

Improvement Priority	Lead Officer	Organisation	Overall Progress Rating	Direction of Travel
Improve safeguarding arrangements for vulnerable children and adults through better information, recognition and response to risk	Dennis Holmes	Leeds CC	Amber	↑

Overall assessment of progress 2008/09

Progress has been reported to Adult Social Care Scrutiny and Corporate Audit & Governance on 12th March and to the Commissioning for Social Care Inspectorate (CSCI) on 19th March '09. Specific reports are available at website (<http://www.leedsadultprotection.net/>). All indicates good progress in this area with a full forward work programme.

PI Ref	Definition	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	2008/09 Year end Result	Data Quality
LSP-HW2b(ii)	The percentage of staff employed by independent sector registered care services in Leeds that have received some training on protection of vulnerable adults that is either funded or commissioned by Leeds Adult Social Care	2008/09 to be used a baseline year%	95%	100%		98%	Not completed
GN186	The total number of safeguarding referrals received and case completed.					1310	
GN179	Total number of referrals received and case completed for Older people					1320	
GN195	Numbers of relevant staff in post in CASSRs as at 31 March who had had training addressing work with adults whose circumstances make them vulnerable		2500	3000		2078	

Progress as at 31st March 2009	Next Steps / Future Milestones for Q1 & Q2 2009/10	Risk / Challenges	Timescale	Contributory Officer
<p>1) According to Recommendation 1 (1.1) of the inspection Action Plan, the Director of Adult Social Services, the Chair of the Safeguarding Board, Partner Executive Directors and Chief Officers have jointly reinforced the commitment to the rapid development of local multi-agency safeguarding board.</p> <ul style="list-style-type: none"> - All statutory agencies formally committed to and sign up to written concordat to ensure there is genuine commitment to the rapid development of safeguarding arrangements for vulnerable adults which meet minimum national standards. - Formal Memorandum of Understanding has been agreed by the Board on 18th Feb'09-subject to iteration. - The accountability arrangement for Adult Safeguarding are established through a distinct formal delegation arrangement between the Director of Adult Social Care and the Chair of the Safeguarding Board have been agreed as part of the Memorandum of Understanding (Annex 10) - A reporting process has been established and elected members regularly receive progress reports through the Adult Social Care Scrutiny Board and Audit and Governance Committee. 	<ul style="list-style-type: none"> - The work of the Board will continue to be reported through the governance structures of the respective partners. - Revised multi-agency safeguarding procedures will be implemented across the partnership. - A Quality Assurance framework will be agreed. - A Performance framework for the partners will be agreed. - Preparation to recruit an independent chair of the board will be made. 		Completed	Sandie Keene Dennis Holmes
<p>2) Arrangements for Safeguarding vulnerable adults are more effectively coordinated across agencies and disciplines.</p> <ul style="list-style-type: none"> - Memorandum of Understanding (MOU) agreed by the Board on 18/02 subject to iteration. - Head of Adult Safeguarding appointed jointly with partners to take up post in June '09. 	<ul style="list-style-type: none"> - Head of Adult Safeguarding will commence post in June'09 to deliver and support the board's work. 		May '09	Dennis Holmes

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<p>3) The Adult Safeguarding Board ensures that it's work and that of its sub-groups are regularly reported through the governance structures of all statutory partners.</p> <ul style="list-style-type: none"> - Reports provided to Adult Social Care Scrutiny and audit and Governance Committee - Dec'08, Jan'09, Feb'09 and Mar'09. - Stage 1 Revised multi-agency Safeguarding procedures agreed. - Stage 2 Ratification of procedures completed for statutory agencies 	<ul style="list-style-type: none"> - Revised multi-agency procedures to be rolled out from April-09 			Dennis Homes
<p>4) Leadership of Adult Safeguarding Board is supported and arrangements in place to ensure that vulnerable adults are safeguarded.</p> <ul style="list-style-type: none"> - Following a joint recruitment process with NHS Leeds and West Yorkshire Police a Head of Adult Safeguarding was appointed on 28th January 2009 to commence employment on the 8th June'09. - Work completed - See Action 2 	<ul style="list-style-type: none"> - The Safeguarding plan for 09/10 will be published in May'09. Please refer to Action 2 			Dennis Holmes
<p>5) Effective arrangements in place to support the Safeguarding Partnership Board in assuring a high standard of quality in Safeguarding arrangements.</p> <ul style="list-style-type: none"> - Establishment of 5 Sub-groups and advisory structures agreed as part of adoption of Memorandum of understanding by all partners and nominations provided. <p>5.1) Policies, Protocols & Procedure Sub-Group To co-ordinate, revise and disseminate policies and procedures to ensure consistent safeguarding.</p> <p>5.2) Serious Cases Review Sub-Group To ensure learning from serious incidents is fed back into the overall system of care</p> <p>5.3) Training & Workforce Development Sub-Group Training and Workforce Development Sub-group, acts as a multi-agency champion for training and workforce development, to establish a competencies framework for safeguarding in Adult Social Care. Develop and deliver a programme of training and ensure that front line Safeguarding practice is improved</p> <p>5.4) Performance, Audit & Quality Assurance Sub-Group -To construct and implement Quality and Performance framework for the partnership. - An audit of the existing arrangements was undertaken by PAQA sub-group and report been through the Board.</p>	<ul style="list-style-type: none"> - The sub groups working under the Board will provide support to ensure and monitor that all relevant agencies are equipped through staff training, information on policy, procedures and protocols, to safeguard vulnerable adults across Leeds. - These sub groups will provide support to ensure and monitor that all relevant agencies are equipped through staff training, information on policy, procedures and protocols to safeguard vulnerable adults across Leeds. - Improvement to Safeguarding vulnerable adults will be measured by the QA sub-group. - A full scale review of the existing training offer and processes will be conducted as part of our project to create a 3 year workforce strategy. Ensuring that the Adult Social Care training and development is fit for purpose and can be accessed when needed. - Revised training and development offer will be available, clearly linked to business priorities, clearly communicated to all staff via a new online Web page. - PAQA sub group to meet in April'09. - A report of the recent audit of the existing arrangement with recommendations and actions based on the outcomes of the audit will be submitted to the board for agreement . - Improvement to Safeguarding vulnerable adults will be measured by the QA sub-group 	Agencies fail to implement changes based on recommendations of the board to improve performance and quality.		Dennis Holmes
<p>6) Multi-agency arrangements for Safeguarding meets minimum standards and protect vulnerable adults.</p> <ul style="list-style-type: none"> - The Memorandum of Understanding (MOU) has been formally agreed. - A review of the terms of reference for the Adult Safeguarding Board is completed and external advice has been secured for this - Cross-reference to action 3 	The sub-groups working under the Board, will provide support and intelligence to ensure that all relevant agencies are equipped to safeguarding vulnerable adults across Leeds.	During the time of reporting these actions have already been implemented.	Completed	Dennis Holmes
<p>7) Staff engaged with the delivery of protective action to safeguard vulnerable adults are provided with immediate advice on minimum standards of practice</p> <ul style="list-style-type: none"> - A letter has been sent by Adult Social Care Chief officer (Access & Inclusion) to all Service Delivery Managers and team Manager outlining requirements in relation to current safeguarding practice to be cascaded and managed via the line management structure. - All staff are aware of and understand expectations regarding the safeguarding procedures and the need for effective outcomes to safeguard vulnerable adults. 	Case file auditing will be continuous and used to demonstrate progress.	The number of safeguarding referrals exceeds available capacity to respond. Cultural resistance to new working practices	Ongoing	John Lennon Paul Broughton
<p>8) A comprehensive review is taking place of existing Adult Social Care workforce development priorities.</p> <ul style="list-style-type: none"> - The priorities for workforce development have been signed off. 	Work will continue on engaging partners in agreeing workforce development strategies in relation to Safeguarding.		Ongoing	Steve Hume
	Safeguarding training Strategy for Adult Social Care which includes training on competencies will continue.	Competing priorities. Resources implications. Resistance to culture change	Ongoing	Steve Hume
	Adult Social Care training framework will be agreed and launched, a competencies map will be produced for key roles with a validation (sign-off) process devised and put into operation.		Ongoing	Steve Hume

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<p>9) Establishment and ratification of the multi-agency training strategy is taking place.</p> <ul style="list-style-type: none"> - A mandatory multi-agency training programme has been developed, by the Training sub-group with Adult Social Care Deputy Head of HR chairing the training sub-group meetings. - A new Safeguarding competencies framework had been shared with partner agencies. <p>Cross-reference to Action 5</p>	<p>Work will continue on scoping out at a high level, training requirements and secure resources across agencies to deliver the requirements.</p> <p>Continue with the rolling programme of awareness raising training to ensure this training is provided to staff across all agencies.</p>	<p>Competing priorities. Resources implications. Resistance to culture change</p>	<p>Ongoing</p>	<p>Dennis Holmes</p>
<p>10) Resources identified from partners in either cash or kind to support multi-agency training and development initiatives following the adoption of the new procedures.</p>	<p>Training lead to plan and organise a themed workshop for key staff engaged with safeguarding based on the 'Working Together' themes.</p>	<p>Different partnership agenda and lack of commitment due to financial constraints by all. Competing resources. Resistance to culture change</p>	<p>Ongoing</p>	<p>Dennis Homes</p>
<p>11) Field work structures in Adult Social Care are reinforced to coach, support and monitor quality of practice.</p> <ul style="list-style-type: none"> - Through DDP Senior Practitioner posts have been created to play a significant role at the forefront of promoting best practice in terms of risk assessment, analysis, control and mitigation principally in relation to safeguarding and self-directed care. - 7 out of 10 posts of Senior Practitioners have been recruited to coach, support and monitor quality of practice concentrating initially on Safeguarding work in frontline Adult Social Care teams. 	<p>The recruitment process for the remainder 3 posts have been commenced. These additional specialist resources will support existing fieldwork in ensuring that vulnerable adults are safeguarded.</p>	<p>Competing priorities. Resources implications. Resistance to culture change</p>	<p>Apr-09</p>	<p>Dennis Holmes John Lennon Paul Broughton</p>
<p>12) Frontline quality assurance processes are strengthened and support the quality assurance process and improvements in Safeguarding work of Adult Social Care.</p> <ul style="list-style-type: none"> - A Safeguarding checklist has been developed and is in use by the frontline practitioners and managers. - Chief Officer (Access & Inclusion) has started to receive completed checklists for quality assurance and checking purposes. 	<p>The process of regular evaluation and independent validation will be carried out on case file from which these checklists have been drawn.</p>		<p>Dec-09</p>	<p>John Lennon Paul Broughton</p>
	<p>A quality circle for manager-sharing learning is be established.</p>		<p>Mar-09</p>	
<p>13) Quality of practice reflect those expected by service users and stakeholders. and responses can be evidenced as meeting these expectations.</p> <ul style="list-style-type: none"> - Supervision checklist has been developed and in use by the frontline staff. - Draft protocol for information has been developed. 	<p>Continue to develop and revise practice standards and competencies in relation to:</p> <ul style="list-style-type: none"> - Adult Social Care Safeguarding practice. - Interagency work. - Communications - recording and Information Sharing with partner agencies. - Case management, referrals, assessment, care planning and review. - Appraisal and Supervision. 	<ul style="list-style-type: none"> - Draft protocol for information sharing requires extensive work to agree practicalities and thresholds. - The number of Safeguarding referrals exceeds available investigative resources. 	<p>Ongoing</p>	<p>Dennis Holmes John Lennon Paul Broughton</p>
<p>14) Independent Quality Assurance Processes are developed and effective in improving the quality of intervention.</p> <ul style="list-style-type: none"> - A Quality Assurance Manager has been appointed. - Tools to quality assurance system have been developed and in use by the frontline staff. - Regular detailed quality assurance reporting and review process have been established and presented to: - Adult Social Care (Performance) DMT - Operational Managers - Safeguarding Board via Performance, Monitoring & Quality Assurance Sub-group - Scrutiny Board. - Executive Lead Member. 	<p>- A baseline report of quality of safeguarding investigation practice within Adult Social Care is due to be published in Apr'09.</p>		<p>Apr-09</p>	<p>Dennis Holmes</p>
	<p>- A systematic approach to assuring safeguarding practice is established informed by Independent expertise in safeguarding Adult Team</p> <p>- Tools for Quality Assurance system have been proposed for consideration by external consultant.</p>		<p>Ongoing</p>	

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<p>15) Risk factors are managed consistently in accordance with policies and staff respond effectively to mitigate risks effectively in relation to safeguarding concerns.</p> <ul style="list-style-type: none"> - A regular process for reporting quality to Adult Social Care DMT board and Scrutiny Board has been established. 	<ul style="list-style-type: none"> - Discussion with partners about process of quality reporting is currently underway 	Competing priorities. Resources implications. Resistance to culture change	ongoing	Dennis Holmes
<p>NHS Leeds continued to be active members of both the Children's and Adults Leeds Safeguarding Boards.</p> <ul style="list-style-type: none"> - Identified appropriate membership for the Adults board that enables representation from both NHS Leeds (commissioning) and the Care Services Directorate that will be Arms Length from 1st April. - Supported development of LCC plan and consequential actions following their CSCI inspection. - NHS Leeds has worked closely with the Adult Safeguarding Unit, CSCI and ASC contracts department to manage concerns raised regarding poor performance of independent sector providers of care. - NHS Leeds will ensure active membership of the Safeguarding boards and supporting sub groups. 	<p>Establish NHS Leeds Safeguarding Board – with oversight for both service commissioning and internal arrangements.</p> <ul style="list-style-type: none"> - By June 2009 Develop NHS Leeds Safeguarding Board Action Plan by October'09. - Ensure all commissioned provider contracts include service specifications that outline statutory requirements for children and/ or Leeds Policies and Procedures for Adults, and set quality standards Review commissioning and contracting arrangements and establish robust performance management processes to monitor compliance and impact. - Complete a training needs analysis for NHS Leeds employees and Independent Contactors (Primary Care) and develop training programme. NHS Leeds staff will raise awareness of safeguarding issues to enable adults and families to better understand risk and reduce likelihood of abuse or neglect. - We will ensure NHS Leeds workforce know how to recognise safeguarding concerns and , where they do occur, to ensure that there is an appropriate response. - NHS Leeds will actively contribute to an increase in the reporting and management of safeguarding concerns. - We will ensure that there is a clear risk assessment and management process in place for vulnerable adults and children - Improve systems and processes in line with the forthcoming new Leeds Safeguarding Adults policy and procedures. 	<ul style="list-style-type: none"> - Lack of training capacity in the city to meet demand Inadequate performance management resource to monitor all contracted providers adequately. - Lack of supporting information / data to evidence safeguarding activity 		Gill Copeland NHS-Leeds

Leeds CC Contributory Officers	Leeds CC Directorate	Contributing Organisations	Contributory Officer
Bryan Gocke	Children's Services	VCFS (Leeds Advocacy)	Tim Whalley
Lynda Bowen	Adult Social Services	Provider Services, NHS Leeds	Paul Morrin
John Lennon	Adult Social Services	Commissioning Services, NHS Leeds	Diane Boyne/Carol Cochrane
Paul Broughton	Adult Social Services	Leeds PCT	Christine Outram/Ian Cameron
Jim Willson	Environment & Neighbourhoods	Leeds Partnership Foundation Trust	Michele Moran/Julie Mason
Paul Langford/Bridget Emery	Environment & Neighbourhoods	Leeds Teaching Hospital Trust	Clare Linley/Maggie Boyle
Simon Costigan	Leeds ALMO	West Yorkshire Probation Service	Sarah Jarvis
		West Yorkshire Police	Gerry Broadbent/Simon Atkin