarding practice, ensuring staff are appropriately trained, supported, and professionally challenged. Patient stories and lived experiences are used within governance structures to highlight good practice, identify learning, and drive continuous service improvement. This approach supports both internal assurance and delivery against LSAB strategic priorities.

The Named Professionals provide oversight of emerging themes and trends across safeguarding activity, patient safety incidents, complaints, HR processes, and incident reporting systems. This ensures that learning is triangulated and embedded across all areas of practice, rather than addressed in isolation.

LCHG remains fully committed to safeguarding adults, promoting continuous improvement, and ensuring effective protection for adults at risk across the acute and community health services in Lincolnshire. The Group continues to support and contribute to the delivery of LSAB priorities.

North Kesteven District Council

North Kesteven District Council (NKDC) has continued to strengthen its safeguarding arrangements over the reporting period through partnership engagement, workforce development, and improved internal governance. Our activity demonstrates clear alignment with the Lincolnshire Safeguarding Adults Board

(LSAB) strategic priorities, particularly in prevention, Making Safeguarding Personal (MSP), continuous learning, and safeguarding effectiveness.

Overall, our work has:

- Raised the profile of safeguarding across all service areas
- Increased staff confidence and engagement in safeguarding responsibilities
- Strengthened training compliance and monitoring systems
- Extended safeguarding awareness into the community and parish networks

Key challenges identified include:

- Fully embedding safeguarding into management practice and supervision (e.g. integration into 1:1 processes)
- Ensuring consistent ownership of training compliance at manager level
- Addressing concerns regarding representation and attendance at some partnership forums (e.g. MACE)
- Strengthening the explicit incorporation of Making Safeguarding Personal in practice and reporting

NKDC has made measurable progress in supporting LSAB priorities, particularly in prevention, workforce development, and partnership engagement. The next phase will focus on embedding these improvements into management practice, strengthening MSP, and enhancing assurance processes to evidence sustained impact. Next steps will focus on:

- Embedding safeguarding within management accountability frameworks
- Developing individual training plans and monitoring tools for managers
- Strengthening MSP implementation and evidencing person-centred outcomes
- Continuing to expand community engagement and partnership working
- Improving data capture and feedback mechanisms to evidence effectiveness

How we support LSAB Strategic Priorities

Prevention and Early Intervention

NKDC has focused on proactive safeguarding awareness and early identification of risk through:

- Attendance at multi-agency forums (including MARAC and Partnership Boards)
- Dissemination of safeguarding information via corporate and district communication channels (e.g. Parish newsletters, councillor updates, “The Orange”)
- Engagement with Parish Councils, offering safeguarding events and free training
- Cross-department collaboration (e.g. HR involvement in training review; Environmental Health contributing to hoarding protocol development).

Strategic alignment: These actions support LSAB’s aim to *proactively identify and mitigate safeguarding risks before escalation* and strengthen partnership responses.

Making Safeguarding Personal (MSP)

Whilst MSP is not yet fully embedded, there is clear intent to incorporate it into practice:

- Recognition that MSP must be reflected in reporting and operational responses
- Increased engagement with communities (e.g. parish councils), enabling earlier conversations with individuals at risk
- Improved awareness across staff of safeguarding responsibilities, supporting a more person-centred approach.
- Developed a sentence starter prompt document, so open-ended Qs can be asked when using professional curiosity to make safeguarding personal – what, how, where, when etc. to establish facts and desired outcomes, putting people at heart of process.

- Local briefings redesigned to deliver contextual and current safeguarding information, including use of recent safeguarding cases and audience-specific interactive learning scenarios/discussion points to embed how knowledge works in practice.
- Promoted and published LCC MSP resource pack on intranet.

Strategic alignment: This supports LSAB's expectation that agencies engage individuals early, understand their desired outcomes, and involve them in safeguarding processes.

Learning and Shaping Future Practice

NKDC has demonstrated a commitment to continuous improvement through:

- Contributed to the LCC review and revision of mandatory safeguarding training arrangements. Achieved consistency and compliance by mapping the new LCC training programme criteria to local job roles to create new role-appropriate levels of training and signposting to CPD.
- Introduction of new monitoring and engagement structures to improve compliance by introducing maintenance of individual mandated safeguarding learning calendar that feeds department training matrices. To help promote specific topics during each training period, improving manager and team accountability through better tracking, recording and oversight of teams fulfilling their safeguarding responsibilities.
- Review and updating of contractor safeguarding compliance processes, strengthening requirements through collaboration with Property Services.
- Review and update of Member safeguarding briefings, strengthening relationships and collaboration with Democratic Services Facilitation of new Safeguarding awareness route through Parish Councils.
- A new Pocket guide to safeguarding resources, and glossary of community safety terms provided to all colleagues and external attendees of NKDC safeguarding briefings.

Impact:

- Improved oversight of training completion
- Greater accountability across services and contractors
- Increased organisational awareness of safeguarding roles and expectations,
- Creating an informal and accessible environment to discuss concerns, and signpost to appropriate services.

Strategic alignment: This reflects LSAB priorities around embedding learning, strengthening professional curiosity, and ensuring training leads to improved practice.

Safeguarding Effectiveness and Assurance

NKDC has taken steps to strengthen internal safeguarding governance:

- Use of communication tools (newsletters and updates) to track reach and engagement
- Collection of feedback from staff, councillors and contractors to evaluate training impact
- Consideration of strengthened monitoring mechanisms (e.g. mandatory training checks before completion sign-off)
- Introduction of new self-service booking and recording process for safeguarding briefings, resulting in visible data and assurance that NKDC's contractors are compliant with their safeguarding responsibilities whilst working for NKDC.
- Created and embedded robust processes to actively manage NKDC staff data in Enable, leading to better data management and provision of clearer reporting on learning completions, providing assurance we are meeting the LSAB expectations.
- Built AI agent to automate elements of basic safeguarding administration, thereby enhancing consistency of data output, reducing scope for human error in analysing or inputting data.

Impact:

- Raised safeguarding profile across the organisation

- Improved staff engagement with safeguarding responsibilities. More effective enforcement mandatory training requirements.
- Increased demand for further information from contractors, indicating growing awareness (76 individuals from 20 organisations attended between April and June 2026, with another 33 scheduled from 8 organisations between July and September).

Strategic alignment: These actions support LSAB's focus on data-informed assurance, stronger internal processes, and improved accountability.

Partnership Working

NKDC has strengthened partnership arrangements through:

- Active participation in multi-agency forums
- Collaboration with internal departments and external partners
- New direct engagement model with Parish Councils to extend safeguarding reach
- Closer District Council collaboration to consistently identify specific job role training modules, for future implementation within each District.

Impact:

- This has enhanced cross-agency communication, improved consistency of safeguarding messaging, and widened access to training and resources.

Strategic alignment: Supports LSAB's objective of collaborative working and system-wide safeguarding improvement.

South Kesteven District Council

Support for LSAB priorities during 2025/26

During 2025/26, South Kesteven District Council (SKDC) has continued to support the Lincolnshire Safeguarding Adults Board's focus on prevention and early intervention, Making Safeguarding Personal, learning from reviews and strengthening safeguarding effectiveness. As a district council and social landlord, SKDC recognises the important role of elected members, employees and operatives in identifying risks at the earliest opportunity, responding appropriately and sharing information with safeguarding partners.

Key achievements and impact

Safeguarding awareness training has been delivered to elected members and operational employees, including front-line operatives, to reinforce the importance of recognising indicators of abuse, neglect, self-neglect, exploitation and unsafe living conditions. This has strengthened understanding that safeguarding is everyone's responsibility and has helped employees identify and report concerns arising through routine contact with residents and their homes.

SKDC has refreshed its internal safeguarding intranet page so that employees have clear, accessible information about how to recognise and report concerns, including who to contact and how matters should be escalated. Housing operatives also have access to an alert system through which concerns about property condition or a resident's circumstances can be flagged promptly to Housing Officers for further investigation. These arrangements provide a practical route from identification to assessment and support earlier intervention where risks are emerging.

Partnership working activity

SKDC has participated in regular multi-agency partnership meetings, contributing the district council and housing perspective to shared safeguarding activity. The Council has also taken part in Safeguarding Adult Reviews and associated learning processes, providing information where required, engaging constructively with partners and considering how review findings should be embedded within local practice. This participation supports coordinated decision-making, appropriate information-sharing and a more consistent response for adults with care and support needs.

Learning, challenges and future priorities

Learning from partnership activity and Safeguarding Adult Reviews has highlighted the need for timely and effective communication between agencies, clear internal ownership and well-understood escalation routes within the Council. A continuing challenge is ensuring that safeguarding awareness remains embedded across a diverse workforce, particularly for employees whose primary role is not safeguarding but who may regularly enter residents' homes or encounter signs of vulnerability.

SKDC will continue to strengthen communication and escalation arrangements, reinforce the use of the operative alert system and review whether referrals and alerts lead to timely, proportionate action. The Council will maintain safeguarding training and internal communications, share learning from reviews with relevant services and continue active participation in LSAB and wider partnership arrangements. This will support the LSAB's prevention agenda, person-centred practice and commitment to embedding learning and improving safeguarding effectiveness across Lincolnshire.

South & East Lincolnshire Council Partnership

Safeguarding Lead Officers Submission

Lincolnshire Safeguarding Adults Board (LSAB) Annual Report Contribution

We are pleased to provide an overview of our safeguarding activity over the reporting period, demonstrating our continued commitment to protecting vulnerable adults, strengthening partnership working, and promoting a culture of prevention and early intervention.

What have we done to support SAB priorities?

Over the past year, the South & East Lincolnshire Partnership has actively supported LSAB priorities, particularly in relation to prevention, partnership working, Making Safeguarding Personal (MSP), and addressing exploitation and vulnerability in our communities.

We have strengthened our frontline staff awareness through targeted safeguarding training across housing, environmental health, community safety, and customer services. This has ensured staff are better equipped to recognise signs of neglect, financial abuse, cuckooing, and modern slavery, issues that are particularly relevant within the borough / district.

We continue to focus on rough sleeping and homelessness, where we have embedded safeguarding principles into outreach activity. For example, joint operations with housing officers and partners have identified individuals at risk of self-neglect and exploitation, enabling timely safeguarding referrals.

We have also supported LSAB priorities through our involvement in multi-agency risk management processes, including MARAC (Multi-Agency Risk Assessment Conferences) and complex case discussions, ensuring that safeguarding concerns are addressed holistically.

What difference has it made?

These actions have resulted in a more proactive safeguarding culture across the organisation. Staff confidence in identifying and reporting concerns has increased, reflected in a rise in early referrals and improved quality of information shared with Adult Social Care.

For example, housing officers have successfully identified cases of cuckooing, where vulnerable tenants were being exploited for criminal activity. Early intervention in these cases enabled partner agencies to safeguard individuals while taking appropriate enforcement action.

Our work with rough sleepers has led to better engagement with individuals who historically disengaged from services, supporting improved outcomes around accommodation, mental health support, and substance misuse interventions.

Additionally, increased collaboration has reduced duplication and improved the speed and coordination of responses, particularly in complex safeguarding situations.

What have we learned and changed?

We have learned that early identification and information sharing are critical to preventing harm. As a result, we have strengthened internal reporting pathways and reinforced the importance of recording safeguarding concerns consistently.

We also recognised the need for trauma-informed approaches, particularly when working with individuals experiencing homelessness or exploitation. This has influenced staff training and engagement strategies, enabling more effective and empathetic interventions.

Furthermore, we recognise that many individuals experience multiple and interconnected vulnerabilities, such as mental ill health, substance misuse, and exploitation. In response, we have improved our approach to complex case management, ensuring coordinated multi-agency support.

How have we worked with others?

Partnership working remains central to our safeguarding approach. We have worked closely with:

- **Lincolnshire County Council Adult Care**

- **Lincolnshire Police**
- **Health partners and mental health services**
- **Voluntary and community sector organisations**
- **Housing providers and outreach services**

A strong example of this is our involvement in joint enforcement and safeguarding visits, where environmental health, police, and safeguarding professionals respond to concerns such as unsafe living conditions, exploitation, or anti-social behaviour linked to vulnerable individuals.

We have also contributed to multi-agency forums and safeguarding reviews, ensuring that local learning informs practice improvements across the system.

How do we know we are effective?

Effectiveness is measured through a combination of qualitative and quantitative indicators, including:

- Increased number and improved quality of safeguarding referrals from council services
- Positive feedback from partners regarding collaboration and information sharing
- Case outcomes demonstrating reduced risk and improved wellbeing for individuals
- Internal audits showing improved compliance with safeguarding procedures

We also monitor learning from safeguarding cases and feedback from frontline staff to ensure that improvements are embedded into practice.

What are our challenges and next steps?

We continue to face challenges in relation to:

- Increasing complexity of cases, particularly involving exploitation and self-neglect
- Engagement with individuals who are reluctant to accept support
- Resource pressures across partner agencies, impacting response capacity

In response, our next steps include:

- Further embedding Making Safeguarding Personal, ensuring individuals' voices remain central to all interventions
- Enhancing data sharing and intelligence-led approaches to identify emerging risks earlier
- Expanding targeted training, particularly around exploitation, modern slavery, and professional curiosity
- Strengthening community engagement and prevention activity, working with local organisations to identify vulnerable individuals sooner

The South & East Lincolnshire Partnership remains committed to working collaboratively with LSAB and partners to continuously improve safeguarding practice and outcomes for adults at risk across our communities.