



**Leeds Safeguarding  
Adults Partnership**

# **Leeds Multi-Agency Safeguarding Adults Partnership**

**Annual Report 2008/2009**

**June 2009**



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## **Foreword**

I am very pleased to present the second Leeds Safeguarding Adults Partnership annual report. Two years ago, recognising that the partnership was not achieving the level of excellence in safeguarding that the City's vulnerable adults deserve, we began a process of reform. The Partnership has since benefited from the 'Independence, Well-being and Choice' inspection conducted by the Commission for Social Care Inspection (now the Care Quality Commission). This inspection built on what we had already started to discover; that, as a partnership our policies, procedures and systems needed renewal and that greater investment in both frontline safeguarding activity and partnership support was required.

We have now made a very significant investment in safeguarding adults work. We have created additional, specialist posts, and we have ensured that those working with vulnerable adults across the City receive the training and development needed to do the excellent job the citizens of Leeds deserve.

Our investment has been reflected at a strategic level by the development of a reconstituted Safeguarding Adults Partnership Board with new, robust terms of reference that set out the importance of safeguarding adults in Leeds. This achievement would have been more challenging without the commitment of the chief executives of our statutory organisations, by our Councillors and the non- Executives of our partners and by our colleagues in the third sector.

Together we have ensured that all of those who work with vulnerable people are equipped to do so effectively and that we are able to know that they have been effective.

While I am proud of what we have achieved so far, I am also very much aware that we still have significantly more to achieve. This report also looks forward and sets out the Board's plans for the coming year. You will see that our plans remain ambitious, but necessary.

I remain absolutely committed to continue to promote our aspiration to excellence in Safeguarding in Leeds and I look forward to the continued commitment of those working in every setting to safeguard adults.

**Sandie Keene**

Director of Adult Social Services

May 2009

## **Chair's Introduction**

I'd like to thank my fellow Board Members, past and present, and the officers who have supported the Board and its sub-groups throughout 2008/09. The engagement and commitment of both members and officers to driving the Safeguarding agenda forward in the City was both gratifying and personally encouraging to me in my role as chair.

This year has seen considerable change in all areas of safeguarding activity in the City – the facts and figures contained later in this report bear testament to that in relation to both safeguarding activity undertaken but also in relation to the additional resources committed on behalf of the partnership.

It has also been a significantly challenging time at the strategic level, with the Safeguarding Partnership challenged by raised national expectations and the outcome of our own local inspection. It's my assessment that we have emerged stronger as a result of these challenges: both strategically, with a reinforced infrastructure, and practically, with front line capacity augmented to further embed safeguarding best practice. Our test has been to ask how well we know ourselves as a Safeguarding Partnership and to question what we aspire to.

We have benefited from the expertise, support and guidance of Michael Hake, former Director of Social Services in Solihull now working independently on social care performance improvement issues, including safeguarding adults, and Dr Margaret Flynn, of Sheffield University and Chair of the Lancashire Adult Safeguarding Board. Their critical friendship has helped us identify areas for development of both the Board and the wider partnership.

The two parts of our test have been answered with the help of Michael, who helped us to develop a best practice model for the fundamental revision of the constitution of the Board and its subgroups, setting out the role and responsibilities of partner agencies, lead officers and my accountability as Chair. All these features have been put into place in the last year and inform the second element of our test.

With the help of Margaret we have started to begin to articulate what excellent practice in modern safeguarding looks like and you will see this set out as an appendix to this report as our statement of purpose. As last year's report recognised, however, we had become 'disconnected', as a partnership, from frontline practice. In the last year we have put steps in place to make sure that we reconnect strongly and powerfully. Again, Margaret has helped us to put into place systems and processes designed to assure frontline practice and to strengthen the learning link back into the partnership structures. These are key themes for the coming year and are covered in more detail in our work programme for 2009/10.

The statutory members of the partnership have benefited from the close oversight of our governance systems. As Councillors and Non Executives rightly request (and receive) better information about our activity and our plans for the future, their active engagement and oversight serves to highlight the importance of safeguarding on a wider stage.

I made a personal commitment at the start of my tenure as Board Chair to ensure that adult safeguarding became more closely aligned with the other safeguarding infrastructures in the City, most notably those for Children. I am pleased to report that we have developed closer relationships with our Children's Safeguarding Board colleagues with each now represented on the Board of the other. We intend to continue learning together to better safeguard families.

Finally, we will take steps in the coming year to put arrangements in place to recruit an independent chair for the Board. I have been extremely pleased to have been able to serve the partnership in this capacity for the last year, we have accomplished much but still have much left to do and I look forward to progressing all those strands of work in the coming year. However, we have signalled that we aspire to excellence and national best practice as a partnership and the successful recruitment of an independent chair will mark an important milestone on that route.

### **Dennis Holmes**

Deputy Director – Adult Social Care  
Chair, Leeds Safeguarding Adults Partnership Board.



# 1. Leeds Safeguarding Adults Partnership Board

## 1.1 Revised Constitution

Leeds City Council has the lead role on the safeguarding of vulnerable adults within its area and is the lead Agency with responsibility for co-ordinating partnership working within the framework of Department of Health Policy and Guidance. The relevant guidance continues to be that published in 2000 in the document 'No Secrets'. The overall guidance, which continues to represent the sole statutory national standard, is permissive rather than prescriptive in nature, allowing each locality to determine how best to coordinate multi-agency safeguarding arrangements.

The Director of Adult Social Services (DASS) has specific responsibilities under statutory guidance issued by the Department of Health in May 2006, when the role of the DASS was created. The DASS is expected to ensure clear reporting lines are in place and is responsible for providing professional leadership for all staff and across local networks and partnerships involved in the provision of Adult Social Care. This includes the responsibility to establish a framework of inter-agency arrangements in respect of Adult Safeguarding and to ensure that National Standards on Adult Safeguarding are met.

Since the publication of the 2008 annual report, work has been undertaken to significantly strengthen and renew the Safeguarding Adults Partnership Board. That work culminated in the production of the Memorandum of Understanding (MOU), (available at [www.leedssafeguardingadults.org.uk](http://www.leedssafeguardingadults.org.uk)) and its Annexes which seek to describe, in some detail, the precise roles and accountabilities of partners in the conduct of the work of the Safeguarding Board and its working sub-groups. The MOU sets out 19 objectives for the Board, covering all strategic aspects of adult safeguarding. The MOU provides a constitution for the renewed Board structure which will continue to be revised to ensure its continued relevance to all the partner agencies.

Importantly, the MOU sets out the requirements in relation to the membership of the Board, ensuring that those attending are of sufficient seniority to represent their host organisation effectively. The concept of full and associate membership has been introduced to differentiate between those largely statutory organisations, who are likely to make a resource commitment to support the Board infrastructure, and associate members, who are not. A framework for the conduct of business in the Board is also included.

The DASS is responsible for nominating the Chair of the Board and details of the working arrangements and accountability framework for this role are set out at Annex 8 of the MOU. The Chair of the Board is directly accountable to the DASS for the effective strategic leadership, organisation and performance of the Board in its discharge of safeguarding responsibilities. The work of the safeguarding partnership, which is conducted through the Board structure, is reported through the Healthy Leeds Partnership Joint Commissioning Board. This reflects its current non-statutory nature.

The national standards in relation to adult safeguarding continue to be much broader than those statutory requirements set out in relation to the safeguarding of children and those set out with regard to local Crime Reduction Partnerships. This issue formed part of a Government consultation during the winter of 2008/09 on the national arrangements for safeguarding adults. The consultation specifically poses the question for consultees, "*how do we know if a safeguarding board is working effectively? To whom should it be accountable?*". In Leeds we have sought to address this question by producing the MOU, which seeks to address these questions and to eliminate any confusion about role and accountability. The refinement of the MOU will form part of the work programme of the Board in the coming year.

The role and position of the Chair of this Adult Safeguarding Partnership Board has been actively debated. The issue of independence of the Chair was covered within the national consultation referred to previously. It is not yet known when the governmental response to this consultation will be available. In the interim, the current Chairing arrangements will continue but, mindful of the need to reflect national best practice, arrangements will be made to recruit an independent Chair later in the coming year. The benefit of National Guidance may also be available to



inform actions. In any event, Annex 10 of the MOU, which deals with the role and accountability of the Chair, has been constructed to accommodate the appointment of an Independent Chair of the Board.

The new working arrangements of the Board commenced with its first meeting under the terms of the MOU on the 18<sup>th</sup> February 2009. An outline work programme for the Board for the remainder of 2009 was agreed at that Board, a key focus of which includes the establishment of facilitated time for Board members to consider amongst other key areas, the maintenance of good governance.

## 1.2 Membership

The Safeguarding Adults Partnership Board has met on four occasions during 2008 – 2009, in June, September, December and February. The Board has reconstituted itself during that period, developing robust terms of reference that emphasise the accountability and governance arrangements of the Board. The first meeting of the reconstituted Board was held in February 2009. The Board's membership from April 2008 – December 2008 is detailed in Table 1, below. The reconstituted Board's membership is shown in the Table 2, which also details organisations' membership status. Both tables show members' attendance at Board meetings.

**Table 1: Membership of Leeds Safeguarding Adults Board and Attendance at Board meetings, April to December 2008.**

Organisation	June 2008	September 2008	December 2008
NHS Leeds	✓	✓	✓
Leeds Teaching Hospitals Trust	✓	✓	✓
Leeds Partnership Foundation Trust	✓	✓	✓
Leeds Adult Social Care	✓	✓	✓
West Yorkshire Fire Service	✓	✓	✓
Leeds City Council Neighbourhoods and Housing Department	✓	✓	✓
West Yorkshire Police	✓	✓	✓
Leeds City Council Legal Services			
Her Majesty's Prison, Leeds	✓	✓	✓
Crown Prosecution Service	x	x	x
Leeds Service User and Carer Alliance	✓	✓	
Aire Valley Homes	✓	✓	x
Leeds City Council Children's Services	✓	✓	✓
Leeds Care Association	✓	✓	✓
Leeds Community Safety	✓	✓	✓
Commission for Social Care Inspection	✓	✓	✓
Leeds Jewish Welfare Board	✓	x	x
Leeds Advocacy	x	✓	✓

**Table 2: Membership of the reconstituted Leeds Safeguarding Adults Board and Attendance at the Board meeting, February 2009.**

<b>Organisation</b>	<b>Invitee</b>	<b>Membership status</b>	<b>February 2009</b>
Leeds Adult Social Care	Sandie Keene, Director of Adult Social Care	Ex-Officio – Accountable Officer	<b>x</b>
Leeds Adult Social Care	Dennis Holmes Deputy Director, Strategic Commissioning	Full member, Chair	✓
Leeds Adult Social Care	Paul Broughton Chief Officer, Learning Disability	Full member	✓
Leeds Adult Social Care	John Lennon Chief Officer, Access & Inclusion	Full member	✓
Leeds Teaching Hospitals Trust	Clare Linley Deputy Chief Nurse/Divisional Nurse Manager	Full member	<b>x</b>
NHS Leeds	Carol Cochrane Director of Strategic Development & Commissioning for Priority Groups	Full member	✓
NHS Leeds	Paul Morrin Director of Operations, Care Services	Full member	<b>x</b>
Leeds Partnership Foundation Trust	Michele Moran Director of Service Delivery and Chief Nurse	Full member	<b>x</b>
West Yorkshire Police	Gerry Broadbent Divisional Commander	Full member	✓
West Yorkshire Probation Service	Andrew Chandler Assistant Chief Officer	Full member	✓
Leeds City Council Environment and Neighbourhoods	Bridget Emery Head of Housing Strategy and Solutions	Full member	✓
Leeds City Council	Jim Willson Chief Officer, Substance Misuse	Full member	✓
Leeds Voice	Adrian Curtis Interim Director	Associate member	<b>x</b>
Leeds City Council Children's Services	Bryan Gocke LSCB Manager	Associate member	✓
Leeds ALMOs	Claire Warren Chief Executive,	Associate member	✓
Commission for Social Care Inspection	Maggie Coxon	Co-opted member	<b>x</b>
Leeds Advocacy	Tim Whaley Adult Operations Manager	Co-opted member	✓
Leeds Service User and Carer Alliance	Joy Fisher, Alliance Chair	Co-opted member	✓

Organisation	Invitee	Membership status	February 2009
Leeds City Council Legal Services	Gerry Gillen Corporate Lawyer,	Ex-officio member	✓
Leeds Safeguarding Adults Partnership Unit	Emma Mortimer Safeguarding Adults Co-ordinator	Ex-officio member	✓
Leeds Safeguarding Adults Partnership Unit	Christine Clark Safeguarding Adults Co-ordinator	Ex-officio member	✓
Leeds City Council Adult Social Care	Danielle Guest Directorate Support Officer	Ex-officio member	✓

### 1.3 Board Member Development Programme 2009/10

The Safeguarding Adults Board was reconstituted in February 2009 and the newly refreshed Board agreed to the establishment of a development programme for its members. This has been arranged to take place in June 2009, facilitated by Michael Hake, who has assisted the partnership in its development throughout the course of the last year. The focus of the development programme will be an opportunity for members of the Board to spend dedicated time developing a shared understanding of their leadership roles in relation to the Safeguarding Principles set out in the MOU. The theme of the programme is 'From Development to Delivery' signifying the progress that has been made under the new arrangements and the commitment to deliver improved safeguarding outcomes.

NHS Leeds believes this development time enables them, as a full member of the Board, to consider how their organisation will establish clear links with the Leeds Safeguarding Adults Partnership Support Team and participate in the Leeds Safeguarding Adults Partnership Board. It also enables them time with partners to develop their thinking on what their internal structures and staff guidance should look like to ensure NHS Leeds actively promotes the aims of the Leeds Safeguarding Adults Partnership and that their staff are clear how to operate within the multi-agency policy and procedures.

The June event will be followed in October 2009 with Leeds Safeguarding Adults conference, co-sponsored by the Board. This will present an opportunity for best practice in the City to be showcased and for Board members to engage with a much wider group of stakeholders.

### 1.4 Board Work Programme 2009/10

The key work strands for the Board over the coming year are:

- Oversight of the development of systems so that performance data can underpin the decisions made by the Board
- Work with others to build safer communities that safeguard vulnerable people (adults & children)
- Learning from practice, including serious case reviews and embedding this learning in the workforce development strategy
- Better involvement with users, carers and third sector organisations in the planning and monitoring of safeguarding work across the City
- Work with commissioners to ensure safeguarding is embedded within all regulated services
- Ensuring a purposeful communications strategy is developed to better inform the people of Leeds in relation to safeguarding and associated matters – most particularly Mental Capacity.

The Board's agreed work programme for the year is detailed below. It has been agreed that each of the future meetings be used to discuss a specific part of the work of the Board.

15 April	– Draft Annual Report of the work of the Board 2008/09
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	<ul style="list-style-type: none"> <li>– Business Plan for 2009/10</li> <li>– Work Programme for the year to come</li> <li>– Terms of Reference for the away time in June</li> <li>– Final draft of revised a) policy b) procedures</li> </ul>
17 June	<ul style="list-style-type: none"> <li>– Serious Case Reviews Sub-Group report</li> <li>– Annual Report &amp; Business Plan final sign off.</li> </ul>
19 August	<ul style="list-style-type: none"> <li>– Training &amp; Development Sub-Group report</li> <li>– Planning for Annual Conference</li> <li>– Q 1 Performance Report</li> </ul>
21 October	<ul style="list-style-type: none"> <li>– Performance, Audit &amp; Quality Assurance Sub-Group report</li> <li>– Half Year Performance report</li> <li>– Arrangements for the recruitment of an Independent Chair</li> </ul>
16 December	<ul style="list-style-type: none"> <li>– MOU Refresh</li> <li>– Policy, Procedures &amp; Protocol Sub-Group final report</li> </ul>
17 February	<ul style="list-style-type: none"> <li>– Q 3 Performance Report</li> <li>– End of year review</li> </ul>

### 1.5 Board Sub-Groups

The Partnership has developed two sub-groups of the Board in the financial year 2008-2009. These are the Policy, Procedures and Protocols sub-group and the Performance, Audit and Quality Assurance sub-group. The Training and Workforce Development sub-group has been successfully operating for the past four years.

### 1.6 Sub-Groups Work Programme 2009/10

The three existing sub-groups of the Board's work programmes are detailed below:

#### (i) Policy, Procedures, and Protocol sub-group

- Disseminate revised multi-agency safeguarding policy and procedures
- Embed Deprivation of Liberty Safeguards and Independent Safeguarding Authority changes within the multi-agency procedures
- Develop inter-agency working protocols
- Conduct an audit of agencies' use and understanding of revised procedures and thresholds
- Assure local safeguarding procedures
- Develop Serious Case Review Procedure following learning from current reviews.
- Audit key multi-agency policies and procedures to ensure they meet best practice safeguarding adults requirements.

#### (ii) Performance, Audit and Quality Assurance

- Develop quality assurance processes in all key agencies that link up to provide information to the Board on the effectiveness of safeguarding activity
- Establish practice standards and competencies in respect of all key areas of safeguarding work
- Establish baselines from which to measure practice improvement
- Establish monthly detailed quality reporting
- Develop and agree recording standards
- Agree measures to be taken by the partnership when data reveals a lack of reporting within a particular area or for a specific group of people. e.g. Hate crime, BME groups, Harassment.

#### (iii) Training and Workforce Development

- Ensure that the Multi-agency training strategy and courses are incorporated into the training strategies and plans of each agency
- Identify staff who require specific competencies and training requirements.
- Establish training frequency for all roles
- Gain agreement from all agencies on training targets
- Redevelop the "Training the Trainer" course into a two-day course
- Ensure that staff from agencies are competent to deliver Awareness level training within their own agencies
- Develop competency requirements for levels of staff against national/occupational standards
- Develop evaluation of delivery and post-training impact

The three remaining sub-groups: Professional Practice Development (incorporating Serious Cases Review) sub-group, User and Carer Reference Group and Third Sector sub-group will be established and their work plans developed during the first six months of the financial year.

## **2. Leeds Safeguarding Adults Partnership Support Infrastructure**

### **2.1 Safeguarding Adults Partnership Support Unit – Structure**

The Safeguarding Adults Partnership is supported by the Safeguarding Adults Partnership Support Unit hosted within Leeds City Council Adult Social Care Directorate. At the beginning of 2008/09 this unit comprised four posts: the full-time and part-time Safeguarding Adults Coordinators, the Training and Development Officer and a part time Administrator.

As part of the action planning in response to the Independence, Wellbeing and Choice inspection at Leeds, in late 2008, it was proposed that the staffing available to support the work of the Safeguarding Adults Partnership would be greatly enhanced. Investment was committed to enable the recruitment to a new post of Head of Safeguarding to provide strategic leadership on behalf of the partnership, plus three Independent Safeguarding and Risk Managers and associated administrative support. These posts will provide assurance to the Partnership with regard to practice across agencies in the City and will act as independent chairs of adult safeguarding case conferences.

This augmentation on behalf of the Partnership has been matched within adult social care by the creation of 10 senior practitioner posts to support front line practice and a specialist quality assurance post designed to monitor the effectiveness of safeguarding interventions within Adult Social Care and across the wider partnership. See *Figure 1* on the following page for a structure chart of the Safeguarding Adults Partnership Support Team, showing both the central unit and the other additional posts.

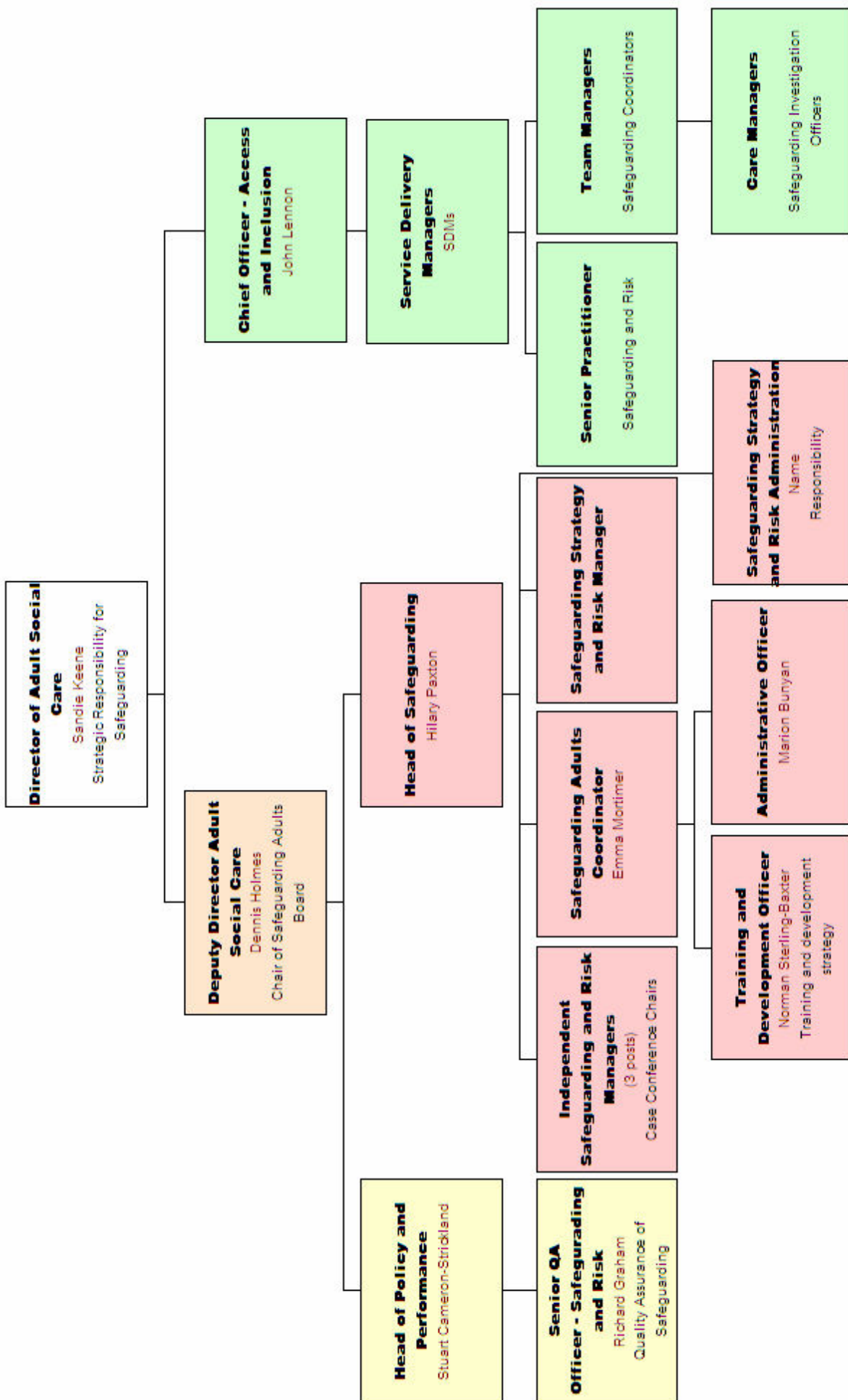
### **2.2 Financial arrangements**

The Safeguarding Adults Board oversaw £167,000 invested in safeguarding adults work at the beginning of 2008-09. Of this approximately £112K was budgeted, the remainder identified as a necessary pressure within the Adult Social Care budget to enable the development of improved safeguarding arrangements.

During the year, Leeds City Council approved the augmentation of this investment by a further £260,000 to support the enhanced staffing described above.

This investment has been provided on behalf of the partnership. The statutory partners having indicated their agreement to the proposed course of action. Recruitment to the posts commenced in January 2009 and was completed in March 2009. The first new members of staff are expected to take up their new roles in June/July 2009.

It is anticipated that the longer term financial arrangements for the partnership and Board infrastructure will be developed through 2009/10 in order for appropriate budgetary provision to be identified by the statutory partners for the 2010/11 financial year. However, within the 2008/09 budget setting round, some partners have already begun the



process of contributing dedicated support resources or direct funding to support the new infrastructure. This is likely to form the basis of future funding arrangements.

**Figure 1: Structure of Safeguarding Adults Partnership Support Team**

## **3. Safeguarding Activity 2008/09**

### **3.1 Overview**

The Leeds Safeguarding Adults Partnership has seen a significant increase both in the number of referrals received and in the number of referrals that go on to an investigation. This is due to increased awareness of safeguarding matters among frontline staff across adult support organisations in Leeds. A noticeable increase in referrals in relation to people accommodated in long-term care settings largely due to better awareness of staff working in such settings and a heightened understanding of the interface between poor care quality and safeguarding.

The Leeds Safeguarding Partnership has been able to utilise a significantly improved recording system within Adult Social Care during 2008/09. This system records all safeguarding referrals that are received from across the City via Contact Leeds. This system, which operates via a database, ESCR, has been developed and introduced throughout the year. This means that greatly improved data is available to inform this report and that in the coming year, the data will be of even greater relevance and use across the partnership.

This enhanced depth of analysis is allowing us to spot patterns and trends and both to report these and to design and implement interventions as necessary. It is apparent that the work that has been undertaken to raise awareness of safeguarding issues has had a major effect in increasing the number of referrals being received by the Partnership.

Key themes for the year 2008/09 are as follows;

- A continuing increase in safeguarding alerts which went from 645 in 2007/08 to 1255 in 2008/09. This represents over the year an increase of just fewer than 100%.
- Safeguarding referrals are increasingly likely to result in a safeguarding enquiry, this is in contrast to previous years when referrals were more likely to be dealt with 'in and amongst' other casework issues. This is perceived as a very positive development.
- The most common type of reported abuse was physical abuse. This was followed by financial abuse, this continues a long term trend.
- The greatest rate of increase in safeguarding alerts was in the 75 plus age group, this is an area for further exploration.
- Many more referrals originated from long-term care settings, from staff and managers as well as regulators, again this is perceived as a very positive indicator, firstly, of awareness of staff working in such settings, secondly of the fact that people resident in such settings are likely to be the most vulnerable. .
- There was an increase in referrals for people with a learning disability, this is an area for further exploration.
- A higher proportion of referrals translated into investigations for people with a learning disability than for other citizen groups.

Our analysis is that the efforts of the Safeguarding Adults Board to raise awareness among the wider health and social care workforce in the City have prompted the rise in alerts and referrals. The specific training and workforce development initiatives undertaken in 2008/09 have also ensured that those referrals are dealt with appropriately in a greater number of cases.



The wider range of people making referrals, particularly carers, staff and managers in long-term care settings is strongly suggestive of success in ensuring that the most vulnerable are protected and that staff working in those settings are both vigilant and well informed.

### 3.2 Referral Numbers

As can be seen in *Figure 2* there is a year on year increase in numbers of referrals of close to 100% from 2007/08 to 2008/09.

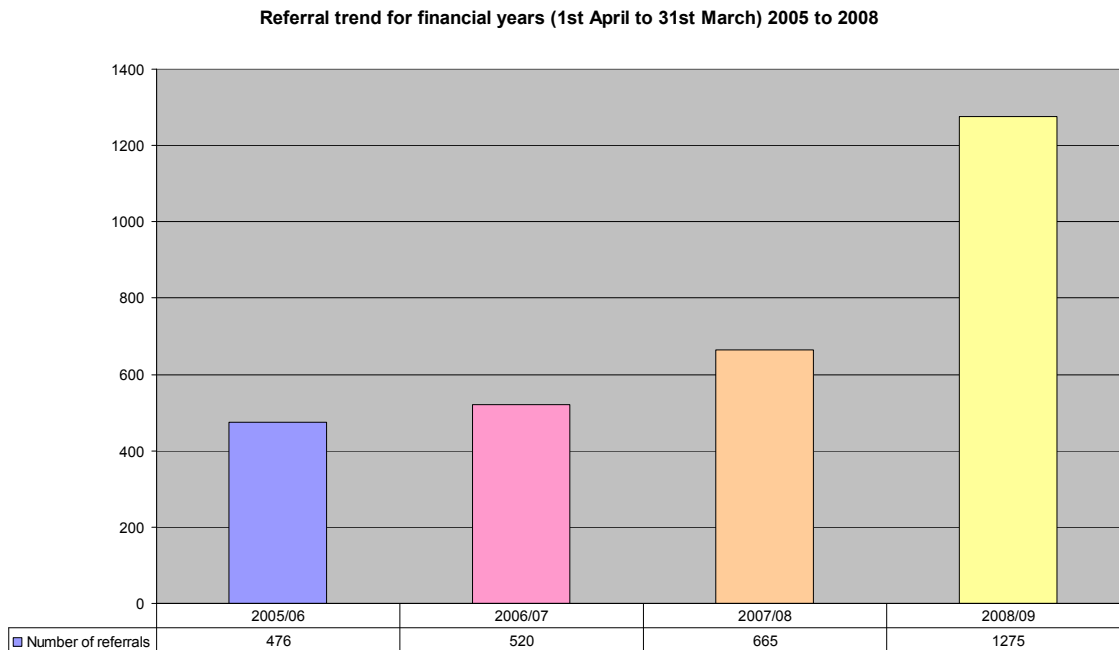


Figure 2: Number of Referrals by Year (2005/06 – 2008/09)

### 3.3 Referrals by Outcome

It is important to consider what happens following receipt of a safeguarding referral. *Figure 3* shows that the proportion of referrals resulting in an investigation increased in each quarter of the year 2008/09.

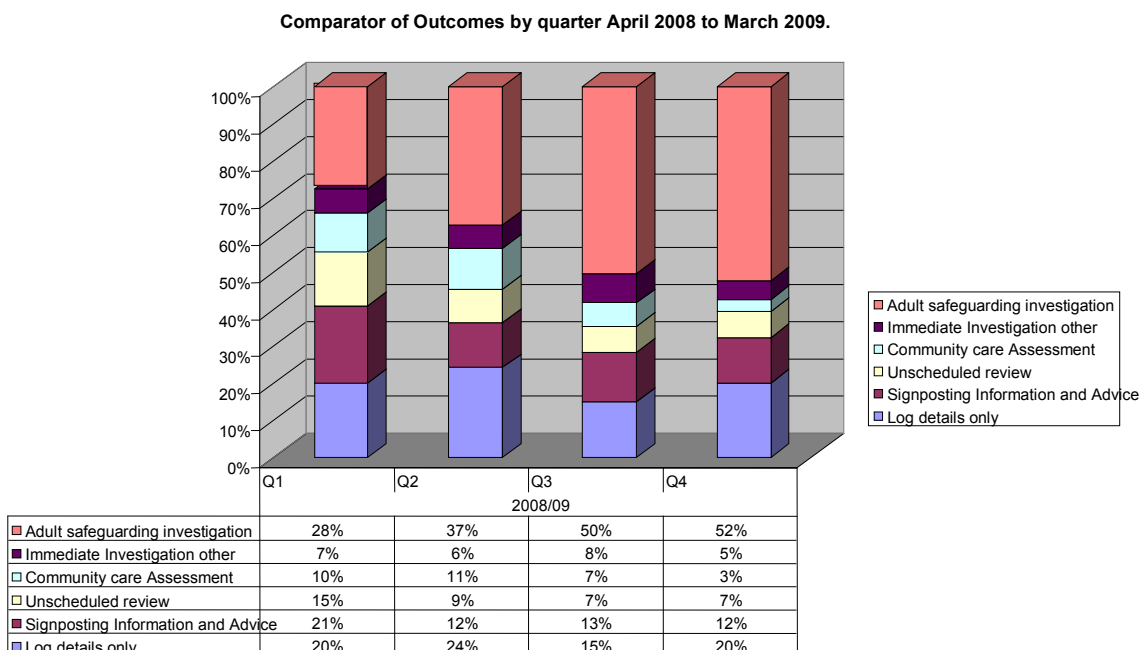


Figure 3: Referral outcomes by quarter (2008/09)

It should be noted that the highest translation of referral to investigation was in learning disability services where over 80% of referrals result in an investigation. This figure reflects findings in a number of research studies that show that people with learning disabilities experience higher levels of abuse than those from other user groups.

### 3.4 Referrals by User Group

Figure 4 shows the number of referrals received for each user group and also compares these figures with those in the previous year.

Financial years (1st April to 31st March) 2007 and 2008 Service user against number of referrals

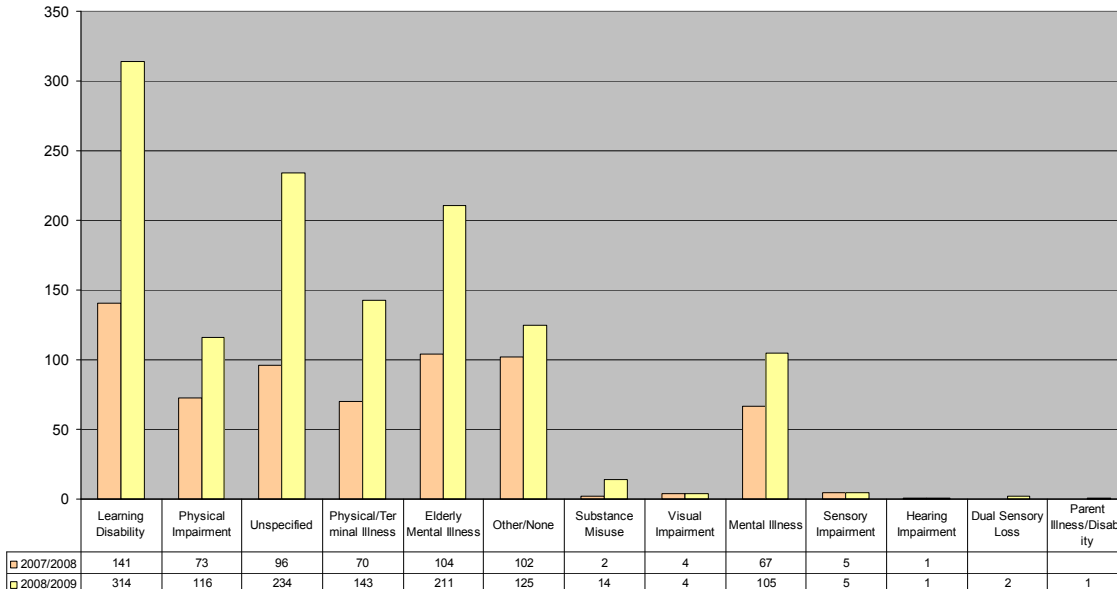


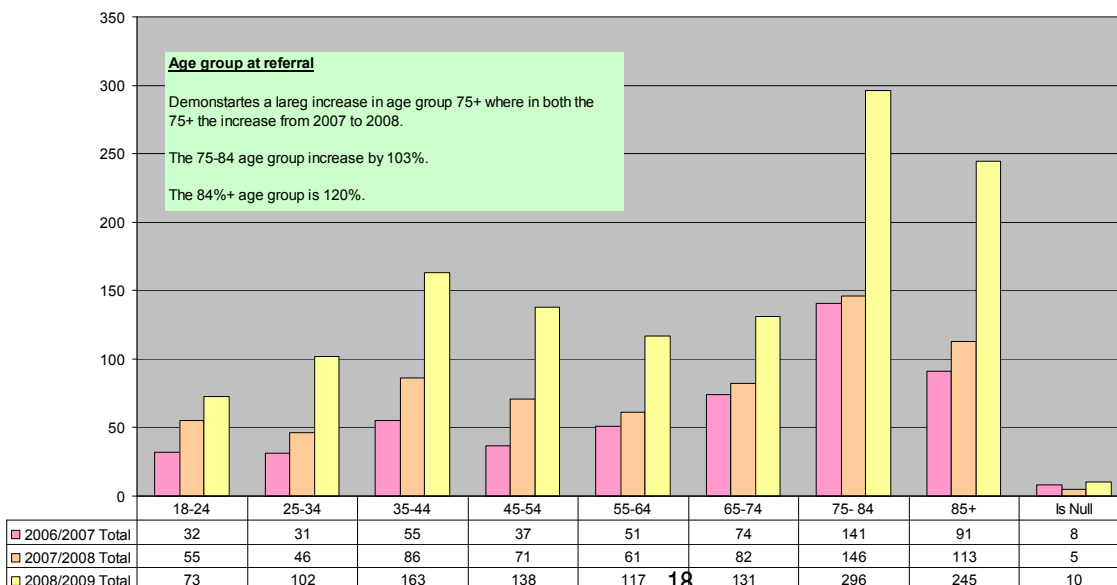
Figure 4: Referral Numbers by User Group, by Year (2007/08 and 2008/09)

It is clear from Figure 4 that all user groups have seen increases in referrals, but the biggest increase has been for individuals with learning disabilities.

### 3.5 Referrals by Age

Figure 5 shows the number of referrals received for people according to their age. There is a significant increase in the number of people being referred over the age of 75. This is related to the increase in referrals received from regulated care settings for older people and a greater recognition of the prevalence of institutionalised abuse.

Referrals by age group for financial years as shown



### 3.6 Referral Numbers by Referral Source

Figure 6 shows how referrals numbers have increased from most referrals sources. In particular there is a significant increase in referrals from ‘other care services’. This relates to referrals from long-term care settings. The Partnership has received substantially more referrals from front line staff within organisations that care for vulnerable adults in long-term care settings. This is particularly the case for those in services directed at older people with dementia and associated conditions and those for adults with learning disabilities.

The Partnership has worked hard to ensure that those adults who reside in regulated long-term care settings are safeguarded against abuse. This is a group of adults that the Partnership views as being particularly vulnerable and we have therefore targeted information, training and guidance at those organisations in Leeds. This has been coupled with the efforts of the former Commission for Social Care Inspection to raise care standards in residential and nursing homes and to take action when services fail to address safeguarding concerns.

The Partnership plans to progress its work to develop a safeguarding culture in long-term care settings throughout the coming year, working together, particularly in health and social care to develop systems that enable sharing of intelligence about services that cause safeguarding concern, while also working with service providers to help them

Figure 5: Referrals by Age Group

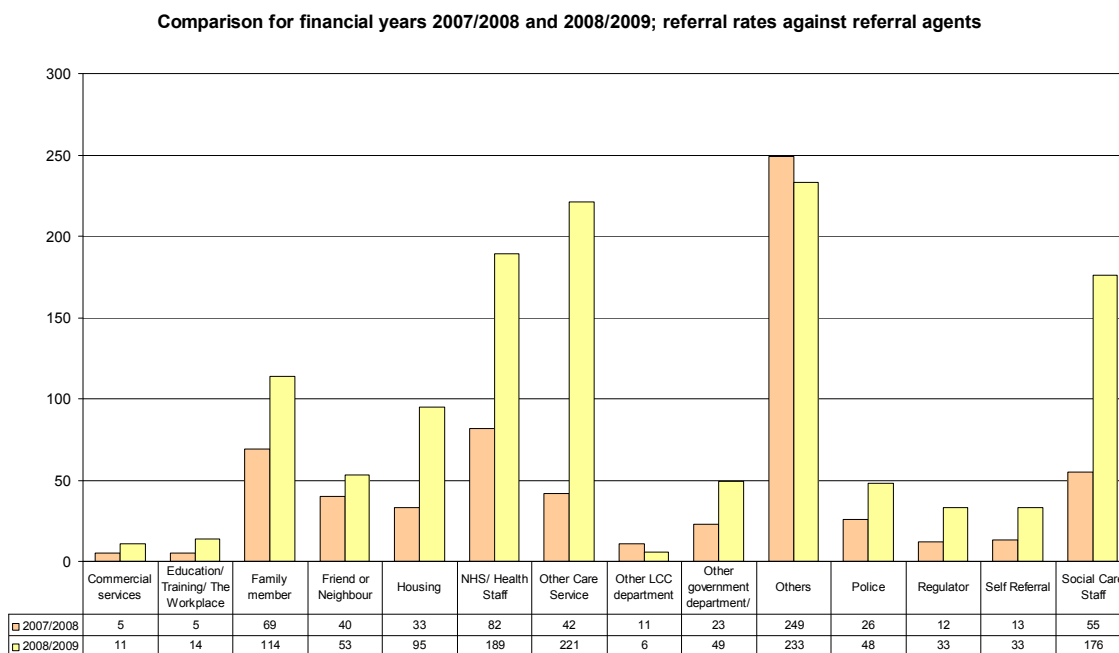


Figure 6: Referrals by Referral Source, Financial years 2007/08 and 2008/09

### 3.7 Percentage Change in Referral Numbers by Referral Source

Figure 7 shows very clearly that referrals from most referral sources have increased by more than 100% from 2007/08 to 2008/09.

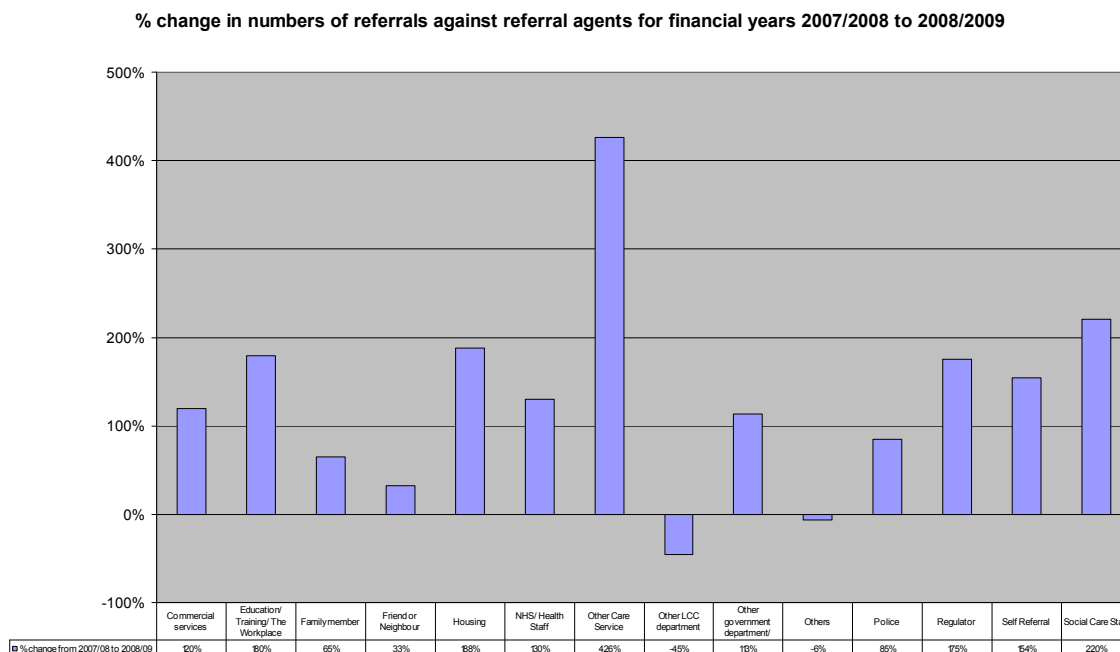


Figure 7: Percentage change in Referral Numbers by Referral Source from 2007/08 to 2008/09

### 3.8 Perceptions of Safety

Leeds Adult Social Services undertakes regular surveys with people who use services to monitor their experience and perception of services. Respondents in 2008/09 were also asked if they felt safe at home. Surveys for the whole of 2008/09 show that 95% feel safe in their home during the day and 92.5% feel safe at night. This surpasses the overall target of 90% agreed for the year. People who were the subject of adult safeguarding investigations have also been surveyed about feeling safe, but to date the numbers of respondents are still too small to draw any conclusions.

Earlier surveys for the first six months of the year indicate that 94% felt safe in their homes during the day and 91% felt safe at night. This suggests that surveys in the second half of the year indicate slightly more people felt safe than surveys indicated in the first half of the year.

## 4. Training, Workforce & Organisational Development

The Partnership has historically delivered a high standard of training across the City and this was recognised by the Commission for Social Care Inspection as a strength in its 2008 Independence, Well-being and Choice inspection.

The inspectors challenged, however, the extent of investment in the partnership workforce development programme and also questioned whether or not staff at different levels, particularly within Adult Social Care, as the lead Safeguarding Adults agency, should be working to a clear competency framework. This has been developed and is attached at Appendix B to this Annual Report.

The Partnership has commissioned four key training courses for staff within Adult Social Care. These courses have been commissioned from a highly respected national training provider with expertise in the field of safeguarding adults.

The courses have been designed at four distinct training levels aimed at achieving defined competencies required for the following safeguarding roles:

1. Alerter
2. Line Manager
3. Investigators
4. Safeguarding Coordinators

The course aimed at those with an 'alerter' role, is entitled, 'Safeguarding, it's everybody's job'. This course has been very well-received and 528 staff have attended in the period. The course aimed at frontline managers, 'How to deal with safeguarding concerns and refer appropriately' is a one-day course and has been attended by 138 people in the period. The 'Investigative Interviewing' course aimed at investigating social work staff has provided 74 staff with the training they need to enable them to conduct effective investigations and the two day 'Chaired case conferences' course for safeguarding coordinators has provided specialist training for 22 officers.

The year has seen a number of changes to the partnership training programme, with the provision of more multi-agency courses providing a mixture of both knowledge and skill based training.

In addition to the Adult Social Care referred to above, 1025 staff have been trained across the Partnership in the year, and this includes staff in health agencies, in Supporting People and in the voluntary sector.

During the last year Leeds Partnership Foundation Trust have trained approximately 200 staff at an awareness level, this training is now mandatory for all staff and also features on induction. We plan to deliver this training to all our 2800 staff over 2 years using a combination of e-learning and delivered sessions, using the cascade method supported by the link workers.

Leeds Community Healthcare is fully committed to support staff with safeguarding issues via education, training and supervision. Basic awareness training has been classified as mandatory for all frontline staff and has been developed and delivered in accordance with the current policy.

The Supporting People Partnership has facilitated free training for all providers within the programme, which has resulted in front line staff receiving detailed training from staff within Adult Social Care's Safeguarding Team. The introduction of revised Supporting People QAF objectives in April 2009, which now incorporate safeguarding and protection of children, means that providers will also be required to attend further training to meet the refreshed standards.

## **5 National Safeguarding Developments**

The Leeds Safeguarding Adults Partnership has been rising to the challenge of providing a significantly improved safeguarding service and culture for the people of Leeds at the same time as many other Safeguarding Boards and partnerships across the country. This is taking place within a context of national change in the safeguarding adults policy and legislation.

Publications such as 'Six Lives' by the Parliamentary and Health Service Ombudsman (2009), highlighting the poor standard of care received by six people with learning disabilities, has emphasised the need for safeguarding partnerships to assure themselves that all their services not only safeguard against abuse but are also open, accessible and provide care equitably.

The Commission for Social Care Inspection published 'Safeguarding Adults - A study of the effectiveness of arrangements to safeguard adults from abuse' in November 2008, reflecting on evidence from the range of its regulatory and inspection functions across councils, care homes, home care agencies and other social care services. The study considered the responsiveness of safeguarding arrangements and the effectiveness of strategies to help prevent abuse and enable people to stay safe and be free to live their lives as they wish. It provides a useful analysis of the current challenges facing safeguarding services, including the need to move towards better recognition of individuals' human rights and their rights as citizens.

The Commission concluded that the standard of safeguarding effectiveness varies across the country but that there are key factors in delivering excellent safeguarding services, including:

- a) people being informed of the right to be free from abuse; and supported to exercise these rights, including having access to advocacy
- b) a well informed, competent and properly vetted workforce operating in a culture of zero tolerance of abuse
- c) good universal services targeted at older and disabled people that can reduce the risk of people experiencing abuse, for example community safety services or services that increase people's access to advice or maintain informal support networks
- d) thorough needs assessments supported by risk assessments where required to inform people's choices a sound framework for confidentiality and information sharing across agencies
- e) a range of options for support to keep safe from abuse that can be tailored to people's individual needs – both for people using care services and for those directing their own support
- f) service provision which gives prominence to the need for sound safeguarding arrangements *as well as* the promotion of people's independence a public which is aware of – and alert to – these issues.'

The Health and Social Care Act (2008) set out plans for the development of the Independent Safeguarding Authority, which will safeguard people against abuse by introducing a vetting and barring scheme for all those working with children or vulnerable adults including volunteers, and this scheme will begin to operate in Autumn 2009.

The Government has recognised that safeguarding adults work has changed considerably since the publication of 'No Secrets' in 2000, and in 2008 announced a review of this statutory guidance. The then Minister for Social Care, Ivan Lewis MP stated that the review would result in 'real change' for those working to safeguard vulnerable adults. Some people have interpreted this commitment as being a suggestion that the review would propose legislation to enforce safeguarding, as has happened in Scotland, and this was a key discussion element in the review consultation that concluded in February 2009. There is no doubt that the review of 'No Secrets' will change the way in which partnerships act to safeguard adults. The Government is due to publish its revised guidance in Autumn 2009 and the agenda set out within will form a significant part of the Partnership's business for 2010 – 2011.

## 6. Achievements of the Partnership against the 2008/09 Action Plan

Action Areas	Start Date	Responsible Agency/ies Responsible officers	Status/Comments	Milestones	Target Completion Date (Actual)
<b>1. Partnership Arrangements</b>					
a.	30/04/08	Leeds Director of Adult Services (LDAS) and Leeds PCT Chief Executive(LPCTCE) Plus partnership	To establish a time-limited executive group to endorse the Board's revised terms of reference and to approve its work plan.		<b>28/04/08 (Completed)</b>
b.	30/04/08	Safeguarding Coordinators Plus partnership.	Revised Constitution, nominations and meeting arrangements to be agreed for new Board and sub-groups to include a range of user groups.		17/09/08 (17/02/09)
3	18/06/08	Safeguarding Board Chair	Meeting of Board to be held with new chair and current membership to be refreshed.	Minutes of meeting of 18/06/08 to reflect this.	31/07/08 (17/02/09)
4	18/06/08	Safeguarding Coordinators	Establish Board sub-groups to cover: Policy & procedures (time limited) Establishment of safeguarding thresholds (time limited) Communication (ongoing) Performance Management / Quality Assurance (ongoing)	Report to Board 17/02/09	18/09/08 17/02/09
5	01/09/08	Safeguarding Coordinators	Work with established user and carer groups across Leeds to increase user participation on Board, particularly from minority groups.	Report to Board for information 17/12/08 <i>Ongoing at 31/04/09</i>	17/12/08
<b>2. Performance Management/ Quality Assurance</b>					

Action Areas	Start Date	Responsible Agency/ies Responsible officers	Status/Comments	Milestones	Target Completion Date (Actual)
a.	01/09/08	Each agency.	Where necessary, development of performance management / quality assurance systems within each individual agency.	<i>Ongoing at 31/03/09</i>	31/03/09
1	01/09/08	CC/EM (Safeguarding Coordinators)	Establish Performance Management / Quality Assurance sub-group.	Senior QA Officer appointed (ASC) Begins to co-ordinate the work of the group (06/03/09)	01/09/08 (29/04/09)
2	01/09/08	EM /CC via Performance Management / QA Sub-group	Baseline mapping exercise – what systems exist where and what do they measure, and how effective are they?	Mapping Tool provided to partner agencies 15/04/09	31/10/09 (Ongoing)
b.	01/09/08	Partnership, via Board Performance Management / QA Sub-group	Agreed partnership-wide safeguarding standards and a joint safeguarding quality assurance system that involves a range of different performance management tools and processes and ensures a level of scrutiny by users and carers.		31/10/09 (Ongoing)
c.	31/12/08	Partnership, via Board	Board Members ensure availability of information in relation to the work of the Board for all managers across the partnership.	<i>Ongoing at 31/03/09</i>	31/03/09 (Ongoing)
d.	01/09/08	EM / CC & Performance Management Sub-group	Safeguarding standards and QA system launched		31/03/09 (Ongoing)
1	01/09/08	Partnership EM /CC & Performance Management Sub-group	First performance report	Report to June 09 Board for information and action in respect of any issues from information analysis.	31/06/09 Complete at 17/06/09
<b>3. Safeguarding thresholds / frameworks / policy/ procedures</b>					
a.	01/06/08	Board ( Policy & Procedures sub-group)	Refreshed multi-agency safeguarding procedures drafted, encompassing the five level safeguarding response framework, including timescales for effective monitoring .	First Draft 31/12/08 2 <sup>nd</sup> draft 01/03/09 Final Draft 01/06/09	31/07/08 (20/07/09)



Action Areas	Start Date	Responsible Agency/ies Responsible officers	Status/Comments	Milestones	Target Completion Date (Actual)
b.	08/09/08		Thresholds for safeguarding intervention developed and consulted on.	18/09/08	31/10/08
c.	31/08/08	CC and Policy & Procedures sub-group	Revised policy & procedures widely disseminated. Communication plan developed, including briefings, summary versions and accessible information	Report to April 2009 Board	31/10/08 (15/04/09)
<b>4. Safeguarding Unit Infrastructure review</b>					
a.	01/06/08	DASS/ Board Chair	Consultation regarding the most appropriate future structure of the Unit conducted within LASC with all key stakeholders		31/10/08 (Completed)
b.			Implementation plan developed & agreed, including clarity of roles.		31/01/09 (01/11/08)
1	01/11/08	DASS/ Board Chair	Development of proposals in the light of consultation & ASC CSCI inspection incorporating clarity of role and division of responsibilities between the Safeguarding Unit and the care management function.	Provision of proposals to Partnership/ Executive Board of the Council	15/01/09 (01/11/08)
3	16/01/09	DASS/ Board Chair	Resourcing recommendations to ASC DMT	Report by 01/11/08	16/01/09 (01/11/08)
4	16/01/09	DASS/ Board Chair	Recruitment Process commences (Subject to appropriate permissions)	Delegated Decision report by 16/11/08	16/01/09 (16/11/08)
5	31/03/09	Board Chair/ Partners	Recruitment Process Concludes	All recommendations made	31/03/09 (2/03/09)
<b>5. Monitoring &amp; Recording</b>					
a.	31/04/08	Adult Social Care (Host)	Pilot project using an updated version of ESCR with improved safeguarding reporting ability underway.	Complete 01/01/09	01/01/09 (Complete @ (01/01/09))

Action Areas	Start Date	Responsible Agency/ies Responsible officers	Status/Comments	Milestones	Target Completion Date (Actual)
b.	01/08/08	Adult Social Care (Host)	Agreed recording standards and reporting processes for sharing management information. Agreed format for recording both qualitative and quantitative information.	Ongoing	01/09/08 Ongoing at 31/03/09
<b>6. Strategy</b>					
a.	31/05/08		Ensure Safeguarding frameworks and infrastructures provide strong strategic alignment between, Safer Leeds, LSCB, Dignity in Care, Mental Capacity Act implementation and preparations for the Mental Health Act requirements (2009)	Complete @ 31/10/08	30/10/08  (Complete)
2	30/06/08	Board Chair, EM & IMCA manager	Ensure engagement across the partnership with the IMCA service.	Provision of guidance to all key services by 30/09/08  Training workshops provided for SAECs and IMCAs focussing on safeguarding issues. Two sessions by 30/01/09  Complete @ 31/03/09	30/01/09  (31/03/09)
<b>7. Multi-agency Training Strategy</b>					
A	31/03/08		Integrate Training courses with individual agencies' strategies	Ongoing @ 31/03/09	30/09/08
B	31/03/08		Develop training capacity in agencies		31/03/09
1	31/03/07	LASC Partner Agencies via Training Subgroup	The "Training the Trainer" course is to be redeveloped into a two-day course (in progress) to ensure that staff from agencies are competent to deliver Awareness level training within their own agencies.  There will also be the opportunity for agencies to support staff to provide the multi-agency training for the LASC multi-agency training strategy. The contract and criteria for these trainers have been		31/03/09 (Complete @ 31/03/09)

Action Areas	Start Date	Responsible Agency/ies Responsible officers	Status/Comments	Milestones	Target Completion Date (Actual)
			developed.		
D	31/03/09	All agencies via SubGroup	Develop competency requirements for levels of staff against national / occupational standards	Ongoing @ 31/03/09	31/03/10
E	01/10/08		Develop evaluation for delivery and post-training impact	Ongoing @ 31/03/09	31/03/09 (ongoing)
F	31/03/09		Develop and implement E-learning materials	Ongoing @ 31/03/09	31/03/10 (Ongoing)
G	01/04/09		Secure accreditation of all training courses	Ongoing	31/03/10 (ongoing @ 31/03/09)
1	01/04/09	LSAU NS-B (Training and Development Officer)	Identify accreditation body and criteria for accreditation at appropriate levels of training and education	Accreditation body identified and contract agreed	01/06/09
2	01/06/09	LSAU NS-B (Training and Development Officer)	Map course content against accreditation criteria	All Advanced courses mapped – 31/07/09 All Intermediate courses mapped – 31/10/09 All awareness courses mapped – 31/12/09	31/12/09
3	01/08/09	LSAU NS-B (Training and Development Officer)	Submit courses for accreditation	All Advanced courses accredited – 31/10/09 All Intermediate courses accredited – 31/01/10 All awareness courses accredited – 31/03/10	31/03/10

## 7. Key Targets and Action Plan 2009/10

The following table is an extract from the Leeds Independence Wellbeing and Choice Inspection Action Plan (2008).

Action Areas		Start Date	Responsible Agency/ Responsible Officers	Status/Comments	Milestone	Target Completion Date
Arrangements for safeguarding vulnerable adults are effective across agencies and disciplines.	Ratify procedures through all agencies governance processes	April 09	Safeguarding Partnership/ Service users and carers  Emma Mortimer Adult (Safeguarding Coordinator), Head of Safeguarding		Procedures ratified by all partners and agencies.	Dec-09
	Ensure Memorandum of Understanding (MoU) is maintained and improved in line with the views and expectations of partners	April 09	Dennis Holmes (Chief Officer Commissioning) Hilary Paxton (Head of Adult Safeguarding)		Any amendments to the Memorandum agreed by the Board.	Mar-10
Arrangements for safeguarding vulnerable adults are coordinated across agencies and disciplines	Agree protocols for Joint Working with Adult Social Care across partner agencies, and with particular regard to identified vulnerability, ie, homeless unit, community safety, domestic violence leads, etc.	April 09	Safeguarding Partnership/ Service users and carers  Emma Mortimer Adult (Safeguarding Coordinator)		QA of case files evidence effective use of protocols baseline and targets to be developed and agreed.	Jun-09
Increase awareness and understanding of issues and arrangements regarding	Specify and implement a comprehensive communications and social	April 09	Safeguarding Partnership/ Service users and		Marketing strategy is implemented	Jun-09

Action Areas		Start Date	Responsible Agency/ Responsible Officers	Status/Comments	Milestone	Target Completion Date
safeguarding vulnerable adults.	marketing strategy in relation to adult safeguarding,		carers/ The public  Mike Sells (Communications Manager)		Surveys and quality assurance establish baseline and targets relating to outcome measures.	Jan-10
Develop a Safeguarding Adults Charter for Leeds	Partners, agencies, service users, carers and public have information that is accurate, accessible & appropriate in terms of safeguarding standards & are able to take action to shape policy and hold the partnership to account	April 09	Safeguarding Partnership/ Service users and carers/ The public  Head of Adult Safeguarding		Charter is developed by Adult Safeguarding Partnership board sub-group and ratified by board by Jan 2010 for adoption by partners	Jan-10
Everyone involved in safeguarding understands the partnership's vision and has the knowledge and skills to deliver effective safeguarding practice	Scope out at a high level training requirements and secure resources across agencies. See 1.6, 1.7 and 1.8 above	April 09	Adult Safeguarding Partnership / HR / Practitioners / Service Users and Carers  Emma Mortimer (Safeguarding Coordinator), Graham Sephton (Deputy Head of HR)		Establish and fund a plan which demonstrates a multi-agency commitment and reflects cross agency training requirements resulting in the effective safeguarding of adults across Leeds	May-09
Everyone involved in safeguarding understands the partnership's vision and has the knowledge and skills to deliver effective safeguarding practice	Agree mandatory multi-agency training programme including training sub-group to incorporate workforce leads.	April 09	Safeguarding Partnership / HR / Practitioners / Service Users and Carers		Interagency strategy for safeguarding training established. A rolling programme is implemented and targets for numbers to be trained across agencies are met. Targets to be defined and agreed.	May-09
	Identify staff who require specific competencies and training requirements	April 09	Dennis Holmes (Chief Officer Commissioning) Head of Adult Safeguarding,			Sep-09
	Establish training frequency for all roles and partners	April 09	Graham Sephton (Deputy Head of HR)			Sep-09

Action Areas		Start Date	Responsible Agency/ Responsible Officers	Status/Comments	Milestone	Target Completion Date
Everyone involved in safeguarding understands the partnership's vision and has the knowledge and skills to deliver effective safeguarding practice	Monitor training via the Training and Quality Assurance subgroups	April 09	Safeguarding Partnership QA sub-group/ HR - Training/ Practitioners/ Service Users and Carers.  Stuart Cameron Strickland (Head of Performance) Richard Graham (Quality Assurance Manager)		Establish baseline and agree targets for training key staff across agencies based upon 4.1 which evidences that all frontline internal and external staff are aware of how to identify vulnerable adults and respond appropriately to concerns. User experience surveys evidence improved safeguarding experience.	Sep-09
The serious care review process is effective & the partnership evidence learning and dissemination of good practice	Ensure final draft of serious case review procedure is agreed by the board	April 09	Adult Safeguarding Board Partners  Chief Officer (Social Care Commissioning)		The procedure is formally adopted within all partner agencies.	Sep-09
	Ensure final draft of serious case review procedure is taken through governance structures of statutory partners.	April 09			Future arrangements for the review of potentially serious cases & criteria are managed within the policy & practice sub-group of the Adult Safeguarding Partnership Board (see Rec 1.2)	Mar-10
The serious care review process is effective & the partnership evidence learning and dissemination of good practice	Safeguarding Partnership Board conducts serious case reviews using new procedures and revise procedures in line with learning. (See recommendations 4 & 6).	April 09	Adult Safeguarding Board Partners  Emma Mortimer (Safeguarding Coordinator)		A pilot of two serious case reviews will have been conducted	May-09
					Findings and action reported in report to the board	May-09
Performance of the board and its subgroups meets the requirements of the Good Governance Standard in Public Services adopted by the partnership	The work of the Board is reported through the governance structures of the respective partners. Elected members will receive reports through the Adult Social Care Scrutiny Board. The reports to include progress against the plan, the business plan and work programme for the following year.	April 09	Safeguarding Partnership Board/ NED's / Elected Members/ Service users and carers  Chief Executives/ Officers of safeguarding partners		Annual audits & good governance review, all sub groups have work plans and deliver them. Annual Report is produced in May accompanied by a business plan for the following year. ¼ly Performance reports are available for examination by agency and Local Government overview and scrutiny arrangements. (see Rec 2.3). The work of the board is open to challenge by established group of service users and their carers.	May-09

Action Areas		Start Date	Responsible Agency/ Responsible Officers	Status/Comments	Milestone	Target Completion Date
Performance of the board and its subgroups meets the requirements of the Good Governance Standard in Public Services adopted by the partnership	The annual report is ratified by the governance structures of safeguarding partners including the Executive Board of the Council and its Overview and Scrutiny Board(s).	April 09	Safeguarding Partnership Board/ NED's / Elected Members  Adult Safeguarding Board		Annual Report contains details of volume of activity and quality of outcomes from all partners. Performance improvement and learning points are incorporated into future action plans.	May-09

## **Leeds Safeguarding Adults Partnership Statement of Purpose**

### **“Leeds - A Safe Place for Everyone”**

#### **The Principles**

The objective of the Leeds Safeguarding Adults Partnership Board is for:

**all the citizens of Leeds, irrespective of age, race, gender, culture, religion, disability or sexual orientation to live in safety and be free from abuse or the fear of abuse.**

This includes:

- knowing that all citizens have a responsibility to ‘look out’ for each other, as friends, relatives, good neighbours and attentive citizens and professionals.
- empowering and informing individuals so that they know how to “talk to someone” if they suspect that any person or group who may be vulnerable is, or may be, a target for abuse, and how to get something done about it, without fear of reprisal.

#### **The Board’s vision of what it wants to achieve:**

The Leeds Safeguarding Adults Partnership Board wants to develop an overarching picture of the needs of those in our community who are, or may be, vulnerable to abuse, and to use this picture to allow the Safeguarding Board to address abuse where it does occur, and to prevent abuse where it is likely to occur. Leeds Safeguarding Adults Board wants to:

- achieve effective, respectful and valued safeguarding outcomes for:
  - *Potential victims of abuse*, for example, by developing new and innovative preventative and supportive services to help those who may be at risk of abuse to recognise this and to take action to reduce the likelihood of such abuse.
  - *Victims of abuse*, for example, by making sure they have the ability to speak out and the services are in place to ensure they are rendered safe and to support them in the recovery from such abuse, including recovering trust where care services may have failed them, and regaining the ability to feel safe in their neighbourhoods.
  - *Perpetrators of abuse*

In the case of **individual perpetrators** by seeking to provide help and support to address abusive behaviours; seeking legal prosecution of crimes; barring unsuitable individuals from working with people who are vulnerable and need support in their day to day lives; or by ensuring that they receive training and high quality supervision if they are employed in a care setting.

In the case of **institutional abuse** where the perpetrator is a service provider, to use the provider-commissioner relationship to support providers to improve the recruitment, training and development of staff and to ensure their systems are robust, and where this is not successful, to re-commission services from different providers.



- learn and develop from national policy and reports, for example, by undertaking Serious Case Reviews, Post Incident Reviews and Serious Untoward Incident Reviews and including the learning from these in the development of Safeguarding in Leeds; and reflecting our experiences in government consultations.
- monitor, review and continuously improve the services we provide, commission and hold responsibility for; by, for example, robust performance and quality assurance processes and by involving those at risk in the review and development process.

To do all of these things well, we believe it is important to take action at all levels and at the following three stages:

- 1) at the first stage, preventing abuse from happening; through the development of new and innovative services guided by continuous research into the likely sources and locations of abuse, through partnership with other statutory and voluntary organisations.
- 2) at the second stage, ensuring that abuse is promptly identified, and referred to professionals who will develop and monitor interventions to stop the abuse and promote recovery
- 3) at the third stage, supporting people who have suffered abuse to recover from that abuse and to regain trust in those around them

This vision is spurred by the knowledge that many people who have suffered abuse do not, or cannot, seek help for themselves. This means that we must be single-minded in our efforts to prevent abuse and support individuals to “tell someone”.

We want **everyone** to know that **no-one** should tolerate or be exposed to abusive, harmful, or discriminatory situations.

**The Leeds Safeguarding Adults Training Framework**

## Key safeguarding roles and who can undertake them

Training Level	Safeguarding Role	Who can take on this role	Estimated employee numbers
1	<b>Alerter</b> <i>The duty to pass on safeguarding concerns appropriately</i>	All Adult Social care employees Contact Centre employees	4300 employees (but estimate 1000 of these will be supervisors/line managers)
2	<b>Line manager</b> <i>How to deal with concerns and refer appropriately</i>	All supervisors and line managers in Adult Social Care	<b>Up to 1000 employees</b>
3	<b>Investigator</b> <i>Responding to, and investigating abuse</i>	Service delivery managers (SW) Social workers Principal case workers Approved social workers Team managers (SW) Emergency duty social workers Senior Practitioners	<b>350 employees</b>
4	<b>Safeguarding Coordinator</b> <i>Coordinating enquiries and overseeing the safeguarding assessment and its outcome</i>	Team managers (SW) Service Delivery Managers (SW) Senior Practitioners	50 employees

## Accountabilities and competencies map for key safeguarding adults roles

Training Level	Safeguarding Role	What you are accountable for	Knowledge and skills you need
1	<p><b>Alerter</b>  <i>The duty to pass on safeguarding concerns appropriately</i></p>	<p><i>All alerters must:</i></p> <ul style="list-style-type: none"> <li>• Recognise the potential causes and indicators of abuse</li> <li>• Fulfil duty to pass on any disclosures or allegations</li> <li>• Fulfil duty to pass on any concerns about potential abuse or neglect</li> <li>• address any immediate safety or protection needs</li> <li>• record incidents in workplace records</li> </ul>	<p><i>You can explain</i></p> <ul style="list-style-type: none"> <li>• What 'abuse', 'safeguarding', and 'vulnerable adult' are</li> <li>• How institutional abuse can occur and how it can be tackled and prevented</li> <li>• The circumstances in which you would raise concerns with your supervisor/manager</li> <li>• types of abuse and how to recognize them within your work environment</li> <li>• what to do if you witness or suspect abuse is taking place</li> <li>• your individual responsibilities within Safeguarding procedures</li> </ul> <p><i>Critical skills</i></p> <ul style="list-style-type: none"> <li>• risk awareness</li> <li>• taking decisions</li> <li>• acting positively</li> <li>• communication</li> <li>• recording information</li> </ul>

Training Level	Safeguarding Role	What you are accountable for	Knowledge and skills you need
2	<p><b>Line manager</b>  <i>How to deal with concerns and refer appropriately</i></p>	<p><i>All line managers must:</i></p> <ul style="list-style-type: none"> <li>• Assess the initial alert and decide whether to make a referral</li> <li>• Take forward safeguarding adult cases beyond initial reporting</li> <li>• Make referrals</li> <li>• Put in place support for the member of staff dealing with the situation</li> <li>• Identify if disciplinary procedures are necessary</li> <li>• Take disciplinary action where appropriate</li> </ul>	<p><i>You can explain</i></p> <ul style="list-style-type: none"> <li>• All of Level 1 plus</li> <li>• the complexities of abuse situations</li> <li>• the process for verification and preservation of evidence</li> <li>• how safeguarding adult investigation, disciplinary procedures and any criminal proceedings interface – and which should take priority</li> <li>• the types of support your staff might need</li> <li>• consent and capacity issues in relation to safeguarding</li> <li>• Legislation to a sufficient level to apply safeguarding procedures</li> <li>• When and why it is appropriate to involve the police</li> </ul> <p><i>Critical skills</i></p> <ul style="list-style-type: none"> <li>• Risk assessment</li> <li>• Taking decisions</li> <li>• Acting positively</li> <li>• Communication</li> <li>• Gathering information</li> <li>• Recording information</li> </ul>

Training Level	Safeguarding Role	What you are accountable for	Knowledge and skills you need
3	<p><b>Investigator</b>  <i>Responding to, and investigating abuse</i></p>	<p><i>All investigators must:</i></p> <ul style="list-style-type: none"> <li>• Collect information about alleged abuse or neglect</li> <li>• Interview people relevant to the investigation</li> <li>• Form a view about whether abuse has taken place</li> <li>• Share information – safely and effectively</li> <li>• Use criminal and/or disciplinary investigations, in conjunction with the Police as necessary</li> <li>• Develop an effective initial safeguarding response</li> <li>• Contribute a report to inform a safeguarding plan</li> </ul>	<p><i>You can explain</i></p> <ul style="list-style-type: none"> <li>• All of levels 1 and 2 plus</li> <li>• The principles, processes and best practice skills involved in undertaking investigative work, including interviewing</li> <li>• Legal and other frameworks for safeguarding</li> <li>• The joint and organizational roles and responsibilities for investigating safeguarding concerns</li> <li>• How collaborative working can improve the investigation process</li> <li>• How to manage evidence effectively</li> <li>• The protocols and agreements for information sharing between agencies</li> </ul> <p><i>Critical skills</i></p> <ul style="list-style-type: none"> <li>• Risk assessment</li> <li>• Risk management</li> <li>• Taking decisions</li> <li>• Acting positively</li> <li>• Communication</li> <li>• Interviewing</li> <li>• Recording information and decisions</li> <li>• Analysing information</li> <li>• Teamworking</li> <li>• Planning and prioritizing</li> <li>• Report writing</li> <li>• Working collaboratively</li> </ul>

Training Level	Safeguarding Role	What you are accountable for	Knowledge and skills you need
4	<p><b>Safeguarding Coordinator</b>  <i>Coordinating enquiries and overseeing the safeguarding assessment and its outcome</i></p>	<p><i>All Safeguarding Coordinators must:</i></p> <ul style="list-style-type: none"> <li>• Make decisions on the need to investigate</li> <li>• Decide if the person is a vulnerable adult, meets the threshold for safeguarding procedures</li> <li>• Allocate a case to an investigator</li> <li>• Identify alternative responses to an investigation, and making sure that this decision is recorded</li> <li>• Co-ordinate the collection of information about alleged abuse and neglect</li> <li>• Consider suspension in line with disciplinary procedures</li> <li>• Consult the police regarding safeguarding incidents</li> <li>• Convene and chairing strategy meetings</li> <li>• Coordinate and monitor investigations</li> <li>• Oversee the set up of safeguarding case conferences</li> <li>• Provide information about activity and outcomes to Safeguarding Coordinators</li> <li>• Develop safeguarding plans</li> <li>• Present a safeguarding plan in a report</li> <li>• Chair reviews of safeguarding case conferences</li> </ul>	<p><i>You can explain</i></p> <ul style="list-style-type: none"> <li>• All of levels 1, 2 and 3 plus</li> <li>• The role and responsibilities of SAECs</li> <li>• The thresholds for entering safeguarding procedures</li> <li>• The different levels of response in safeguarding adults</li> <li>• When suspension would be appropriate and how it would be carried out</li> <li>• When it would be appropriate to contact the police on a safeguarding incident</li> <li>• The purpose strategy meetings, case conferences and reviews</li> <li>• The information that should be provided to Safeguarding Coordinators, and at what stage in safeguarding process</li> <li>• The factors that need to be considered in setting up protection plans</li> </ul> <p><i>Critical skills</i></p> <ul style="list-style-type: none"> <li>• Risk assessment</li> <li>• Risk management</li> <li>• Taking decisions</li> <li>• Acting positively</li> <li>• Communication</li> <li>• Interviewing</li> <li>• Recording information/decisions</li> <li>• Analysing information</li> <li>• Team working</li> <li>• Planning and prioritizing</li> <li>• Report writing</li> <li>• Working collaboratively</li> </ul>

- Chairing strategy meetings/conferences

## Model for delivery of training For Partners and in Adult Social Care

Level/Key Role	Single or multi-agency	Mode of delivery	How often	Who delivers
1 – Alerter	Adult Social Care only	Half day session  Title: Safeguarding adults – it's everybody's job  (refresher training for all alerters every 2 years)	4 sessions per week during 2009. 3000 people through.  During 2009, this session will be integrated into Induction programme for all new starters.	Organisation Development Team – Social Care
2 – Line manager	Adult Social Care only	1 day session (includes all level 1 content)  Title: How to deal with safeguarding concerns and refer appropriately  (refresher training for all line managers every 2 years)	1 sessions per week during 2009. 1000 people through.  During 2009, this session will be integrated as part of New Manger Induction Standards programme. This will pick up on all new starters/movers into management	Organisation Development Team – Social Care
3 – Investigator	Adult Social Care only	1 day session  Title: Investigating safeguarding concerns and allegations  (refresher training every 2 years for all Investigators)	10 events - 2 per month - from Nov 08 to March 09 (500 people through)  2 sessions per year on ongoing basis to pick up people taking on Investigator role	Externally commissioned  Various consultants have been approached to deliver events in Nov 08.



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Level/Key Role	Single or multi-agency	Mode of delivery	How often	Who delivers
4 – Safeguarding Coordinator	Multi agency	2 day session  Title: Safeguarding adults – your role as a Safeguarding Coordinator	Demand led – dictated by Safeguarding Coordinator turnover.	Leeds Safeguarding Adults Unit
	Multi agency	1 day session  Title: Understanding our new Safeguarding policy and procedures – an update for Safeguarding Coordinators	2 events per month following new policy launch – Jan 09 onwards  It will take 2 months following the policy launch to get all ASC through this update training (14 per session)	Leeds Safeguarding Adults Unit
	Multi agency	A series of one day modules on the following subject areas:  a) Chairing case conferences b) Risk assessment and management c) Court practice d) Legal frameworks	4 sessions for each subject area to be run per year, commencing 2009.  Chairing case conferences – Four sessions booked for 10, 27 November and 1, 2 December 2008	Externally commissioned - Specialist organisations and consultants  Ann Craft Trust has been booked to deliver the Chairing Case Conferences session



**Leeds Safeguarding Adults Partnership Memorandum of Understanding**

Available on request and at the following website: [www.leedssafeguardingadults.org.uk](http://www.leedssafeguardingadults.org.uk)

**Leeds Safeguarding Adults Partnership Policy**

Available on request and at the following website: [www.leadssafeguardingadults.org.uk](http://www.leadssafeguardingadults.org.uk)



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