

Leeds Initiative A Vision for Leeds



*“Enhanced safety and support for vulnerable people
through preventative and protective action
to minimise risks and maximise wellbeing”*

MEMORANDUM OF UNDERSTANDING & SUPPORTING ANNEXES

Safeguarding the right of vulnerable adults
to live free from abuse & neglect

MEMORANDUM OF UNDERSTANDING

LEEDS SAFEGUARDING ADULTS PARTNERSHIP

1. PURPOSE

This Memorandum of Understanding provides the framework for identifying roles, responsibility, authority and accountability. It enables the partnership board to develop mechanisms for policies, strategies, thresholds; to give guidance and ensure freedom from discrimination.

The purpose of this Memorandum of Understanding [MOU] is to ensure that partner agencies of the Leeds Safeguarding Adults Partnership [LSAP]:

1. Contributes to delivery of the Vision for Leeds and the Leeds Initiative of which it is an integral part.
2. Has a clear and shared understanding of its purpose and the expected outcomes of its remit.
3. Is empowered to carry out its remit of safeguarding vulnerable adults and safeguard the right of vulnerable adults to live free from abuse & neglect;
4. Delivers national and locally agreed policies, priorities, standards, best practice and all relevant expected outcomes ;
5. Understands and ensures accountability and responsibility for adult safeguarding activity and outcomes for people;
6. Assesses and manages risks in relation to agreed business plans, stated objectives and outcomes;
7. Monitors delivery and performance against agreed plans, priorities and best practice standards as set out in 'No Secrets' and its successor, and the ADSS publication, 'Safeguarding Adults';
8. Secures effective evaluation of progress and performance; and,
9. Provides for robust quality assurance, evaluation and scrutiny linked to the commissioning and provision of competency-based workforce training and development.
10. Monitors and quality assures safeguarding training and development to ensure high quality practice and learning.

2. THE PARTNERSHIP

The Leeds Safeguarding Adults Partnership represents a joint working arrangement where the partners:

1. Agree to work together to achieve wider and common goals and outcomes for local people around safeguarding that are inherent in the vision for Leeds;
2. Ensure multi-agency policies and procedures are adopted by the Executive Body of their organisation and delivered consistently.
3. Share accountability, risks and resources appropriately;
4. Pursue positive outcomes for vulnerable adults and to communicate with and engage with communities
5. The work of the Partnership is led by a Board composed of Full and Associate members. The Board will be supported by sub-groups.

6. The operation of the Board is underpinned by four general sets of principles to which all agencies agree to subscribe:
 - Good Governance [Annex 1]
 - Nolan [Annex 2]
 - Partnership [Annex 3]
 - Caldicott [Annex 4]

3. SAFEGUARDING PRINCIPLES

All agencies with full or associate membership within the Leeds Safeguarding Adults Partnership agree to subscribe to the following guiding principles in relation to the safeguarding of vulnerable adults:

1. **Work together**, as partners to deliver effective frameworks for better safeguarding, prevention and best practice.
2. **Ensure the safety of vulnerable adults** by integrating strategies, policies and services relevant to abuse within the framework of relevant legislation and promotion of human rights;
3. **Actively promote** the empowerment, independence and well being of vulnerable adults; and,
4. **Respect the right of the individual** to lead an independent life based on self determination and personal choice; and,
5. **Identify people who are unable to take their own decisions** and/or protect themselves, their assets and bodily integrity;
6. **Accept that the right to self determination can involve risk** and ensure that such risk is assessed, recognised and understood by all concerned; and,
7. **Seek to minimise risks** through open discussion between the individual and agencies about the risks involved; and,
8. **Ensure an assessment of decision making capacity** where a vulnerable adult makes life-transforming decisions or choices that may adversely affect their well-being and protection from abuse or risk of abuse and where they do not have appropriate family or friends to support them; and,
9. **Ensure that when the right to an independent lifestyle and choice is at risk the individual concerned receives appropriate help**, including advice, support and protection, where necessary from relevant agencies; and,
10. **Assure that the law and statutory requirements are known and used appropriately** so that vulnerable adults receive the protection of the law and access to the judicial process.

4. BOARD REMIT

The remit of the Board reflects the principles set out above and is to:

1. **Develop and Deliver a vision for safeguarding adults** firmly rooted in the wider vision for Leeds and promotion of individual human rights, dignity and respect.
2. **Ensure strong links with relevant strategy and development partnerships and delivery partnerships** and inform work of strategic commissioning boards.
3. **Promote involvement** of patients, service users, and carers and adopt an inclusive approach to secure community understanding and awareness and feedback on adult safeguarding.
4. **Prepare a Safeguarding Adults Strategic Plan and annual work plan** to deliver its vision and responsibilities.
5. **Secure executive level agency support and resourcing** of safeguarding responsibilities based on a shared understanding of the threshold and definition of abuse.
6. **Determine Multi – Agency Safeguarding Policy and Procedures necessary** to secured enhanced safety and support of vulnerable people through preventative and protective action to minimise risks and maximise well being.
7. **Keep under review the development and delivery of safeguarding policies, protocols, practice and procedures** across and within all partners, local agencies and providers of adult social care; including work of all sub-groups, the chair, memberships, co-options and any task and finish project groups.
8. **Oversee and monitor operational adult safeguarding activity** and generation of information that is accurate, timely, fit for use and meets audit guidance within “No Secrets” and successor guidance.
9. **Secure citywide consistency in safeguarding** and ensure all staff and stakeholders know and use policies and procedures effectively.
10. **Secure effective operational co-ordination** of safeguarding adults work with the safeguarding of children, MAPPA, domestic violence, bullying, hate crime and wider crime and disorder reduction.
11. **Promote a learning culture around safeguarding** through dissemination of information, advice, investigations, feedback, reviews, research, best practice and learning through joint quality assurance processes.
12. **Authorise, coordinate and commission Serious Case Reviews, disseminate learning points** and prepare, monitor and keep under review protocols and processes to support such reviews.
13. **Devise joint and single agency training standards** to ensure awareness and recognition of abuse and informed, competent and consistent action to secure positive outcomes and reduce risks.

14. **Review effectiveness** of policies and procedures for the recruitment and supervision of people working with vulnerable adults and compliance with national guidance; including integration of best practice and learning.
15. **Review progress** in taking steps to recognize, report, respond to and reduce risk of abuse and monitor incidence of abuse; including institutional abuse and discrimination.
16. **Promote assurance, board challenge and undertake audits** to validate effectiveness and offer reasonable assurance on effectiveness of joint and single agency policy, protocols, procedures, practice and performance; including board functioning.
17. **Develop and deliver effective communication processes to promote awareness of safeguarding issues**, to include an annual report that reviews progress in delivery of the strategic plan, development of the partnership, safeguarding activity, audits and assurance and the outcomes for people.
18. **Generate accessible information** about safeguarding for the public, professionals, service users, patients, and carers about how to seek support and to recognise and report concerns.
19. **Establish information sharing protocols**, consistent with the Leeds Interagency Protocol for sharing information that balance the requirements of confidentiality, compliance with Caldicott principles, and the need to promote the well being of adults vulnerable to abuse.

The Board will keep its terms of reference under review and its annual report and audit will be submitted to all partner agencies and to the relevant City Council Scrutiny Committee.

The Terms of Reference of sub-groups are set out at **Annex 5**. The number and remit of Sub-Groups is a matter within the discretion of the Board. The number, composition and remit of all sub-groups will be reviewed each year at the annual business meeting of the Board and Board performance review functions or as required.

5. ACCOUNTABILITY

Accountability for leading the creation and maintenance of the Safeguarding Partnership is clearly located with the Local Authority, designated to the Director for Adult Social Services and overseen by the relevant Overview and Scrutiny Committee[s]. The Safeguarding Adults Partnership receives endorsement by and is linked to the Leeds Initiative through the Safer Leeds Partnership.

Each agency has specific responsibility for ensuring their services and functions are discharged having regard to the need to safeguard and promote the independence, health and well-being of adults who may be vulnerable to abuse and neglect.

Each agency agrees to ensure effective representation on the Board by nominating representatives as they consider of appropriate seniority and nominated substitutes to attend in the event of the former not being available for any reason. All Board members will be key delivery partners able and determined to work within and deliver the outcomes intended to arise from the Board's remit and will remain accountable to their agency and the Board on all relevant matters impacting on outcomes for adults who may be vulnerable to abuse and neglect.

The Board is accountable for its work to its constituent agencies. Board members are accountable to their own organisation, and to the Board within its remit and responsibilities. **Annex 6** sets out the overall accountability and reporting framework for this partnership.

6. GOVERNANCE – MEMBERSHIP

Partnership members will have either full or associate membership. Full membership is open to agencies responsible for safeguarding services and resourcing the partnership. Sub Group Chairs become full members if not already nominated in that capacity. Associate membership includes bodies whose work is relevant to effective safeguarding and its regulation. Both categories of membership are nominative. Details of both memberships are given in **Annex 7**.

All Members nominated to serve on the Board will receive a formal letter confirming their appointment and its terms from the Director of Adult Social Services. Nominating bodies may change their nominee at any time in writing to the Director of Adult Social Services. Every effort should be made by agencies to secure protected time for Board Members within their primary agency role.

Associate membership of the Board may be amended as the partnership develops. The Board may invite other persons and bodies who are exercising functions or engaging in activities relating to safeguarding of adults and with whom the Board consider arrangements would facilitate strategic leadership and direction. All such changes are subject to confirmation by the Director of Adult Social Services on the recommendation of the Partnership Board through its Board Chair.

7. GOVERNANCE – CO-OPTIONS & OBSERVERS

The Partnership Board may co-opt additional [non voting] members to cover skill gaps in Board membership or to secure specialist advice.

All such co-options will be reviewed annually and all persons so co-opted shall sign a confidentiality statement. Co-options may be for a fixed period or a specific task.

Observers from other agencies or third sector organisations may attend meetings by agreement of the Board. This does not include the right to speak or participate in discussion of matters before the Board. Observers may be excluded from those parts of the meeting considering exempt or other confidential or personal information.

8. GOVERNANCE – CONDUCT OF BUSINESS

Annex 8 sets out the general arrangements for the conduct of business and administrative/secretariat support.

9. GOVERNANCE – ROLE DESCRIPTIONS

Annex 9 contains role descriptions for the Board Chair, Group Chairs, Board Members and the Director of Adult Social Services.

10. EQUALITIES AND INCLUSION

The partnership will operate and actively value the benefits of diversity and ensure fair treatment and equality of opportunity. An equality impact assessment will be undertaken and reported to the Board within 12 months of its operation. Information on safeguarding will include appropriate information, subject to availability, on gender, disability and ethnicity.

11. CONFLICT RESOLUTION

Where the Board is unable after two meetings to fully resolve a matter it shall be referred to the Director of Adult Social Services for determination.

In exercising her responsibility to determine such matters the Director of Adult Social Services will consult such other Heads of Agencies and the Head of the Council's Paid Service as he or she sees fit.

12. COMMENCEMENT & REVIEW

The commencement date for this memorandum of understanding is **xx** December 2008. The review date is 31 March 2011 and thereafter at three yearly intervals or as agreed [see below]

13. TERMINATION & VARIATION

Any non-statutory organisation may terminate their membership of the Partnership Board at any time by writing to the Director of Adult Social Services.

The Partnership Board will review membership and co-options each year at its Annual Business Meeting. Any proposed changes may only be made in consultation with the Director of Adult Social Services except in the case of the following:

- Membership of Sub Groups [Board responsibility]
- Sub-Group Forward Plans [Board Responsibility]

Amendments to this Memorandum of Understanding may be proposed by the Board at any time subject to the Director of Adult Social Services endorsing the proposed amendment and approval being received from two thirds of all the full and associate partners.

SIGNATURES OF PARTNERS

Agency	Designation	Signature

ANNEX 1

GOOD GOVERNANCE

The independent Commission for Good Governance in Public Services published its report in 2006. This report set out six core principles of good governance, each with its own supporting principles.

Good governance ensures that organisations are fit for purpose, are well led and managed, take appropriate risks and are sustainable operationally, learning from experience and through systematic review and assurance.

Those organisations subscribing to the standard are encouraged to test, each year, how far they live up to the Standard and to consider and develop action plans for making any desired improvements.

Under the standard, good governance means the Leeds Safeguarding Adults Partnership Board will:

1. Focus on the organisation's purpose and on outcomes for citizens and service users.
2. Perform effectively in clearly defined functions and roles.
3. Promote values for the whole organisation and demonstrate the values of good governance through behaviour.
4. Take informed, transparent decisions and manage risk.
5. Develop the capacity and capability of the governing body to be effective.
6. Engage with stakeholders and make accountability real.

ANNEX 2

NOLAN [PRINCIPLES OF PUBLIC LIFE]

The Nolan Committee on Standards in Public Life [1996] identified seven principles to guide those in public positions. They were:

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

ANNEX 3

GENERAL PRINCIPLES OF PARTNERSHIP WORKING

Effective partnership working depends on a number of factors. In adopting this memorandum, all members of the Leeds Safeguarding Adults Partnership Board undertake to work in ways and at a frequency so as to:

- Focus on clear and agreed outcomes for people
- Promote mutual trust and respect for roles
- Offer clear purpose, priorities and deliverables
- Ensure effective decision making and realism on delivery
- Demonstrate shared commitment and ownership
- Secure effective communication and accountability
- Use combined expertise to deliver more
- Manage and share risks
- Ensure inclusion, involvement and linking to others
- Pursue mutual learning, challenge and benchmarking with the best
- Identify mechanisms for monitoring and reviewing performance, progress and success and for policy and service audit and assurance.
- Agree appropriate use and sharing of resources
- Promote consistency in membership and attendance

ANNEX 4

THE CALDICOTT PRINCIPLES

In applying Safeguarding principles agencies may need to balance the requirements of confidentiality with the consideration that, to protect vulnerable adults, it may be necessary to share information. This should be done consistent with the framework provided by the Data Protection Act 1998, the overarching Leeds Interagency Protocol for Sharing Information and in relation to confidential personal information consistent with the Caldicott principles outlined below:

- F**ormal justification of purpose
- I**nformation transferred only when absolutely necessary
- O**nly the minimum required
- N**eed to know access controls
- A**ll to understand their responsibilities
- C**omply with and understand the law

ANNEX 5

TERMS OF REFERENCE OF SUB-GROUPS

1. POLICIES, PROTOCOLS AND PROCEDURES SUB-GROUP

Purpose

The Sub-Group is responsible to the Safeguarding Partnership Board for the discharge of its remit on the development, delivery, oversight and review of multi and single agency policies, protocols and procedures for safeguarding vulnerable adults.

Remit

1. Review existing policies and procedures to reflect guidance and best practice.
2. Keep multi-agency policies under review and up to date.
3. Advise and seek Board approval to significant changes in policies and procedures.
4. Advise and seek assurance on single agency procedures
5. Advise on the setting of thresholds for use of safeguarding procedures
6. Promote and develop interagency policies, procedures and practice consistent with principles of alert, referral decision, safeguarding strategy, assessment, planning, review, recording and monitoring.
7. Develop effective mechanisms to identify and respond to whole service concerns and institutional abuse.
8. Develop protocols to allocate and clarify agency roles and responsibilities
9. Develop and build on existing protocols for sharing information
10. Disseminate information on policy, procedures and best practise
11. Co-ordinate the monitoring and audit of operation of procedures
12. Improve and develop management of adult protection at an operational level
13. Ensure all assessments and investigations are carried out in a setting, language and manner appropriate to the understanding and cultural background of people.
14. Prepare policies, procedures and protocols for responding to perpetrators of abuse and risk to others; including definitions and thresholds.
15. Undertake the Equality Impact Assessments on safeguarding adults policies and procedures.
16. Maintain a forward plan of work and set time aside to:
 - ❑ Review achievements
 - ❑ Assess effectiveness
 - ❑ Consider future requirements

Chairing

Chair:

Vice Chair:

Membership

This will be submitted for approval by the Board. It will consist of a small core group and associate members for specific areas of activity [e.g. thresholds]

Co-ordination and Support:

Head Of Safeguarding/ Safeguarding Adults Coordinators and Administrator(s)

2. SERIOUS CASES REVIEW SUB-GROUP

Overall Purpose

The Sub-Group will oversee serious case review functions on behalf of the Safeguarding Board consistent with the framework of the Leeds Serious Case Review Protocol .

Specific Remit

1. Secure compliance with the Leeds Serious Cases Review [SCR] Protocol
2. Keep the SCR Protocol under review, advise on its effectiveness and best practice in the conduct of such reviews.
3. Screen and consider review requests against agreed criteria and make recommendations on the need for serious case reviews
4. Appoint SCR chairs and panels
5. Create an accredited pool of associates to participate on SCR Panels
6. Receive and consider reports on serious case reviews
7. Identify learning points from serious case reviews
8. Arrange, with Panel Chairs, reporting of review outcomes to the Board
9. Advise on and maintain confidentiality in relation to information for SCRs
10. Ensure briefing to staff, family members and media as appropriate.
11. Promote transparency and objectivity and ensure declarations of interest and any conflicts of interest at all meetings and during reviews.
12. Oversee action in response to review reports and advise the board when action plans are completed.
13. Provide an annual review of all serious case reviews undertaken.
14. Clarify and advise on the sharing or dissemination of reports [in whole or in part].
15. Provide a copy of the overview report, action plan and individual management reports to CSCI/ Care Quality Commission [CQC]
16. Maintain a forward plan of work and set time aside each year to:
 - Review achievements
 - Assess effectiveness
 - Consider future requirements

Chairing

Chair:

Vice Chair:

Membership

This will be submitted for approval to the Board.

Frequency

Monthly, or as required.

Co-ordination and Support:

Head Of Safeguarding/ Safeguarding Adults Coordinators and Administrator(s)

3. TRAINING & WORKFORCE DEVELOPMENT SUB-GROUP

Overall Purpose

The Sub -Group is responsible, on behalf of the Safeguarding Board, for planning, implementing and evaluating the learning and developmental needs of health staff, social care staff and staff in other sectors that work to safeguard vulnerable adults from abuse and neglect.

Remit

- Ensure all agencies commission training and learning opportunities to ensure that, at all levels, staff and volunteers have appropriate knowledge and skills to understand, identify, respond, use and report and record abuse and neglect.
- Establish standards and agreed competencies for the local delivery of adult protection training; including the determination of mandatory training.
- Contribute to the development of wider local workforce mapping and ensure partner organisations develop workforce development plans that include knowledge and skill levels for adult safeguarding; including audits
- Undertake an annual review of training needs and extent to which they are met.
- Commission multi-agency training to meet common learning needs.
- Assure that each organisation has the safeguarding adults knowledge and skills levels for its staff roles and staff have access to training in line with agreed personal and professional development needs.
- Ensure training to meet learning needs is evaluated in terms of outcomes.
- Ensure multi-agency training delivers relevant national occupational standards in accordance with National Minimum Standards.
- Develop a multi-agency database for staff attending safeguarding adults training to monitor progress, inform workforce planning, target training and access funding.
- Develop training and awareness raising strategies for service users and carers.
- Maintain a forward plan of work and set time aside for the group to:
 - Review achievements
 - Assess effectiveness
 - Consider future requirements

Chairing

Chair:

Vice Chair:

Membership

This will be submitted for approval by the Board. It will consist of a small core group and associate members for specific areas of activity.

Co-ordination and Support:

Head Of Safeguarding/ Safeguarding Adults Coordinators and Administrator(s)

4. PERFORMANCE, AUDIT & QUALITY ASSURANCE SUB-GROUP

Overall Purpose

The sub-group will discharge responsibilities for data quality and audit and effective information systems to meet current and future expected national and local data reporting requirements and enable performance to be managed and reasonable assurance secured on the quality of local safeguarding.

Remit

1. Develop information and reporting arrangements consistent with existing No Secrets guidance requirements.
2. Advise on requirements to meet future national audit and data requirements
3. Develop and report on a programme of audits to deliver core elements around assurance within No Secrets and ADSS guidance.
4. Ensure agencies monitor the “risk gap” between referrals opened and closed.
5. Develop and actively promote audit tools to help assure safeguarding practice, recording and supervision.
6. Oversee preparation of regular performance reports for consideration by the board
7. Secure assurance on the quality and timeliness of data on safeguarding adults issues
8. Consider and receive reports on single agency and multi agency audits of adult protection work
9. Review contracting mechanisms in terms of reasonable assurance on effectiveness of safeguarding provisions
10. Consider evidence on the prevalence or incidence of abuse and assess any implications for local strategic action, policies, procedures and practice.
11. Consider data and other requirements associated with adult social care performance assessment, the annual health check and other performance assessment mechanisms applying to partner agencies.
12. Maintain a forward plan of work and set time aside for the group to:
 - Review achievements
 - Assess effectiveness
 - Consider future requirements

Chairing

Chair:

Vice Chair:

Membership

This will be submitted for approval by the Board. It will consist of a small core group and associate members for specific areas of activity.

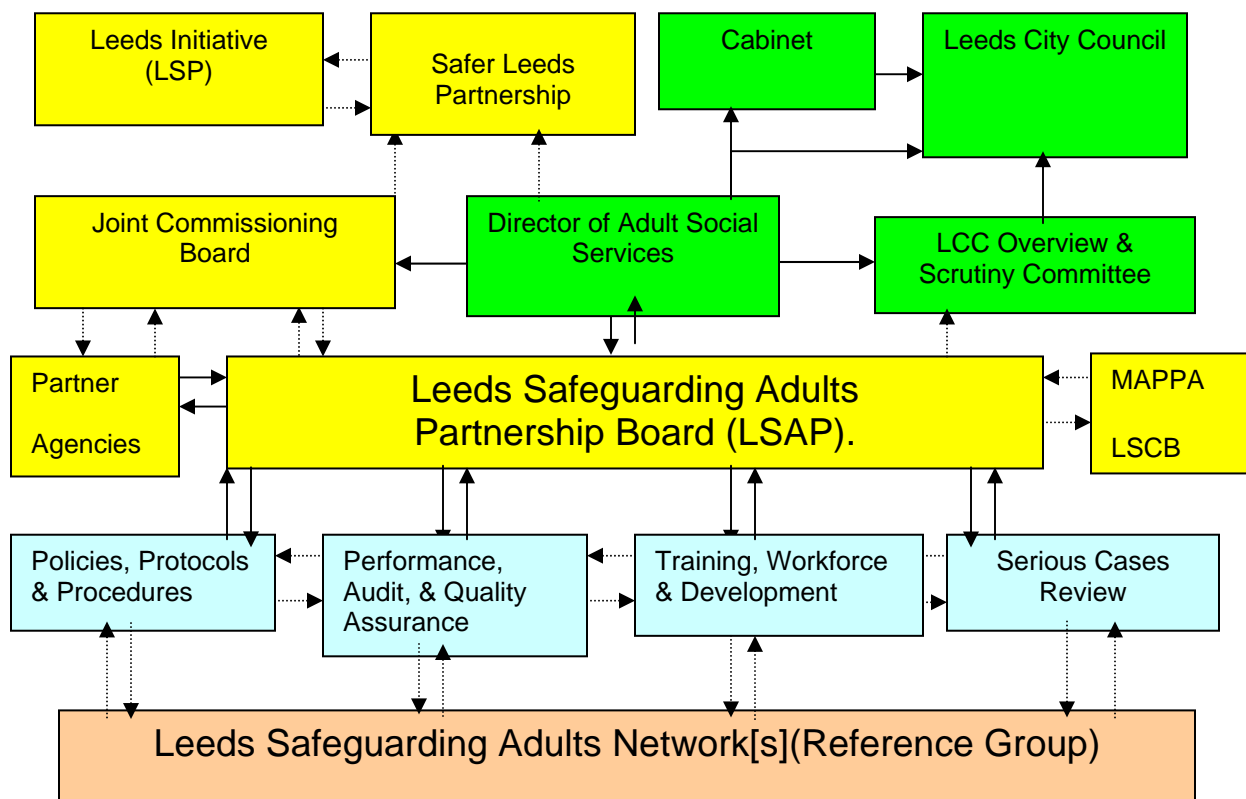
Co-ordination and Support:

Head Of Safeguarding/ Safeguarding Adults Coordinators and Administrator(s)

ANNEX 6

ACCOUNTABILITY FRAMEWORK

The organisational arrangements for the partnership have been designed within the framework of the Local Strategic Partnership and with the statutory responsibilities, accountabilities and key principles and outcomes of safeguarding. A diagrammatic representation of accountability and reporting lines is given below:



Accountability Link →

Reporting/Informational Link→

Note:

- The Safeguarding Adults network [reference group] would comprise of formalised links/communications with the local areas on safeguarding issues.
- This will be a key mechanism for inclusion of user and carer groups, partnerships, hard to reach groups etc. HOPES remit.
- This will be an important way of sounding out local safeguarding issues including training needs as well as affording an opportunity for information exchange at local level between practitioners, local groups and districts in order to improve communication and understanding of the risks of abuse and neglect.
- Work is underway to develop mechanisms for doing this effectively and efficiently.

**ANNEX 7
BOARD MEMBERSHIP 2008 – 2009**

Agency	Position Held	Name
Leeds City Council Adult Social Care	N:	
	S:	
Leeds Primary Care Trust	N:	
	S:	
West Yorkshire Police	N:	
	S:	
Leeds City Council Neighbourhood & Housing	N:	
	S:	
Leeds Teaching Hospital NHS Trust	N:	
	S:	
Leeds Partnerships Foundation NHS Trust	N:	
	S:	
West Yorkshire Probation Service	N:	
	S:	
Benefits Agency	N:	
	S:	
West Yorkshire Fire & Rescue Service	N:	
	S:	
Yorkshire Ambulance Service NHS Trust	N:	
	S:	
Leeds Service User & Carer Alliance	N:	
	S:	
HM Prison Service	N:	
	S:	
Crown Prosecution Service	N:	
	S:	
Leeds Inter-agency project/ Safer Leeds	N:	
	S:	
Leeds Safeguarding Children Board	N:	
	S:	
Healthy Leeds Strategic Commissioning Board	N:	
	S:	
CSCI/CQC	N:	
	S:	
Leeds City Council Legal Services	N:	
	S:	
Coroners' office	N:	
	S:	
	N:	
	S:	

N: = nominee

S: = Substitute

ANNEX 8

GOVERNANCE & ADMINISTRATIVE ARRANGEMENTS

1. Membership and Chair

The Director of Adult Social Services will nominate the Chair in consultation with other agencies as appropriate.

The Board will elect a Vice Chair who may not be from the same agency as the Chair.

The remaining membership of the Board is as set out in **Annex 7**. Nominated deputies may attend in place of the Board Member but may not do so for more than two consecutive meetings without review of the nominated membership by the partner agency.

Lack of attendance at Board meetings is seen as damaging to the strategic development of inter-agency arrangements for safeguarding adults. Where both the nominated or deputising member do not attend for two or more meetings this fact will be drawn to the attention of the executive body of the relevant agency by the Chair of the Board.

A register of attendance will be kept and will form part of the Annual Report.

2. Quorum

The Board must have not less than **4** members present, each from different statutory agencies, of which one must be from Adults Social Care, to be quorate.

3. Accountability and Reporting

The Board is accountable for its work to its constituent agencies. Board members are accountable to their own organisation, and to the Board within the remit of the stated role and responsibilities as described below and is represented diagrammatically at **Annex 5**.

4. Role and Responsibilities of Board members.

Consistent with their role, all Board Members will:

- Share responsibility for ensuring Board effectiveness,
- Lead and remain accountable for safeguarding activity within their agency,
- Possess sufficient seniority and authority to speak on behalf of their agencies, sustain strategic direction, and be able to commit resources or directly feed into agency decision-making that can commit resources as appropriate,
- Feedback to both their agency and the Board on safeguarding issues,
- Have responsibility for dissemination of information to own and related agencies,
- Share responsibility for further development of policy and procedures,
- Promote staff awareness of policy in statutory, voluntary and independent sectors,
- Participate in developmental training and learning around safeguarding,

- ❑ Identify a nominated deputy to represent their organisation at meetings in the event the Board member is unable to attend, and;
- ❑ Will provide an annual statement to the Board, no later than 30th April, setting out:
 - Their organisation's role in the work;
 - Specific professional responsibilities and legal obligations their agency has/will adopt in relation to Safeguarding Adults work;
 - Their internal implementation of Safeguarding Adults work;
 - Information relating to ensuring all staff and volunteers have the understanding and skills to carry out their roles and responsibilities in relation to this work;
 - Any other information as relevant

5. Annual Reports

The Board will produce an Annual Report on the work of the Board and local Safeguarding Adults arrangements and activity consistent with "No Secrets".

The Annual Report will be made available for the general public, and will be presented on behalf of the Board to the relevant Overview and Scrutiny Committee of Leeds City Council.

As part of their remit to feedback through appropriate reporting lines within their own organisation, Board members will undertake to provide a minimum of one report annually to their own agency executive body which will include presentation of the LSAP Annual Report. A formal response will be notified to the LSAP.

6 Board Decision Making & Voting

Prior to discussion of a matter Board members should have:

- ❖ read the written report; and,
- ❖ identified key lines of discussion/enquiry to be taken up at the meeting; and
- ❖ identified potential areas of good practice and shared learning; and,
- ❖ established the relevant position within their own agency as necessary.

The Chair will manage the consideration of reports and highlight any further action, outputs or outcomes required by the Board and ensure recognition is given for real progress made.

The Chair will, wherever possible, seek consensus on business matters under consideration at or outside of partnership board meetings.

In the event of a vote, all nominated members, or their nominated deputy if attending in place of the nominated member, will be entitled to vote. In cases where there is an equal number of votes, the Chair will have a second or casting vote. Only full members may vote on matters relating to the allocation of safeguarding budgets and funding.

7. Frequency of Meetings

The Board will meet not less than six times a year with additional meetings arranged as necessary to set and maintain strategic direction and meet delivery requirements.

Each year the Board will set time aside for a business meeting to:

- ❖ Review its achievements,
- ❖ Assess performance and effectiveness,
- ❖ Consider future requirements and membership.
- ❖ Finalise its annual report

8. Declaration of Interests

Board members are required to declare any interest or potential conflict of interest that arises or may be perceived to arise in the course of conducting Board business. They should declare this at the start of Board meetings. Board members who have declared a personal interest will be able to participate in the meeting at the discretion of the Chair.

The arrangements for the conduct of Serious Case Reviews [SCR] place particular emphasis on the declaration of interests. [See: SCR Protocol]

9. Reports

The Head of Safeguarding/ Safeguarding Adults Co-ordinator(s) must receive reports for the Board not later than **ten** working days before the date of the meeting. This is to enable papers to be distributed in time.

To ensure proper consideration and discussion of content, tabled reports will not normally be accepted at Board meetings. In exceptional circumstances, tabled reports may be presented at the discretion of the Chair [e.g. updates on information in reports like latest statistics or amplification of content already submitted but not raising new issues of principle]. Any responsible lead wishing to defer a report to a later agenda must obtain the agreement of the Vice Chair or Chair prior to the circulation of the Agenda for the meeting.

10. Agendas & Notes of meetings

The **Head of Safeguarding/ Safeguarding Adults Co-ordinator(s)** will circulate Agendas for meetings and supporting papers. This will be done **five** working days before each scheduled meeting and agreed with the Chair as necessary.

A note of the proceedings of the Board will be made by the Adult Protection Co-ordinator and draft minutes circulated to members. This will be done within **ten** working days of the meeting.

Once approved, public minutes will be placed on the partnership website. Exempt information will form part of a confidential annex for the board only.

11. Co-ordination and Support: **Head of Safeguarding/ Safeguarding Adults Co-ordinator(s)**

ANNEX 9

ROLE DESCRIPTIONS

Role descriptions have been prepared for the following:

- Director of Adult Social Services
- Board Chair
- Sub -Group Chairs
- Board Members

The role descriptions are reproduced in full overleaf.

LEEDS SAFEGUARDING ADULTS PARTNERSHIP BOARD

ROLE DESCRIPTION OF DIRECTOR OF ADULT SOCIAL SERVICES*

Leeds City Council has the lead role on safeguarding of vulnerable adults within its area. All agencies share responsibility for ensuring the development, ownership and effectiveness of local policies and procedures for the safeguarding of vulnerable adults. This shared responsibility is reflected in the remit of the Leeds Safeguarding Adults Partnership Board.

The Director of Adult Social Services [DASS] has specific responsibilities under statutory guidance issued by the Department of Health. This role description reflects that guidance. Consistent with wider responsibilities for promoting social inclusion and well being and his role within the Leeds Initiative, the Statutory Director of Adult Social Services has specific responsibilities for:

- ❑ Maintaining a clear organisational and operational focus on safeguarding vulnerable adults;
- ❑ Ensuring relevant statutory requirements and other national standards are met;
- ❑ Meeting Protection of Vulnerable Adults [POVA] requirements;
- ❑ Encouraging a culture of vigilance against the possibility of adult abuse; Ensuring all services within the DASS remit remain focused appropriately on safeguarding of adults and children; and,
- ❑ Promoting equality of opportunity and eliminating discrimination in respect of adult social care services.

The DASS is responsible for nominating the Chair of the Board and issues all formal letters of appointment/confirmation for the Chair and Board Members setting out the:

- Role description
- Terms of Reference
- Safeguarding and other Principles
- Ensure enhanced CRB checks are undertaken as needed.

The DASS will meet regularly with the Chair of the Board in that role to review progress, consider any strategic or other issues requiring his involvement and to give advice and support on the development and delivery of effective citywide safeguarding of adults. This discussion will be in addition to and separate from any line reporting discussions of the person appointed to be Chair. A brief note of the meeting will be kept.

The Chair of the Board is directly accountable to him for the effective organisation and performance of the board in its discharge of safeguarding responsibilities. The DASS is also an ex officio member of the Board. He has the right to attend and address the Board. The DASS will receive and respond formally to the Board's Annual Report and ensure further consideration. The DASS may give such advice and direction to the Board either directly or through the Board Chair as he sees fit in the discharge of his responsibilities.

* Director of Adult Social Services

LEEDS SAFEGUARDING ADULTS PARTNERSHIP BOARD

ROLE DESCRIPTION – BOARD MEMBERS

This role description for members of the Board reflects its remit and responsibilities. This is a leadership and strategic role and requires all Board Members to:

- Be a Head of Agency or a direct report and able to speak for and commit agency resources.
- Act as the principal link between their agency and the Board with appropriate links to other safeguarding mechanisms as appropriate.
- Be prepared to act as both an agency and multi-agency champion and bring good communication skills.
- Accept corporate board responsibility as well as accountability to nominating agency for effective safeguarding policy and practice.
- Support a strong customer focus for a diverse and multicultural community and in keeping people informed and involved.
- Promote the role of the Safeguarding Board in the community.
- Plan for the future and set direction to improve safeguarding.
- Constructively challenge and contribute to the development of strategy and action to ensure safeguarding is fit for purpose.
- Bring confidence in scrutinising performance and progress against agreed goals and plans.
- Work towards reasonable assurance on operation of multi-agency policies, procedures, performance and use of resources.
- Demonstrate understanding of and commitment to:
 - Safeguarding Principles
 - Good Governance Principles
 - Nolan Principles
 - Partnership Principles
- Undertake personal development activity and participate in Board learning activity.
- Participate in Board sub groups.

The Board will hold a business meeting each year at which they will consider an annual report on safeguarding. As part of this, Board Members will review their own performance as a board. A record of attendance at Board meetings will be kept and form part of the published annual report.

Period of Appointment: 3 Years [reviewable by agency at any time]

Time Commitment: 1 day per month

Remuneration: None, expenses met by nominating agency

Special Conditions: Enhanced CRB certificate

LEEDS SAFEGUARDING ADULTS PARTNERSHIP BOARD

ROLE DESCRIPTION – BOARD CHAIR

This role description for Chair reflects the remit of the Board and the specific responsibilities of the Statutory Director of Adult Social Services [DASS]. The Chair has a key Board leadership and strategic role. This requires the Chair to be at Head of Agency or direct report level and to:

- Ensure board effectiveness and promote constructive relations between Board members in successfully delivering its remit.
- Give leadership for the future, setting direction to improve safeguarding, shaping the board agenda and ensuring the DASS and his management team are kept informed and involved.
- Ensure provision of accurate, timely and clear information to all Board Members and to agree items for inclusion on the board agenda.
- Secure effective communication with partner agencies and be able to act a multi-agency champion for the role of the Safeguarding Board and bring good communication skills.
- Promote corporate board responsibility as well as accountability to nominating agencies for effective citywide safeguarding policy and practice; including liaison with other bodies [e.g. Safeguarding Children, MAPPA]
- Secure a strong customer focus for a diverse and multicultural community and in keeping local people and stakeholders informed and involved.
- Constructively challenge and contribute to the development of strategy and action to ensure safeguarding is fit for purpose
- Be confident in scrutinising Board and Group performance and progress against agreed goals and work plans.
- Secure reasonable assurance on operation of multi-agency policies, procedures, performance and use of resources.
- Demonstrate understanding of and commitment to:
 - Safeguarding Principles
 - Good Governance Principles
 - Nolan Principles
 - Partnership Principles
- Review Board and Group effectiveness and that of individual board members as necessary.
- Undertake personal development activity and promote Board learning activity.

Period of Appointment: 3 Years [reviewable by agency at any time]

Time Commitment: 1 - 2 days per month

Remuneration: None, expenses met by nominating agency

Special Conditions: Enhanced CRB certificate

LEEDS SAFEGUARDING ADULTS PARTNERSHIP BOARD

ROLE DESCRIPTION – CHAIR POLICIES, PROTOCOLS & PROCEDURES GROUP

This role description for Chair of the Policy, Protocols and Procedures Group reflects the role and responsibilities of the Board and the group's specific remit. The Group Chair has a leadership and strategic role. This requires the Chair to be or become a member of the main Board and to work with the Board Chair to:

- Ensure group effectiveness and promote constructive relations between its members in successfully delivering its remit.
- Provide Group leadership; agreeing and setting direction to improve safeguarding through effective policies and procedures.
- Secure the development, delivery, review and communication of multi and single agency safeguarding policies, procedures and protocols.
- Work with other group Chairs in support of policy and procedure development in response to performance, quality assurance and serious case review activity.
- Act as a multi-agency champion so that policies and procedures ensure consistent safeguarding is integral to all commissioning and provision.
- Review and report progress and performance against agreed goals and work plans and share in the overall leadership of the Board.
- Promote corporate group responsibility as well as accountability to nominating agencies for effective citywide safeguarding policy and practice; including a reference panel of practitioners to comment on and test robustness of citywide policies and procedures.
- Promote a strong customer focus within a diverse and multicultural community and keep people and stakeholders informed and involved.
- Ensure provision of accurate, timely and clear information to the Group.
- Constructively challenge and contribute to the development of strategy and action to ensure safeguarding is fit for purpose.
- Work to secure reasonable assurance on operation of multi-agency policies, procedures, performance and use of resources.
- Demonstrate understanding of and commitment to:
 - Safeguarding Principles
 - Good Governance Principles
 - Nolan Principles
 - Partnership Principles
- Participate in personal and Board development activity.

Period of Appointment: 3 Years [reviewable by agency at any time]

Time Commitment: 1 day per month

Remuneration: None, expenses met by employing agency

Special Conditions: Enhanced CRB certificate

LEEDS SAFEGUARDING ADULTS PARTNERSHIP BOARD

ROLE DESCRIPTION – CHAIR, SERIOUS CASES REVIEW GROUP

This role description for Chair of the Serious Cases Review Group reflects the role and responsibilities of the Board and the group's specific remit. The Group Chair has a leadership and strategic role. This requires the Chair to be or become a member of the main Board and to work with the Board Chair to:

- Ensure group effectiveness and promote constructive relations between its members in successfully delivering its remit.
- Provide group leadership; agreeing and setting direction to improve safeguarding with special reference to screening for and undertaking serious case reviews.
- Commission timely and appropriate appointment of Case Review Panel Chairs with special reference to their standing, independence and ability to conduct the review; including an accredited panel of trained associates for reviews.
- Secure effective reporting to the Board on review reports and the identification and communication of learning points.
- Act as a multi-agency champion for Safeguarding by making best use of media and communication skills and networks.
- Encourage scrutiny of progress and performance against agreed goals and work plans and share in the overall leadership of the Board.
- Work with other group Chairs in support of serious case review programmes in response to policy and procedure, performance, quality assurance and training and workforce development activity.
- Promote corporate group responsibility as well as accountability to nominating agencies for effective citywide safeguarding policy and practice.
- Promote a strong customer focus within a diverse and multicultural community and keep local people and stakeholders informed and involved.
- Ensure provision of accurate, timely and clear information to the Group.
- Constructively challenge and contribute to the development of strategy and action to ensure safeguarding is fit for purpose.
- Work to secure reasonable assurance on operation of multi-agency policies, procedures, performance and use of resources.
- Demonstrate understanding of and commitment to:
 - Safeguarding Principles
 - Good Governance Principles
 - Nolan Principles
 - Partnership Principles
- Participate in personal and Board development activity.

Period of Appointment: 3 Years [reviewable by agency at any time]

Time Commitment: 1 day per month

Remuneration: None, expenses met by employing agency

Special Conditions: Enhanced CRB certificate

LEEDS SAFEGUARDING ADULTS PARTNERSHIP BOARD

ROLE DESCRIPTION – CHAIR, TRAINING & WORKFORCE DEVELOPMENT GROUP

This role description for Chair of the Training and Workforce Development Group reflects the role and responsibilities of the Board and the group's specific remit. The Group Chair has a leadership and strategic role. This requires the Chair to be or become a member of the main Board and to work with the Board Chair to:

- Ensure group effectiveness and promote constructive relations between its members in successfully delivering its remit.
- Provide Group leadership; agreeing and setting direction to improve safeguarding through effective training and workforce development.
- Secure the development, delivery, review and communication of multi and single agency training policies, programmes, workforce development, programme evaluation and cross sector workforce mapping.
- Work with other group Chairs on training and workforce development needs in response to policy & procedure, performance, quality assurance and serious case review activity.
- Act as a multi-agency champion for training and development programmes to secure consistent and effective safeguarding by a confident and competent is integral to all commissioning and provision.
- Review and report progress and performance against agreed goals and work plans and share in the overall leadership of the Board.
- Promote corporate group responsibility as well as accountability to nominating agencies for effective citywide safeguarding policy and practice; including a reference panel to contribute to the development and evaluation of training and workforce development programmes.
- Promote a strong customer focus within a diverse and multicultural community and keep people and stakeholders informed and involved.
- Ensure provision of accurate, timely and clear information to the Group.
- Constructively challenge and contribute to the development of strategy and action to ensure safeguarding is fit for purpose.
- Work to secure reasonable assurance on operation of multi-agency policies, procedures, performance and use of resources.
- Demonstrate understanding of and commitment to:
 - Safeguarding Principles
 - Good Governance Principles
 - Nolan Principles
 - Partnership Principles
- Participate in personal and Board development activity.

Period of Appointment: 3 Years [reviewable by agency at any time]

Time Commitment: 1 day per month

Remuneration: None, expenses met by employing agency

Special Conditions: Enhanced CRB certificate

LEEDS SAFEGUARDING ADULTS PARTNERSHIP BOARD

ROLE DESCRIPTION – CHAIR, PERFORMANCE, AUDIT & QUALITY ASSURANCE GROUP

This role description for Chair of the Performance, Audit and Quality Assurance Group reflects the role and responsibilities of the Board and the group's specific remit. The Group Chair has a leadership and strategic role. This requires the Chair to be or become a member of the main Board and to work with the Board Chair to:

- Ensure group effectiveness and promote constructive relations between its members in successfully delivering its remit.
- Provide Group leadership; agreeing and setting direction to improve safeguarding through audit, quality assurance and performance monitoring.
- Secure the review and audit of multi and single agency safeguarding policies, procedures and activity and appropriate data generation and analysis consistent with recommended best practice and No Secrets.
- Work with other group Chairs on audit, quality assurance and performance needs in response to policy, protocols & procedure, training & workforce development and serious case review activity.
- Act as a multi-agency champion for training and development programmes to secure consistent and effective safeguarding by a confident and competent is integral to all commissioning and provision.
- Review and report progress and performance against agreed goals and work plans and share in the overall leadership of the Board.
- Promote corporate group responsibility as well as accountability to nominating agencies for effective citywide safeguarding policy and practice; including, a reference panel to contribute to audit design and performance programmes.
- Promote a strong customer focus within a diverse and multicultural community and keep people and stakeholders informed and involved.
- Ensure provision of accurate, timely and clear information to the Group.
- Constructively challenge and contribute to the development of strategy and action to ensure safeguarding is fit for purpose.
- Work to secure reasonable assurance on operation of multi-agency policies, procedures, performance and use of resources.
- Demonstrate understanding of and commitment to:
 - Safeguarding Principles
 - Good Governance Principles
 - Nolan Principles
 - Partnership Principles
- Participate in personal and Board development activity.

Period of Appointment: 3 Years [reviewable by agency at any time]

Time Commitment: 1 day per month

Remuneration: None, expenses met by employing agency

Special Conditions: Enhanced CRB certificate

Annex 10

Role & Remit of Reference Group(s)

In line with best practice on engagement it is essential that the purpose and parameters of a safeguarding adults reference group mechanism are shared and understood. This suggests a need to consult and engage in its development.

The role and remit of a reference group might be to:

- Help raise the profile and awareness of safeguarding amongst stakeholders
- Offer further opportunities for service user and carer participation
- Provide a sounding board on information needs, work plans and priorities
- Encourage prevention and risk reduction within care services and settings by providers, commissioners and regulators.
- Support a learning culture and opportunities for feedback on safeguarding risks, practice and priorities

If this remit is considered to be a potential way forward, the Partnership needs to consider whether some or all of the following networking options would best offer the ability to meet the HOPES remit described above. This should be done in terms of the potentially wide range of communities of place and of interest touched by safeguarding.

The options are:

- Some form of area arrangement linked to current key operational boundaries such as those of the three area partnerships within the Leeds Initiative
- Linking into existing groups in support of other partnerships such as Safer Leeds and Healthy Leeds and NHS Trusts and practice based commissioning groups.
- Linking to the Joint Commissioning Board, Supporting People, Learning Disabilities, End of Life, and Older People Partnerships.
- Using specialist stakeholder focus groups for safeguarding issues for example:
 - o Providers of care services and settings
 - o Mental Health
 - o Learning Disability
 - o Older People
 - o Younger Adults
- Linking to equality assemblies and hubs, Leeds Voice Health Forum and mechanisms for engaging hard to reach groups
- Engaging with relevant professional groups and clinicians.

Local and national experience suggests that commonality of interest is likely to be essential in terms of focus and resulting contributions to better safeguarding. With some of the options this might be more easily achieved than others. On the other hand, a mix of interests and experience can be valuable in promoting shared understanding.

A potential difficulty of area based arrangements is that operational boundaries across agencies may not be the same or differ between principal user groups. Area based groups may also risk some discussion of city wide issues around adult safeguarding being repeated.

At the same time a sense of place is important and needs to find expression in some way within the reference group mechanism. How to engage with hard to reach groups and diverse communities within Leeds under a reference group mechanism also needs to be considered carefully and linked to local experience.

To some extent these and other engagement issues might be ameliorated by a flexible and multi-dimensional approach rather than a single reference group mechanism. This could be done without undermining the concept of a reference group with, for example, it being allocated more of a standing conference role and meeting once or twice a year.

A multi dimensional approach involving and engaging with the different communities of interest noted above could be applied. This might embrace involvement, for example, in standing groups, e-groups, citizens panels and focus groups for discrete issues.

An annual conference mechanism, for a wide range of stakeholders, could be valuable in terms of raising awareness and sharing best practice. It could be used to gain inputs on emerging safeguarding adults issues, future planning and feedback on recent performance.

In short, the reference group mechanism has to be about what fits locally; what exists locally now; what works and doesn't; what makes sense to local people, professionals and stakeholders; what avoids duplication; and what is sustainable on all sides in the medium term.

The surrounding messages and behaviours must be those of openness to ideas and contributions and be affirmative that safeguarding adults policy and practice will be sensitive to the needs of a diverse community and be inclusive in their operation. At the same time, all stakeholders need to know that, if safeguarding responses are to be assured and individual needs met consistently across the city, then agreed safeguarding policies, procedures and practice have to apply and can only be changed by agreement of the Partnership's Board and/or one of its designated sub groups with delegated responsibility to do so.

Evaluation & Review

It would be good practice to establish whatever arrangement is adopted for a time limited period with provision for evaluation and review of effectiveness by the Partnership. Arrangements of this kind usually take a little while to bed in and this would suggest a two year period of operation would be desirable unless experience suggests earlier review is needed.

This would suggest a review of contribution and effectiveness might be timed to commence in December 2010 with formal Board review in April 2011.