



Leeds Safeguarding
Adults Board



LEEDS: A SAFE PLACE FOR EVERYONE

ANNUAL REPORT 2017/18

To report a crime:

- **In an emergency, contact the police: Tel. 999**
- **If the person is not in danger now, contact the police: Tel. 101**

To report a safeguarding concern or seek advice:

- **Contact Adult Social Care: Tel. 0113 222 4401**
 - **Out of hours: Tel. 07712 106 378**
-

Foreword

I am pleased to introduce the Leeds Safeguarding Adults Board's Annual Report for 2017/18.

Two years ago we set out our Three-Year strategic plan with four clear ambitions that have been the focus of our work over the last 12 months:

- Seek out the voice of the adult at risk
- Improve awareness of safeguarding across all of our communities
- Improve responses to domestic violence and abuse
- Learn from experience to improve how we work

This reports summarises our work and achievements as a partnership. This report helps to show the difference we can all make for people in Leeds, by working together with shared aims and ambitions.

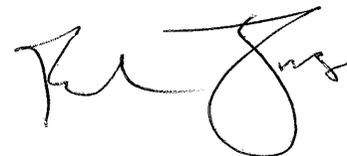
This year has been a significant one, we have reviewed our approach and have committed to working more closely with citizens in Leeds as we move forward. This new approach is reflected in the investment in new posts, the involvement of citizens within the development of practice and procedures, and in our developing relationship with citizen groups within the city.

This approach is also reflected in our developing working

relationships with Safer Leeds and the Leeds Safeguarding Children Partnership. This year we have held a joint board development session to start exploring how we might work better together to respond to shared issues and concerns.

Our Strategic Plan sets out how we plan to take forward our ambitions over the next 12 months. We have much to do, but the direction is really positive and I look forward to reporting back on our progress next year.

On a personal note I have spent much time this year visiting a wide range of organisations and practitioners and talking to individuals, families and community groups that work to support people to be safe each and every day. I am always mindful that Annual Reports cannot capture all of the work going on in the city, but it is important that all this work is recognised and I would like to thank everyone for their ongoing support and commitment to work together to make Leeds a Safe Place for Everyone.



Richard Jones CBE,
Independent Chair
Leeds Safeguarding Adults Board

“This year has been a significant one, we have reviewed our approach and have committed to working more closely with citizens in Leeds as we move forward.”

Contents

1.	Leeds Safeguarding Adults Board	6	5.	Improve responses to domestic abuse and violence	37
1.1	Who we are	6	5.1	Leeds Safeguarding Adults Board, Summary of Achievements	38
1.2	What we do	7	5.2	Board Member Organisations, Summary of Achievements	42
1.3	Governance arrangements	8			
2.	Board Ambitions for Leeds	9	6.	Learn from experience to improve how we work	48
3.	Seek out the voice of the adult at risk	10	6.1	Leeds Safeguarding Adults Board, Summary of Achievements	49
3.1	Leeds Safeguarding Adults Board, Summary of Achievements	11	6.2	Board Member Organisations, Summary of Achievements	55
3.2	Board Member Organisations, Summary of Achievements	13	7.	Going forward	64
4	Improve awareness of safeguarding across all our communities	24	7.1	Our plans	64
4.1	Leeds Safeguarding Adults Board, Summary of Achievements	25	8.	Appendices	
4.2	Board Member Organisations, Summary of Achievements	28	8.1	Board member organisations list	65

1. Leeds Safeguarding Adults Board 2017/18

1.1 Who we are

The Leeds Safeguarding Adults Board is a partnership of organisations that work to both prevent and end abuse of adults with care and support needs in Leeds.

The Board includes a wide range of organisations that have a role in safeguarding people from abuse and neglect. This includes senior representatives from the Local Authority, Police and NHS Clinical Commissioning Groups (CCGs), as well as other statutory organisations, Healthwatch, the voluntary sector and citizen representatives.

The Board has appointed Richard Jones CBE as its Independent Chair, providing for independent perspective, challenge and support to the Board in achieving its ambitions.

A full list of member organisations is included in the appendix.

1.2 What we do

Safeguarding Adults Boards are a requirement of the Care Act 2014, with specific duties and responsibilities as set out in Schedule 2 of the Act.

The Board works to help and protect adults with care and support needs to be safe from abuse and neglect.

The Board does this by setting out a strategic plan in response to the needs of citizens in Leeds. The Board's role is to coordinate the work of partners, providing support and challenge; and to gain assurances from member organisations of their work to safeguard people in Leeds.

The Board has a Strategy Unit, jointly funded by the Local Authority, NHS Leeds Clinical Commissioning and the Office of the Police and Crime Commissioner, that works to support the Board to achieve its ambitions.

It is important to note that the Board does not commission or deliver direct front-line services. Each partner organisation retains its own lines of accountability and responsibility for safeguarding practice.

More information about the work of the Board, including minutes from meetings and the full strategic plan is available on the Board Website:
www.leedssafeguardingadults.org.uk

The Board's Vision, is for Leeds to be:

**“A safe place
for everyone”**



1.3 Governance arrangements

The Board is a multi-agency statutory body which makes decisions about the strategic direction of safeguarding in Leeds. Richard Jones CBE is the Board's Independent Chair. Maureen Kelly, Deputy Director Nursing & Quality Leeds NHS Clinical Commissioning Group, is the Deputy Chair.

The work of the Board is supported through its Executive Group and Sub-groups.

The **Executive Group** of the Board works to plan, support and drive forward the Board's agenda and work plans. It is chaired by Richard Jones, Independent Chair and includes:

- West Yorkshire Police
- Local Authority
- Leeds NHS Clinical Commissioning Group

The **Executive Safeguarding Adults Review Group** has responsibility for statutory Safeguarding Adults Reviews that enable the Board to identify multi-agency learning about citizen experiences of care and support in Leeds. It is chaired by Maureen Kelly, Deputy Director Nursing & Quality Leeds NHS Clinical Commissioning Group.

The Board also has three sub-groups, each chaired by a key member organisation that supports the Board to take forward its work as a partnership.

Citizen Engagement Sub-group;

- Chaired by Philip Bramson,
Chief Executive Officer of Advonet

Quality Assurance and Performance Sub-group;

- Chaired by Nigel Parr,
Head of Safeguarding, Access and Quality, Leeds City Council: Adults and Health

Learning and Improvement Sub-group;

- Chaired by Gill Marchant,
Head of Safeguarding, Designated Nurse
Safeguarding Children and Adults

The Board has close working relationships with a range of organisations and networks that enable the Board to work in partnership towards making Leeds a Safe Place for Everyone. This includes:

- [Mental Capacity Act Local Implementation Network](#)
- [Leeds Safeguarding Children Partnership](#)
- [Safer Leeds, Community Safety Partnership](#)

The Board is funded jointly by the Local Authority, Leeds NHS Clinical Commissioning Group and the Office of the Police and Crime Commissioner. This funding enables the Board to commission an Independent Chair and a Strategy Unit to support it to achieve its ambitions.

2. Board Ambitions for Leeds

The Board has a three-year strategic plan that sets out four key ambitions:

- Seek out the voice of the adult at risk
- Improve awareness across all our communities
- Improve responses to domestic abuse
- Learn from experience to improve how we work

Each year the Board aims to further its achievements in each key area.

In the first year of our plan, much of our work involved listening to partners about what works well and what needs to improve.

In this, our second year, we have sought to learn from citizen groups, develop relationships, build capacity and work more closely with our strategic partners to develop increasingly joined up approaches.

Our plans for next year are set out in our strategic plan. Our focus will be establishing our new multi-agency policy and procedures, intelligence-led approaches, citizen engagement and learning and development.



3. Seek out the voice of the adult at risk

What we want to achieve for citizens in Leeds:

“I am asked if I feel safe and what help I want, and this informs what happens.”

Our ambition is to seek out the voice of the adult at risk and for this to be the focus of all our work.

- We will reach out to people who may be at risk of abuse and neglect,
- We will involve people in decisions about how we respond to their concerns,
- We will work with people to achieve the changes they need to feel safe.

3.1 Leeds Safeguarding Adults Board

SEEK OUT THE VOICE: SUMMARY OF ACHIEVEMENTS

Seek out the voice: Summary of achievements

During 2017/18 the Safeguarding Adults Board has continued to maintain its focus on the voice and the lived experiences of citizens throughout its work.

Board Membership

The Board Membership includes:

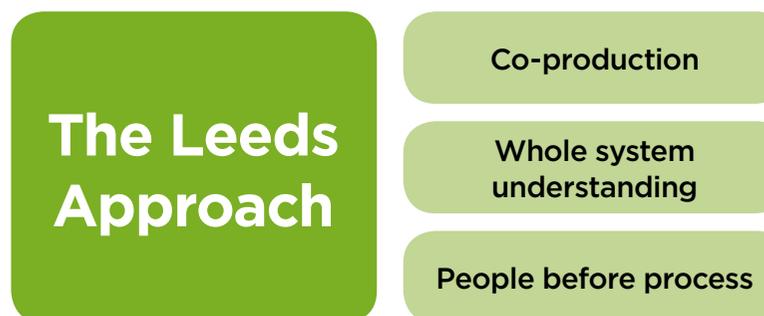
- Citizen representation from the Alliance of Service User Experts
- Healthwatch Leeds, who are independent champions for consumers and users of health and social care
- Advonet; the Leeds advocacy consortium.

This helps to ensure lived experiences of citizen perspectives are maintained at the strategic level of the Board.

The Leeds Approach

In September 2017 the Board sought to review its approach as a Board and set out its principles of how it will work going forward.

This included a commitment to develop the Board's approach; focusing on 'people not process', 'whole system approaches' and on working with citizens to co-produce work as we go forward.



Citizen Engagement sub-group

During 2017/18 the Citizen Engagement Sub-group re-launched with a new Chair; and the investment in the new post of LSAB, Citizen Engagement Officer to take forward this work.

This investment is resulting in the development of good practice principles around citizen engagement and more proactive approaches to engagement with community groups, so as to both promote awareness and hear the views of people in Leeds.

Seek out the voice: Summary of achievements

Producing our multi-agency procedures, with citizens

As part of the Board's increasing commitment to work more closely with citizen groups, and with the investment in Citizen Engagement and Learning and Improvement Officer posts in 2017; this is enabling us to include citizen views in the development of safeguarding procedures in Leeds.

Within the period three workshops were held with citizen groups in:

- Touchstone
- Community Links – Oakwood Hall
- Dial House – Survivor-led crisis service

Each has enabled us to talk to citizens about 'what good looks like', so that our revised procedures focus on the experience as well as the outcomes achieved within the safeguarding procedures. There are many more workshops with other citizen groups planned for the summer / autumn 2018.

Working to achieve people's desired outcomes

Desired outcomes are the changes the person at risk wants to achieve with the support provided. Within the multi-agency safeguarding adults procedures, there is a clear expectation that the person's desired outcomes are always sought and that practitioners check with the person whether these were subsequently achieved. Audits monitored by the Quality Assurance & Performance Sub-group show that we continue to make improvements in maintaining this person-centred focus.

Seeking feedback on people's experiences

During 2017/18, the Board decided to commit expenditure towards commissioning an independent service to seek feedback from people about their experiences of safeguarding, so as to use this learning to improve practice. The Board aims to commission such a service in 2018/19.

Seek out the voice: Summary of achievements

3.2 Board Member Organisations:

SUMMARY OF ACHIEVEMENTS

Leeds City Council: Adults and Health

Adults and Health (Adult Social Care)

- Delivered Safeguarding Procedures for Social Workers training on a regular basis for all new staff and as a refresher for existing staff. This was updated in 2017 to ensure it was inclusive of any Safeguarding changes from the Care Act.
- Delivered Domestic Violence Training on a regular basis which is delivered by the Domestic Violence team and the Safeguarding and Risk Managers which ensures the sessions include real case examples from experienced individuals.
- Over the past 12 months we re-designed and delivered Chairing Safeguarding Conference Training sessions which were then delivered by an independent safeguarding expert for all Safeguarding and Risk Managers, Team Managers and Admin support.

- We offer Continuing Professional Development Assessment of Safeguarding & Risk which looks at serious case reviews in Leeds and the key themes that occurred whilst receiving coaching on completion of RAMTs (Risk Assessments).
- We commission Best Interest Assessor training delivered by Leeds Beckett University.

Adults and Health Commissioning (Housing & Public Health)

- The voice of the client is a key part of the quality framework that was launched in December 2017 to non-regulated commissioned services. Organisations are expected to demonstrate their commitment to giving clients a voice and evidence that their views are listened to and fed through into service delivery. This will be monitored through the contract management process and through the completion of the quality framework.

Seek out the voice: Summary of achievements

- Commissioned services work with vulnerable people and actively seek out their voice. All assessments and support plans are completed with the individual, with their views, needs and aspirations central to the service they receive. As commissioners also have access to this information, they can better support services to meet the individual's needs, for example through case conferencing or working with partners to remove barriers.

West Yorkshire Police

- All officers receive a basic level of safeguarding training that enables them to understand and recognise vulnerability and where to go to seek guidance and support.
- We have a specially trained team of detectives in Safeguarding that specialises in dealing with vulnerability and receive enhanced legal training and enhanced interview techniques in order to obtain the best evidence from vulnerable victims.

Adults & Health Commissioning: Improving joint working

As part of the housing related support services review, consultation with service users highlighted that they wanted to be able to only have to tell their story once.

The Commissioning Team has sourced a new IT system for all housing-related support providers to use for their case management. The aim is to improve joint working and information sharing between services.

Now, if a person moves to another service or present at a later date, their history is available without the person having to tell their story again.

This is also crucial to managing risk, as all services, along with relevant council team, are able to see risk alerts, risk assessments and records relating to safeguarding concerns when they open a client's record.

Seek out the voice: Summary of achievements

- In every interaction or investigation we will always seek out the views of the victim and take this into consideration when dealing with a particular case. We will also ensure that the result of an investigation is communicated with the victim in a way that they can understand and that regardless of the outcome of a criminal prosecution, the victim is properly safeguarded from further harm.
- Leeds Safeguarding Hub has a dedicated police single point of contact to link in with professionals dealing with cases involving adults at risk. This allows for a consistent approach and joint strategy discussions with lead professionals leading to an improved service to the public.
- We have a mental health nurse working in our district command and control hub. They advise on calls involving suspects or victims with mental health concerns and this professional advice has led to better decision making around incidents involving a member of the public exhibiting signs of mental illness.

West Yorkshire Police: Mental health awareness

All officers have received a training input on mental health from MIND. The aim of this training is to raise awareness around mental health and give officers advice and strategies on how best to deal with someone exhibiting signs of mental illness.

Leeds NHS Clinical Commissioning Group (CCG)

- All safeguarding training delivered by the CCG reflects the need for the voice of the adult to be heard and promotes making safeguarding personal.
- The CCG aims to ensure that the patient voice, including where appropriate the voice of the adult at risk, is heard at each Governing Body meeting and the topic is real time experience.

Seek out the voice: Summary of achievements

- We are committed to working in partnership with patients, carers, the wider public and local partners to ensure that the services we commission are responsive to the needs of our population. We are committed to ensuring both the continuous improvement in patient experience and the overall quality of care that is provided locally. Transformational commissioning places local people's experience and involvement at its heart, and approaches decisions from the perspective of patients, service users, carers, families and communities. This means having explicit patient centred outcomes and an ambition for improvement in patient experience.
- We aim to ensure that patient and carer experiences of health services are firmly embedded into all our commissioning activity and decision making. Patient experience helps to inform our business planning, service redesign and procurement decisions, and is used to support the monitoring and assurance of the quality of services.
- The CCG has developed a Patient Experience Framework which describes how we commission quality care by listening, capturing and responding to feedback on experiences, views and opinions on a range of health and care services.
- Patient experience includes the whole experience of services (health care, social care and third sector) from beginning to end. It spans the whole patient journey, from knowing what services are available and how to access them, continuing with the first contact (i.e. appointment letter or phone call) it includes interactions with clinical and support staff as well as transfers between services; it includes experiences of care in all settings e.g. home, community, hospital.
- By capturing patient experience, including the adult at risk we aim to achieve excellence in care by using these experiences to create services that put our patients at the heart of decision making and improve quality and outcomes for physical and mental health through improving services so that they are compassionate, safe, effective and responsive to meet clinical, social and personal needs of patients, carers and the wider public.
- The CCG continues to promote and support the embedding of Routine Enquiry in Primary Care, whereby all females over the age of 16 who attend alone are asked if they have experienced or are experiencing any abuse or violence at home.
- The launch of a SystemOne and EMIS (electronic medical records) compatible template to facilitate the flagging of patients electronic records if the patient

Seek out the voice: Summary of achievements

is an adult at risk, or a victim of, or at risk of domestic violence or abuse (DVA) and recording the outcome of the routine enquiry.

- The launch of a Mental Capacity and Deprivation of Liberty Safeguards electronic template within patient records to prompt the clinicians to gain the views of the adult and record timely and accurately, reflecting their wishes.
- The MCA/DoLs lead within the CCGs worked in partnership with the Local Authority to agree a pilot of two cases which sees the Local Authority completing the cases on behalf of the CCGs. Work has now begun with these cases and following completion the process will be evaluated by the Continuing Healthcare Team and the Local Authority to identify whether this would be an appropriate management strategy for all cases, in terms of costs, resources, expertise and patient satisfaction. The adult's voice will be sought and it will be ensured that is clearly heard throughout this process.

Leeds NHS CCG - Advanced Decision Leaflets

Advanced Decisions are an aspect of the Mental Capacity Act (MCA) which is extremely relevant to primary care. To support practitioners the CCG MCA lead has developed a leaflet which can be utilised when a patient expresses a wish to consider or record an Advanced Decision. The leaflet was designed to be given out to patients at any time but in particular at the initial conversation regarding an Advanced Decision. The leaflet gives the patient information regarding how to instigate an Advanced Decision with links to supporting materials which may be helpful. Paper copies of the leaflet were distributed to individual practices as well as an electronic copy being made available.

Seek out the voice: Summary of achievements

Leeds and York Partnership Foundation NHS Trust (LYPFT)

- When safeguarding referrals are made to the trust safeguarding team, staff are routinely asked what the adult at risk would like to happen and if they have agreed to the safeguarding alert being raised (whilst considering their capacity). This is to ensure that the voice of the adult at risk is heard from the beginning of the process.
- If a safeguarding alert needs to be taken further to the local authority, staff are required to refer to the 'Desired Outcomes Statement'. This is to clearly obtain what the adult at risk would like to achieve via the safeguarding process with the local authority.
- LYPFT safeguarding team will be taking part in safeguarding week- 'pop-up' stands will be put up within patient accessible areas to raise awareness of safeguarding to service users.
- Safeguarding adult specialist practitioner is a member of the Board's Citizen Engagement sub-group.

Leeds Teaching Hospitals NHS Trust (LTHT)

- Following safeguarding feedback from patients, families and carers involved in safeguarding adult enquiries in LTHT, we have ensured that the voice of the adult at risk is firmly central within our organisation's safeguarding practice. LTHT ensures that the voice of the adult at risk is identified and demonstrated in the individual needs of patients and this is reflected in our care and outcome planning. This includes individual's capacity to consent to care and treatment; and how their needs and wishes are responded to including the need for safeguarding or protection from harm.
- We have embedded in practice the Making Safeguarding Personal agenda by ensuring every safeguarding concern or enquiry within the Trust has the views and voice of the adult at risk central within it.

Seek out the voice: Summary of achievements

LTHT - Patient involvement

Two patients who were involved in two safeguarding adult investigations in 2017 are now actively engaged with and working with our safeguarding team to ensure their experience and their voice is now incorporated within various safeguarding initiatives and developments. These two patients are also supporting our safeguarding adult team with future training to ensure their experiences and key thoughts are incorporated within future safeguarding training.

- The Trust Safeguarding team and Mental Capacity Act / Mental Health Act teams are working with the Trust Patient Experience team to deliver bespoke teaching and guidance across the Trust. This will support individuals in their quality improvement roles and will provide strategies to engage people who may not use many words or lack capacity to represent themselves.

Leeds Community Healthcare NHS Trust (LCH)

- LCH has developed a culture which has focused on the personalised outcomes required by patients who have care and support needs and may have been abused, in line with the requirements in the Care Act 2014 (Making Safeguarding Personal).
- LCH staff assess and record the patients mental capacity routinely and also record the wishes of the individual/family/advocate for every safeguarding enquiry, ensuring a person centred approach when working with risk.

Seek out the voice: Summary of achievements

LCH: Root Cause Analysis -Integrated processes

Members of LCH and Adult Social Care acted on feedback from service users regarding duplication of processes during multi-agency investigations and met to address this issue.

LCH's root cause analysis document was reviewed and revised to incorporate the patient views and consent to the safeguarding process. This revised document now incorporates the requirements of a safeguarding response as well as identifying the root cause of a pressure ulcer. This is providing for high quality investigations which focusses on learning from the incident and the required outcomes for the patient/family/advocate, whilst also reducing duplication of investigations and record keeping.

National Probation Service (NPS)

- Provision and completion of mandatory staff training.
- Practice improvement tool developed to aid / improve understanding.
- Team based learning through discussion of cases/ responses and highlighting areas of good practice.
- Invitation of local agencies to share ideas / ways of working and different perspectives.
- Regular liaison with service users about their experiences both locally and nationally.
- Staff involved in lunch and learns whereby organisations from the local community have an opportunity to share their work with probation staff in Leeds. Voices and perspectives from our service users are considered through reflection.

Seek out the voice: Summary of achievements

West Yorkshire Community Rehabilitation Company (WYCRC)

- Risk assessments & plans completed at the beginning of sentences for cases managed both in custody and in the community. These assessments are dynamic and are continually reviewed and developed throughout a person's sentence.
- Working directly with both victims and perpetrators of crime to reduce re-offending and protect the public.
- Working closely with other agencies to manage risks both to and from perpetrators.
- Partner Link Workers work with the victims of perpetrators on the Building Better Relationships (BBR) perpetrator programme

NPS - Working with personality disorder

Personality Disorder Partnership work teams up Probation staff and psychologists to better understand how to work effectively with difficult to reach and isolated service users diagnosed with a personality disorder. This work and approach has become embedded in Probation practice in Leeds and learning from it transferred to all adults under our supervision. The experience of the service user is paramount in this approach.

Seek out the voice: Summary of achievements



Leeds City Council: Housing Leeds

- In 2017/18 Housing Leeds 93% of Annual Home Visits were completed; these visits give an opportunity to review any issues with the tenancy and discuss support needs/arrangements with all our council tenants. It is also a key way in which safeguarding concerns are identified and appropriate interventions put in place to support individuals and families. For 2018/19 we have improved how we record this information to be able to gain a greater understanding of the different issues to help our tenants.
- From April 2017 the Enhanced Annual Home Visit for all council tenants over 75 was introduced to identify any wellbeing issues.

Seek out the voice: Summary of achievements

- Housing Officers received training to ensure these new questions are part of a quality conversation with tenants, giving individuals a chance to reflect and discuss their support needs. Housing Officers can refer individuals to appropriate services if other care and support packages are required, as we understand that people's needs change over time. We are improving how we use the information collected at this visit to allow us to monitor outcomes, completing regular reviews and providing staff feedback to improve our service.
- Our Older People's Service team of Sheltered Support Officers review individual support files every 6 months, which is an essential way to ensure support needs are being met and to identify safeguarding issues. These reviews are complemented by regular visits and contact to ensure the wellbeing of sheltered residents.
- Housing Leeds continues to support a case conferencing approach - multi agency working to consider wrap around service to tenant / applicant at risk. Housing Leeds are represented on regular case conferences; including the bi-weekly Young Persons Move On Group, daily Front Door Safeguarding HUB and a weekly Adaptations Panel meeting.

West Yorkshire Fire and Rescue Service

- Worked to establish with all front-line staff that as part of making a safeguarding referral, they should consult the person about the concerns, their needs and their desired outcomes.

4. Improve awareness of safeguarding across all our communities

What we want to achieve for citizens in Leeds:

“I receive clear and simple information about what abuse is, and how I can get help”

Our ambition is for everyone to know how to seek help and to have confidence in how we will respond.

- We will promote awareness across the city,
- We will reach out to diverse communities,
- We will assess the effectiveness of the work we do.

4.1 Leeds Safeguarding Adults Board

IMPROVING AWARENESS: SUMMARY OF ACHIEVEMENTS

The Leeds Safeguarding Adults Board has a range of engagement materials to support practitioners and services to promote awareness of safeguarding adults within the city. These include:

- Posters
- Leaflets for staff/volunteers
- Leaflets for members of the public
- Easy Read (pictorial) leaflets
- Cards with key contact numbers
- A Board website:
www.leadssafeguardingadults.org.uk



All these materials can be accessed from the Board website or requested free of charge by emailing: LSAB@leeds.gov.uk

Amy can hide the bruises. But she can't hide from her abuser.

ABUSE.
Doing nothing is not an option

To raise a concern about adult abuse
CALL 0113 222 4401.

www.leadssafeguardingadults.org.uk



Leeds Safeguarding
Adults Board

Improving awareness: Summary of achievements

Engaging with community groups

In August 2017 the Board invested in appointing a Citizen Engagement Officer, with a role that includes supporting the Board to promote awareness of safeguarding and to work with community groups to help achieve this.

This has enabled the Board to start developing new links and relationships with organisations across the city.

Over the last six months this has included:

- Touchstone
- Private landlords conference
- BAME Hub in Chapeltown
- LGBT dry drop-in
- Yorkshire Housing
- Leeds Black Elders Association
- Working age adult support providers forum
- Sage
- Otley Action for Older People

- Leeds Refugee Education Training Service
- Aireborough Voluntary Services to the Elderly
- BAME Health & Wellbeing Hub
- Friends of Dorothy
- Leeds Black Elders Association
- Refugee Education & Advice Service
- Community Links
- Leeds People First (Leep1)

As well as fairs and events such as:

- Bigger and Better in Leeds
- Boyz2Men Health Fair
- Social Care Market Place Event

This is also helping us to understand the key messages we need to use within our safeguarding materials. We had hoped to revise these during 2017/18 but have chosen to take more time, and produce these with citizens for citizens over the next year to make sure our messages are as meaningful and effective as possible.

Improving awareness: Summary of achievements

During 2017 the Board has also sought to engage more using social media, launching in September on:

 [facebook.com/LeedsSAB](https://www.facebook.com/LeedsSAB)

 twitter.com/LeedsSAB

This again has helped us to reach more people and provide ongoing updates on the work of the Board.

Safeguarding Week 2017

The Leeds Safeguarding Adults Board, Safer Leeds and the Safeguarding Children Board jointly hosted a Safeguarding Week in October 2017 to promote awareness of safeguarding across the city.

The Safeguarding Week took place from the 9-15 October and coincided with similar weeks arranged across the region.

The three Safeguarding Boards in Leeds produced a newsletter to promote awareness of a range of issues, including modern slavery, domestic abuse, trading standards, neglect, and Think Family - Work Family approaches in Leeds.

Each strategic board also asked its members and networks to consider what they could do during that week to promote awareness within their services and networks; and many organisations responded with a range of activities for their particular services.



Improving awareness: Summary of achievements

With the success of this over this year and last, it is now planned for this to become an annual event. The three Boards in Leeds are already planning for another Safeguarding Week in June 2018 with a wider range of planned activities.

4.2 Board Member Organisations:

SUMMARY OF ACHIEVEMENTS

Leeds City Council: Adults and Health

Adults and Health (Adult Social Care)

Adults and Health Organisational Development delivers the following training across Adults and Health provider services both internal and external to the council.

This includes private, voluntary and independent sector organisations ie:- residential homes, registered home care services.

- Safeguarding Adults for Managers & Supervisors
- Mental Capacity Act for Provider Services
- Mental Capacity Act for frontline staff

- Mental Capacity Act a practice perspective for fieldworkers
- Safeguarding Adults – The role of the person raising the concern (these are delivered across Leeds in the community)
- Deprivation of Liberty Safeguards (DoLS).

Adults and Health Commissioning (Housing & Public Health)

- The new IT gateway system for housing related commissioned services is crucial to managing risk, since all services, along with relevant council teams who also have access, are able to see risk alerts when they open a client's record as well as full risk assessments and records relating to safeguarding concerns.
- A number of commissioned services actively partake in activities that promote safeguarding as part of safeguarding week.

Improving awareness: Summary of achievements

West Yorkshire Police

- Leeds Safeguarding has promoted a Safeguarding tasking meeting to coordinate a neighbourhood and community based response to all aspects of safeguarding. The approach is to adopt a problem solving approach to difficult cases involving all key statutory and third sector agencies. The aim of this meeting is to promote long-term solutions to cases.
- The District has continued to develop a modern day slavery forum to tackle the difficult subject of Human Trafficking in Leeds. The response and commitment from statutory and third sector partner agencies is good and there have been several joint coordinated operations to tackle this problem.
- The District also has a number of Strategic Engagement Officers who reach out to communities and faith groups to improve understanding and engagement with a number of issues including safeguarding.

WY Police - Independent Advisory Panel

West Yorkshire Police are developing a Safeguarding Independent Advisory Panel made up of representatives from all parts of the community including BME and hard to reach groups. The aim is to explain Safeguarding issues and the police / partnership response to them and also raise awareness of difficult issues such as Domestic Abuse and so called Honour Based Violence, Forced Marriage and Female Genital Mutilation.

Improving awareness: Summary of achievements

Leeds NHS Clinical Commissioning Group (CCG)

- The Safeguarding Training Programme for GP's includes issues relating to safeguarding adults. Topics include:-
 - o Role of the GP in Safeguarding/Referrals to Adult Social Care
 - o Modern Day Slavery
 - o Human Trafficking
 - o Female Genital Mutilation
 - o Prevent
 - o Mental Capacity Act.
- The awareness of safeguarding adults is promoted throughout the work of the CCG safeguarding team, including the needs of Black and Asian communities. The team utilise a variety of methods to promote key messages and learning, including training, newsletters and topic specific briefings.
- This year has seen an increase in the number of safeguarding adult lead GP's in primary care. The Safeguarding Lead Peer Support Meetings now incorporate both children adult safeguarding topics and are held bi-monthly instead of quarterly to support learning and awareness raising.
- The adult safeguarding repository within Leeds Health Pathways which primary care staff can access for information and advice in terms of their practice and support for patients has been further developed and updated this year.
- To ensure practices are receiving timely updates in relation to safeguarding and the Mental Capacity Act the CCG safeguarding team have developed short "learning briefings" to be shared across primary care. The briefings are no longer than one side and include additional information which can be accessed to consolidate learning. The briefings cover a wide range of topics across the safeguarding agenda for example Human Trafficking and Advanced Decisions.
- As part of our work within the CCG to ensure the principles of the Mental Capacity Act are embedded in practice, the MCA lead developed a self-assessment tool for primary care. The tool was designed to support practices to benchmark themselves against the standards and consolidate and improve their practice in relation to compliance with the Mental Capacity Act. The tool has been developed for internal use, however there was an option to return the form to the safeguarding team once completed if the practice identified areas where they required additional support or guidance. The tool will continue to be available to practises and the

Improving awareness: Summary of achievements

Leeds NHS CCG – Prevent Training

Following last year's successful bid to NHS England for funding in relation to Prevent training, this year the safeguarding team has led on the development of a Prevent electronic training package.

With NHS England approval this E learning pack, it is currently being piloted as an alternative to face to face Level 3 Workshop to Raise Awareness of Prevent (WRAP) training. The project has been a whole health economy approach to training, with colleagues from the CCG and representatives from safeguarding teams within LTHT, LCH and LYPFT all collaborating to develop the package. The package ensures the Leeds approach is captured and it reflects a multi-agency response to training and the Prevent agenda. The product went 'live' in Leeds on the 1st of November 2017, has evaluated positively and is currently being used to support providers from LCH and LTHT in achieving the training compliance target of 85% as set by NHS England.

MCA lead will endeavour to offer the support and guidance required to improve compliance with the Mental Capacity Act across primary care.

Leeds and York Partnership Foundation NHS Trust (LYPFT)

- LYPFT have implemented an operational safeguarding group which is beginning to develop, encouraging attendance from across LYPFT to share up to date safeguarding information and research.
- At present we do not have the system to support scoping for ethnicity with safeguarding alerts. However there are ongoing discussions within the trust of implementing a new reporting system to be inclusive of ethnicity, which will enable focus on appropriate targets, support and information when required.
- 'Drop ins' have now been established Trust-wide, providing greater input and visibility from LYPFT safeguarding to clinical teams.
- Information is disseminated via the Trust intranet and bulletins.

Improving awareness: Summary of achievements

Leeds Teaching Hospitals NHS Trust (LTHT)

- Leeds Teaching Hospitals NHS Trust (LTHT) continues to work to raise the profile of safeguarding practice across the Trust. The aim being for the safeguarding process to be integrated into the work of the LTHT and that staff feel informed and confident in accessing safeguarding advice.
- The Trust Safeguarding Adult team continues to work in partnership with the LTHT Pressure Ulcer Collaborative. An example of developments in practice is the introduction of a flowchart for staff to be able to define when and how to highlight the development of pressure ulcers as a safeguarding issue. This has been positively received by front-line staff.
- Safeguarding adult supervision is now offered across the Trust following the update of the Safeguarding Supervision policy to include guidance on adult supervision. Sessions have been offered in the Critical Care Clinical Service Unit and within the Emergency Departments.

- LTHT Safeguarding and Mental Health Act / Mental Capacity Act teams are working closely with Clinical Service Units across the Trust on a wide range of audit programmes in order to maximise our learning relating to vulnerable patient issues, such as consent, supported decision making, best interests and restraint/restrictive practice.
- LTHT is working in partnership with the newly commissioned Home Office serious and organised crime initiative in Leeds. This relates to trafficked individuals and those people targeted for exploitation because of identified vulnerabilities.

LTHT - Patient Assessments

LTHT is working to ensure that safeguarding is incorporated within all patient assessments. There has been dedicated work to review processes and this has resulted in the recent introduction of a specific safeguarding section into the LTHT Adult Nursing Specialist Assessment.

Continues on next page

Improving awareness: Summary of achievements

A series of safeguarding questions are now included within this assessment that all adult in-patients receive. This ensures that within the assessment of all patients safeguarding questions are always asked. If any safeguarding concern or risk is highlighted then this will be incorporated within the individual patient's record and the new LTHT safeguarding umbrella logo will be flagged within the record. This again will assist clinicians and ensure that the adult safeguarding procedures are maintained and that there is a robust plan developed.

By ensuring routine questions are proactively asked within the patient nursing assessment, patients who may not have been identified as having any potential safeguarding concerns may now be identified. This new initiative will be monitored and a future audit is proposed.

Leeds Community Healthcare NHS Trust (LCH)

- The Adult Safeguarding lead represents LCH on the Citizens Engagement sub-group of the LSAB concentrating on how to make 'Leeds a safe place for everyone'.
- A partnership approach across the whole health economy will be used to promote safeguarding week in 2018 and will ensure a consistent Safeguarding message across the whole of Leeds and its community.
- The Adult Safeguarding champions group meet bi-monthly where possible and part of the champion role is to be an ambassador within their own services and clinical areas; raising awareness of safeguarding, ensuring relevant information is available/accessible and fit for purpose.
- The safeguarding team maintain close working relationships with Karma Nirvana and LGBT+

Improving awareness: Summary of achievements

LCH - Domestic violence in LGBT+ communities group

In February this year the Safeguarding lead attended an outcome based accountability (OBA) event on Domestic Violence and Abuse within the lesbian, gay, bisexual, and transgender (LGBT) community. This was aimed at front line staff, managers and commissioners involved in service provision to people in Leeds and particularly those services delivering support to LGBT+ communities and / or people affected by domestic violence and abuse. This event included first hand feedback from the members of the LGBT+ community and was a means to exploring issues of domestic violence and abuse and honour based abuse within the context of LGBT+ relationships.

Following this a DV in LGBT+ communities group was formed with its main priorities being:

- o To increase awareness and understanding in LGBT+ communities about domestic violence and abuse.
- o Ensure commitment from senior leadership teams within organisations to improve responses for the LGBT+ community when accessing DV services.
- o Increase awareness about domestic violence and abuse services for the LGBT+ communities.
- o Increased reporting of domestic violence and abuse incidents in Leeds from LGBT+ communities.
- o Increased confidence and satisfaction from the LGBT+ community when accessing domestic violence and abuse services.

Improving awareness: Summary of achievements



National Probation Service (NPS)

- Multi-agency work within the local community.
- Information sharing and awareness raising through MAPPA.
- Safeguarding training for staff and staff completing outreach work with agencies in the local community.

West Yorkshire Fire and Rescue Service (WYFRS)

- WYFRS has highlighted Safeguarding as a key theme for the Inclusion Action Group to champion across the organisation and within the community.

Improving awareness: Summary of achievements

West Yorkshire Community Rehabilitation Company (WYCRC)

- All staff within the CRC are required to complete Safeguarding level 1 training.
- Attending and engaging in multi-agency partnership working.
- Providing specialist commissioned services for: Women, South Asian, 18-25 year olds.
- Providing translation services.

Leeds City Council: Housing Leeds

- We offer safeguarding training for all tenants involved in tenant groups so that they can promote awareness in communities. We also offer support to Tenants and Residents Associations (TARAs) to ensure that they have appropriate safeguarding arrangements in place, and this is reviewed on an annual basis.
- In 2018 we are providing safeguarding training for all Housing Leeds staff; this will also include briefings for Safeguarding Lead Officers within partner contractors to ensure that operatives respond appropriately to safeguarding concerns when undertaking repairs.
- Housing Leeds has supported Council / multi-agency publicity campaigns to promote awareness of particular safeguarding issues, for example the 16 Days of Action around domestic violence and abuse. In 2018 Housing Leeds Sheltered Support Officers will receive training around financial exploitation e.g. bogus callers.

5. Improve responses to domestic violence and abuse

What we want to achieve for citizens in Leeds:

“I am confident that professionals will work together and with me to get the best result for me”

Our ambition is for everyone with care and support needs to receive the advice and support they need if they experience domestic abuse and violence.

- We will improve how we respond together, as a partnership.
- We will ensure practitioners have the skills and knowledge to provide the support needed.
- We will learn by continually reviewing practice.

What is domestic abuse and violence?

The cross-government definition of domestic violence and abuse is:

“any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality”.

5.1 Leeds Safeguarding Adults Board

DOMESTIC VIOLENCE AND ABUSE: SUMMARY OF ACHIEVEMENTS

During 2017/2018, the Board has worked to support city-wide approaches to safeguarding people experiencing domestic abuse. This includes:

- Supporting Safer Leeds with its statutory role in relation to Domestic Homicide Reviews (DHRs) by being a standing member of the DHR sub-group.
- Supporting Safer Leeds to update the domestic violence and abuse training, which includes learning from safeguarding adults reviews.
- Commencing the development of specific safeguarding adults practice guidance in relation to responding to domestic abuse when the person has care and support needs.

Domestic violence and abuse: Summary of achievements

Awareness of domestic violence and abuse

The Safeguarding Adults Board promotes awareness of domestic abuse through its materials and engagement work aimed primarily at safeguarding people with care and support needs. However, it is also committed to supporting city-wide approaches to promoting awareness and responding to domestic abuse in Leeds.

16 Days of action

16 Days of Action is a global campaign that runs every year from 25th November which strives to eliminate violence and abuse against women and girls around the world.

Led by Safer Leeds, the campaign is supported by each of the safeguarding board's in the city.

This year's theme for 16 Days of Action in Leeds focused on recognising and responding to controlling and coercive behaviour; and the campaign as a whole provides opportunity to promote awareness of the issues and support services available.

White Ribbon Campaign

The White Ribbon Campaign is held as part of the 16 days of action. It takes place each year on the 25th November.

Wearing a white ribbon is a personal pledge by men: Never to commit, excuse or remain silent about male violence against women.

Led by Safer Leeds, but supported by all the Boards in Leeds, this year the campaign included wide range of activities and events, including a charity night, pop-up shops, theme events, publicity and social media.



Aiming to ensure people affected by domestic violence and abuse are safe and feel safe

leedsdomesticviolenceandabuse.co.uk

Domestic violence and abuse: Summary of achievements



**No Excuse
for Abuse** 

*Calling
all men
in Leeds*

NEVER commit, condone, or remain silent
about men's violence against women

#WhiteRibbonLeeds #IsItOkLeeds
www.leeds.gov.uk/whiteribbon

Safer Leeds
Working in partnership to
keep communities safe

 Leeds
Safeguarding
Children Board

 Leeds Safeguarding
Adults Board

Front Door Safeguarding Hub (FDSH)

Tackling domestic violence and abuse is a key priority for Leeds City Council and has been identified as one of the Council's eight breakthrough projects.

The intention behind the breakthrough projects is to bring together council directorates, partner organisations, communities and individuals in new ways to tackle issues that will have the biggest impact on the people of Leeds.

The Domestic Violence Breakthrough Project provides an opportunity to build on significant work that has taken place in the city over a number of years and to identify ways to do things differently for lasting change.

Continues on next page

Domestic violence and abuse: Summary of achievements

The FDSH is an umbrella term which describes the partnership arrangements at Westgate that include police, Children Social Work Services, health, Adult Social Care and Multi-Agency Risk Assessment Conferences (MARACs).

A key element of the Domestic Violence Breakthrough Project is the development of daily domestic violence meetings (MARAC)

The daily domestic violence meetings were established to improve the safety and support of victims of domestic violence and abuse.

Central to the work of the daily domestic violence meeting is the partnership approach, that brings together the support and expertise of a range of organisations, including:

- Police,
- Adult Social Care,
- Children Social Work services,
- Health (LCH and LYPFT and Primary care),

- Substance Misuse services (DISC and CRI),
- LCC Housing Services, third sector housing providers,
- Leeds Domestic Violence Services,
- Probation (CRC and NPS),
- West Yorkshire Fire and Rescue Service,
- Leeds Anti-Social Behaviour Team,
- Youth Offending Service,
- Education and Families First,
- Family Group Conferencing,
- Early Start.

The daily meetings provides for a faster, more co-ordinated and consistent response to domestic violence cases. Key features of the arrangements include, improved information sharing, tasking, and accountability with less duplication in responses.

Domestic violence and abuse: Summary of achievements

5.2 Board Member Organisations: SUMMARY OF ACHIEVEMENTS

Leeds City Council: Adults and Health

Adults and Health (Adult Social Care)

- Have the Safer Leeds Domestic Violence Quality Mark.
- Deliver Domestic Violence Training on a regular basis which is delivered by the Domestic Violence team and the Safeguarding and Risk Managers which ensures the sessions include real case examples and from experienced individuals.
- Over the past 12 months we re-designed and delivered Charing Safeguarding Conference Training sessions which were then delivered by an independent safeguarding expert for all Safeguarding and Risk Managers, Team Managers and Admin support.

Adults and Health Commissioning (Housing & Public Health)

- A new commissioned domestic violence and abuse support service became operational on 1st April 2017. This service was commissioned following a comprehensive review.
- The requirement for providers of commissioned services to have (or to commit to getting) the Domestic Violence Quality Mark is included in appropriate service specifications (e.g. housing related support services and drug and alcohol support services).
- The commissioned service and the commissioning team are represented on the Domestic Violence and Abuse Programme Board, ensuring that the commissioned service is linked into and aware of other initiatives taking place in the city.
- The commissioned service and the commissioning team co-produced a performance management framework. The framework includes detailed demographic information which will help identify groups that are under-represented in terms of accessing support and enable focussed work to remove barriers to take place.
- The Commissioning Team is supporting the Domestic Violence Team to review and renew the Domestic Violence Quality Mark held by commissioned services.

Domestic violence and abuse: Summary of achievements

West Yorkshire Police

- Leeds District has continued to invest in a dedicated Domestic Abuse investigation team responsible for investigating and dealing with all domestic abuse crimes. This is supported by domestic violence and abuse coordinators who contact victims, conduct safety planning and refer them on to appropriate agencies within a network of available support.
- The police continue to support the daily Multi-Agency Risk Assessment Conference (MARAC) process and our Integrated Offender Management team identify and manage serious and serial perpetrators of domestic abuse working in partnership with statutory and third sector agencies.
- West Yorkshire Police has also commissioned a dedicated team responsible for presenting civil Domestic Violence Protection Orders at court. These are designed to protect victims of domestic abuse with an interim emergency 28 day order to allow partner agencies to support and advise victims.

Leeds NHS Clinical Commissioning Group (CCGs)

- The CCG appointed a Specialist Nurse Advisor in December 2017 who's primary responsibility is to work at the Front Door Safeguarding Hub and attend the daily domestic violence and abuse meetings.
- To date a total of 3141 notifications of High Risk victims have been sent to GP's across Leeds. Data collection has been an essential part of identifying high risk areas, in particular GP practices with increased numbers of patients experiencing Domestic Violence.
- In the past two years since a health representative from the CCG safeguarding team has been part of the daily meeting, we have seen a 3 fold increase in referrals from GP practice into the MARAC Process. This correlates with the training and information being delivered and reiterated into primary care.
- Bespoke training sessions have been delivered to high risk identified practices, along with presentations to the GP safeguarding peer review meetings across the city.

Domestic violence and abuse: Summary of achievements

- Close working with the Health and Domestic Violence Co-ordinator from Safer Leeds has enabled the safeguarding team to identify high risk GP areas and offer bespoke training to these area as a priority.
- The launch of a SystemOne and EMIS (electronic medical records) compatible template to facilitate the flagging of patient's electronic records if the patient is an adult at risk, or a victim of, or at risk of domestic violence or abuse (DVA) and recording the outcome of the routine enquiry.

Leeds and York Partnership Foundation NHS Trust (LYPFT)

- The LYPFT safeguarding team continues to attend the daily domestic violence hub. This is with a view to acting as a link between clinical teams within LYPFT and to promote multi-agency working across the city. Information that is obtained at the domestic violence Hub is then shared with the allocated member of staff who is working with either victim or perpetrator. The increasing numbers of referrals and repeat MARACs have been challenging for the team to attend at times due to working capacity. However, this has not impacted on the results of sharing information, as daily research is sent to the hub in our absence. Actions that have been implemented at the DV hub

are then received to share with the appropriate staff members to ensure the appropriate risks are managed / referrals to services are made. There is a wider discussion taking place as a health economy on how we can work through this.

- Safeguarding practitioners support and facilitate external Domestic Abuse training in collaboration with Safer Leeds.
- Anecdotal evidence suggests that more staff who are contacting the safeguarding team for advice are using the DASH risk assessment to inform their decision making process.
- Engagement in the new established Domestic Violence and LGBT + task and finish group. This is to further expand the responses to domestic abuse in the LGBT+ community and how the trust can meet those needs.
- We have just completed an audit to look at how well the actions from the hub are progressed within the organisation.

Domestic violence and abuse: Summary of achievements

Leeds Teaching Hospitals NHS Trust (LTHT)

- Domestic Abuse continues to be a high priority for the Trust in line with the LSAB and local authority partners vision for the city to be a safe place for all its citizens.
- A number of 'light bite' sessions continue to be delivered covering domestic violence and honour based violence across the Trust.
- LTHT has introduced Routine Enquiry of domestic abuse into both our Emergency Departments.
- We have successfully developed a new LTHT Domestic Abuse Policy for staff in LTHT in partnership with our Human Resources colleagues.
- Women's Aid has drop in facilities based within the Emergency Department at Leeds General Infirmary.
- We have recently introduced safeguarding questions into the Nursing Specialist Assessment, this includes a specific question on domestic abuse.
- Domestic Abuse training is now part of the new starters to the Trust's induction programme in Emergency Departments and continues in midwifery and children's services too.

LTHT - Routine Enquiry

Routine enquiry of domestic abuse is fully embedded within maternity services. LTHT has been working to develop this practice within our Emergency Departments (ED), with the continued commitment of the ED clinicians, safeguarding adults team and the drive and support of our lead ED Consultants, routine enquiry of domestic abuse has now commenced within both our ED's at LTHT. Training is being provided to support the clinicians so they feel equipped and competent to undertake this provision of care.

Domestic violence and abuse: Summary of achievements

- We are currently developing a number of system alerts which will share 'urgent / relevant' information with care providers at the point of care.

Leeds Community Healthcare NHS Trust (LCH)

- Domestic violence is incorporated into the trust induction programme, electronic Adult Safeguarding training, and a stand-alone module available on our Electronic Staff Record (ESR).
- LCH is rolling out routine enquiry into Domestic Violence and Abuse training for its staff members and will continue to work with Safer Leeds to raise awareness and educate as many staff as possible throughout the next year.
- Domestic homicide, lessons learned have been widely disseminated and are available to all staff via the trust intranet.
- A Domestic Violence and Abuse policy and guidance with regard to supporting affected employees is in its final draft and its launch will be supported by the safeguarding team and the production of a one minute guide.

- Prior to the roll out of routine enquiry training it was acknowledged there may be an impact on staff who may be experiencing domestic violence and abuse at home therefore a 15 minute presentation of the key indicators for recognising domestic violence and abuse in colleagues has been made available/ delivered to all LCH staff, alongside information regarding assistance.

National Probation Service (NPS)

- Front door safeguarding hub work.
- Liaison within Multi-agency public protection arrangement (MAPPA) partners in relation to Domestic Violence.
- Information provided to courts in relation to responses to Domestic Violence.
- Women's Project.

Domestic violence and abuse: Summary of achievements

West Yorkshire Community Rehabilitation Company (WYCRC)

- Working with the Front Door Safeguarding Hub we provide a Senior Case Manager (Probation Officer) to attend and contribute to meetings on a daily basis.
- We work with both perpetrators and victims of Domestic Abuse with the aim of protecting victims, reducing re-offending and managing risk.
- Deliver group work accredited interventions aimed at male perpetrators of Domestic Abuse.
- Provide all staff training regarding domestic violence and abuse.
- Attending and engaging in multi-agency partnership working.
- Provide staff working with groups supervision and counselling support.

Leeds City Council: Housing Leeds

- Housing Leeds staff are represented on Front Door Safeguarding HUB to ensure that housing needs of cases are proactively managed.
- Housing Leeds is working to achieve the Safer Leeds Domestic Violence Quality Mark which recognises high minimum standards of service. As part of this approximately 60% of our staff have received domestic violence and abuse training.
- We have 27 Domestic Violence & Abuse Champions and 1 Lead Officer; the group meet on a bi-monthly basis to look at best practice and act as a peer support group.
- A new Domestic Violence and Abuse toolkit and policy has been developed and will be launched to staff in May 2018.

West Yorkshire Fire and Rescue Service (WYF&R)

- WYFRS continues to prioritise referrals where domestic abuse and violence is highlighted, providing early intervention and advice to maintain occupant safety.

6. Learn from experience to improve how we work

What we want to achieve for citizens in Leeds:

“I am confident that my feedback and experience will help others.”

Our ambition is for us to improve how we work, based on the experiences of those concerned.

- We will ask people to give us feedback.
- We will learn from people's experiences
- We will put this learning into practice.

6.1 **Leeds Safeguarding Adults Board**

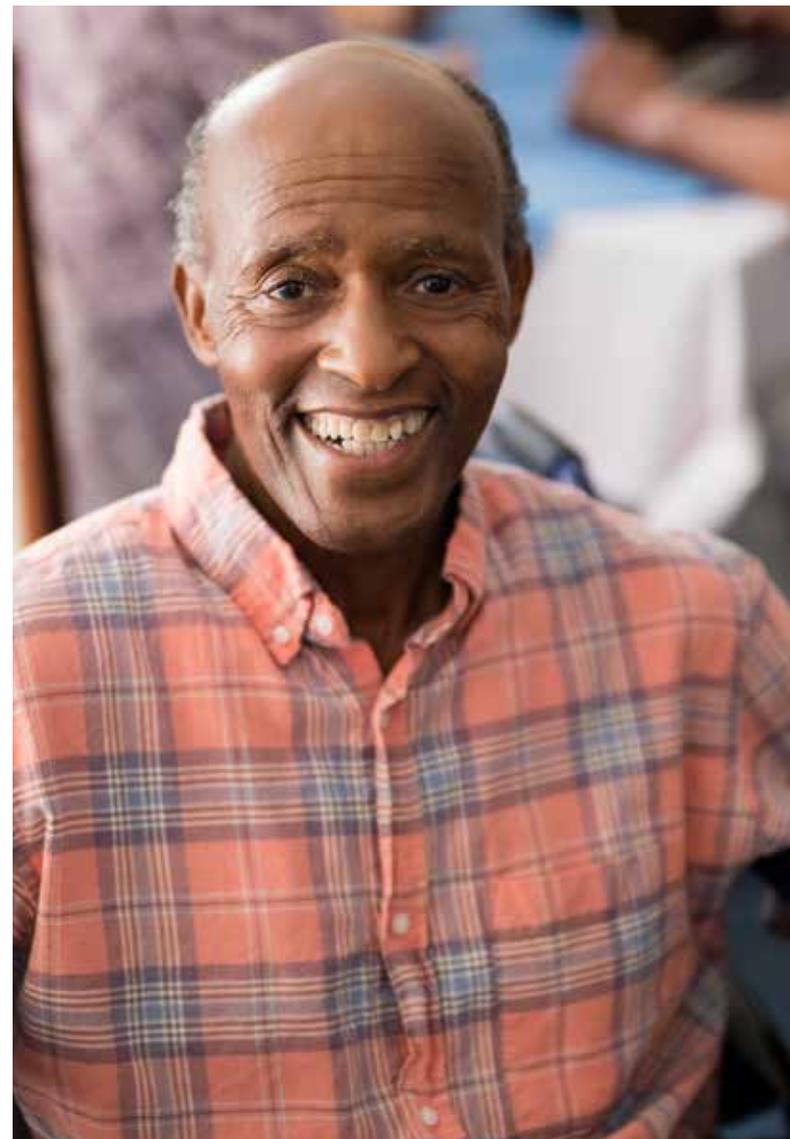
LEARN FROM EXPERIENCE: SUMMARY OF ACHIEVEMENTS

The Leeds Safeguarding Adults Board is committed to adopting inclusive approaches – building from the experiences and knowledge of citizens and practitioners within the city.

Investing in learning from experience

In June 2017, the Board decided to invest in the creation of a Learning and Review Officer post, to support the Board in developing its approach to learning from experience.

During 2017/18, this has enabled the Board to learn from citizen groups, to develop our approach to learning and improvement and support the work of Safeguarding Adults Reviews (SARs).



Learn from experience: Summary of achievements

Learning and Development Sub-group

Preparatory work has been undertaken to relaunch the Board's Learning and Development sub-group, with a wide range of agencies from across the city, including third sector, commissioned providers and citizen representatives.

This group will be launched in May 2018, with a role that is wider than consideration of training matters. It will work to support organisations to enable and provide assurance that workers and volunteers:

- are skilled, knowledgeable and supported to work within the safeguarding adults legal framework and comply with the Leeds multi-agency policy and procedures;
- practice in a way that is person-centred and outcome-focused;
- work collaboratively to prevent abuse and neglect where possible;
- provide timely and proportionate responses when abuse or neglect have occurred;
- reflect and seek to continuously improve safeguarding practice;

- learn from Safeguarding Adults Reviews and other statutory reviews in Leeds.

Learning through consultation

Following consultation with organisations across statutory, independent and third sectors organisations during 2016/17, the Leeds Safeguarding Adults Board decided to review and revise its multi-agency safeguarding adults policy and procedures



Learn from experience: Summary of achievements

Adopting an inclusive multi-agency approach, the Board held further workshops in September/October 2017 with Adults Social Care, NHS organisations and Independent/Third Sector Organisations, before establishing a small multi-agency reference group in November 2017 to support this work.

The approach has been to include citizen groups in the work, to understand 'what good looks like and feels like' from the point of view of those being supported. During the period, focus groups have been held with:

- Touchstone
- Community Links – Oakwood House
- Osmondthorpe Hub / Networking and Wellbeing Centre for Disabled People

There are a number of further focus groups being planned for April 2018 onwards; but this has been helpful in developing citizen-led guidance for practitioners.

An example from these early focus groups is included here:

Citizen Voices & Expectations
Planning and Risk Management
Speak to me about it - hear my voice
Ask me what I would like to happen and why
Don't presume you know what I want
Talk to me about the options - and explain them
Ask me if there are any services I would like to be referred to
Let's agree - what I am going to do
Let's agree - what you are going to do
Don't take over - help me make my own decisions
If you need to make decisions I don't agree with, explain to me why
Enjoy helping people

Learn from experience: Summary of achievements

Learning through Safeguarding Adults Reviews

The Leeds Safeguarding Adults Board (LSAB) is committed to continuous learning and development. One of the ways in which this happens in Leeds is by undertaking Safeguarding Adults Reviews (SARs). Section 44 of the Care Act 2014 provides the statutory framework for conducting such reviews.

There is a duty to undertake a SAR when:

'.....an adult in its area dies as a result of abuse or neglect, whether known or suspected, and there is concern that partner agencies could have worked more effectively to protect the adult. SABs must also arrange a SAR if an adult in its area has not died, but the SAB knows or suspects that the adult has experienced serious abuse or neglect'.¹

The Board manages the SAR process through its Executive Group, reporting to every full Board meeting on its activity and progress.

Safeguarding Adults Reviews Completed in 2017-18

The Board undertook a Safeguarding Adults Review that concluded in 2017 concerning Mrs B. Mrs B was a person with dementia and other physical conditions that impacted on her day to day life, meaning that by her death she was physically very frail and unable to communicate; her husband was her carer and he refused services to help him look after her. Mrs B had experienced domestic violence for much of her adult life and died as a result of harm that may, the Coroner concluded, have been caused by an assault from by her husband.

The Board has learned from Mrs B's experience and has commissioned learning and development workshops to share that learning.

In 2017, the Board also undertook a thematic Safeguarding Adults Review of the experience of three women in Leeds receiving care and support services who have died where avoidable harm from pressure ulcers had been a contributory factor.

LSAB Executive Group members are aware that avoidable harm from pressure ulcers is an area of significant concern in Leeds as well as across the country. For that reason, it decided to conduct this SAR in two parts, both of which have informed the development of a learning pack, a series of seminars

¹Care and Support Statutory Guidance 2016

Learn from experience: Summary of achievements

/ workshops for frontline commissioned provider managers and targeted training for Police, as well care providers and safeguarding coordinators.

Independently facilitated multi-agency seminars and workshops provided the Board with clear learning themes to enable the development of safeguarding in this area.

The key learning themes were:

- The need to provide frontline practitioners with the knowledge and tools to both prevent and respond to pressure harm;
- The importance of professional curiosity and working within a sensitive and open culture that encourages seeing the whole person and understanding the reasons for people's behaviour;
- Consistency in the application of Mental Capacity Act principles, duties and framework;
- Enhancement of systems to minimise risks when moving settings or changing care provider;
- The need for the Board to provide clear messages to frontline practitioners about when to share information about risks and why they should not fear doing so;
- Applying advocacy duties and working with

advocacy services to support the empowerment of people.

The Board commissioned an internationally renowned tissue viability expert to guide the review and she also supported the second part of the review, the development of a multi-agency practitioner group that shares good practice and identifies learning needs.

The learning from both aspects of this thematic review has been disseminated within initial workshops and seminars and through targeted sessions.

Safeguarding Adults Reviews Commenced in 2017-18

The Board has joined Safer Leeds and the Leeds Safeguarding Children Partnership in undertaking a Joint Statutory Review of the experience of a young man who was eighteen when he died of bronchopneumonia caused by three factors: malnutrition, immobility, and infected pressure sores. This Joint Statutory Review is independently chaired and authored and having paused for the criminal trial of his family, will continue during 2018/19.

The LSAB Executive Group has also recommended that the Board should undertake a Safeguarding Adults Review in relation to a man who died at home of extreme self-neglect. This Review will be reported on in 2018/19.

Learn from experience: Summary of achievements

Safeguarding Adults Review Referrals Not Progressed

The LSAB received a referral in 2017 for a Safeguarding Adults Review of the experience of a young man who was murdered in Leeds in 2016. The Board decided not to progress this referral because, having conducted extensive assessment of information held by a large number of agencies across the country, it was agreed that he did not have care and support needs, did not experience abuse or neglect and the evidence showed that contrary to the criteria set out a Section 44 of the Care Act 2014, agencies worked highly effectively to support him.

The good practice evidenced in the Board's assessment of this information has however, provided learning for Leeds and is being fed into its work in developing the Leeds Approach to Safeguarding and the associated multi-agency policy and procedures.

Learning with strategic partners

The Three Safeguarding Boards in Leeds; Leeds Safeguarding Adults Board, Leeds Safeguarding Children Board and the Safer Leeds Community Safety Partnership have been working together to identify shared objectives and ambitions.

This work culminated in a Three Board Development Session that was held on 29th September 2017. This, based on the experiences of each Board, identified that there may be opportunities to work together more closely to respond to issues such as:

- Violence in the home,
- Exploitation
- People at high risk of harm (people at the edge of services)

This work will be taken forward in 2018/19, with a view to seeking out opportunities to work together regarding areas such as:

- Early identification, intervention and prevention
- Workforce development, learning and applications
- Sharing Intelligence and information to inform response and commissioning of activity
- Developing clearer pathways for support
- Promoting engagement and involvement

Learn from experience: Summary of achievements

6.2 Board Member Organisations:

SUMMARY OF ACHIEVEMENTS

Leeds City Council: Adults and Health

Adults and Health (Adult Social Care)

- On 25/1/18 Leeds held its first Valuing Social Work Conference where Safeguarding held a prominent place, learning was imparted on the basis of a workshop in terms of “safeguarding and positive risk taking,” learning was taken from the formulation of Risk Assessments (RAMTs) and the general development of practice within positive risk taking including relevant case law. The strength-based approach positively encourages this practice and the learning from case work has been developed and shared in order to increase confidence on the basis of organisational support.
- A number of sessions have been held in terms of learning from the Mental Capacity Act and practice has been developed with regards to “Right To Decide and Deciding Right.” This is our approach to consent and capacity learning and the sharing of good practice. Case law has informed practice and as such we have responded positively to this. BIA champions are encouraged to challenge the MCA LIN membership in order to further progress the agenda of capacity and consent. As a result of this approach a number of sessions are planned with GPs and Dentists.
- We have also informed our practice with regards to forced marriage awareness, modern day slavery and human trafficking. Learning has been taken from national and local examples and media coverage.
- In addition learning has also been taken from collaborative work with housing colleagues, specifically in the arena of hoarding behaviour, this has taken the guise of case work reflection and discussion at both the vulnerable people’s pathway meetings and the Directions Panel.

Learn from experience: Summary of achievements

- Organisational Development have adapted the delivery of training sessions through continuous learning ensuring that community based organisations have easier and more local access to them, specifically in terms of safeguarding. Feedback has been received in terms of the timing and content of sessions and as such these have been amended to meet change in need and demand. Safeguarding training is now offered in a variety of formats and also supports providers to meet their CQC requirements to improve safeguarding awareness and understanding.
- With regards to domestic homicide reviews the learning is fed into the Organisational Development cycle and priorities from Domestic Homicide Reviews (DHRs) are embedded within the Organisational Development offer. This learning also synergises with the Continuing Professional Development requirements for professional registration and on a proactive basis a number of internal case work reviews have been carried out following initial scoping which has meant that we can proactively respond to where lessons can be learned.

Adults and Health Commissioning (Housing & Public Health)

- The Commissioning Team has developed a Quality Management Framework (QMF) which all commissioned services will be assessed against. There are 5 themes to the QMF, one of which is that we expect all commissioned services to be able to demonstrate that they are “Safe”. This includes: demonstrating that the service has robust policies and procedures in place for safeguarding and protecting children, young people and adults at risk; reporting of and co-operation with driving up standards/incorporating lessons learnt from serious untoward incidents, including death in service/ Domestic Homicide Reviews; and managing risk appropriately.
- The Commissioned Service attend Domestic Homicide Reviews and complex case reviews; findings are shared with all staff.
- Lessons learnt from Domestic Homicide Reviews are shared with all commissioned services.
- The Commissioning Team has now established a monthly Death in Service review meeting to review all deaths in service that have occurred. Further development is now required to take this forward and ensure that any lessons learnt and examples of good practice are shared with all commissioned services.

Learn from experience: Summary of achievements

West Yorkshire Police

- The Police continues to engage in domestic homicide reviews, safeguarding adult reviews and lessons to learn reviews and acts promptly on any recommendations making sure any learning is disseminated to officers through the Safeguarding Central Governance Unit at Head Quarters.
- Police also actively seek to identify cases that we feel would benefit from a review in order to identify any learning across the partnership that can improve future practice.

Leeds NHS Clinical Commissioning Group (CCGs)

- The Implementation of the domestic violence and safeguarding electronic templates originated from learning from Domestic Homicide Reviews (DHRs) and Safeguarding Adults Reviews (SARs).
- The Safeguarding Team continue to work closely with Local Authority colleagues to explore the number of adult safeguarding referrals that are made by primary care practitioners and how this information can be utilised to improve practice.

- The learning from DHRs, SARs and Learning Lesson Reviews (LLRs) are incorporated within all safeguarding training and the safeguarding team are supporting primary care to embed this learning.
- The CCG has revised the GP Standards for Safeguarding. These standards set out the quality of safeguarding practice that commissioners would expect to see in General Practice. Many of the standards have been developed as a direct result of learning from safeguarding incidents and recent Statutory Case Reviews, including Serious Adult Review and Domestic Homicide Reviews locally and regionally across West Yorkshire. The standards are designed to assist practices to benchmark and review their current processes:
 - o To support improvements in practice the responses were evaluated in terms of key trends and learning needs. Actions were then developed to respond to these such as: circulating information in relation to roles and responsibilities within FGM reporting, and the launch of the Mental Capacity and Deprivation of Liberty Safeguards electronic template.
 - o Any practices which identified that they were not fully compliant with the standards or requested further support were contacted individually by a member of the safeguarding team and individual support and guidance given.

Learn from experience: Summary of achievements

- The CCG provides expert advice to the providers that they commission on serious incident management which includes safeguarding adults incidents.
- We gain assurance that our providers have robust processes in place to support the serious incident process.
- We quality assure provider's responses to serious investigation to ensure learning has been implemented and to reduce recurrence.
- We support staff within the CCG and primary care to conduct root cause analysis investigation and identify learning.
- The CCG has commenced joint work with the Local Authority to review, monitor and improve where required the care delivered within Care Homes that the CCG commission.
- The CCG is leading on The Learning Disabilities Mortality Review (LeDeR) Programme across the health economy. The LeDeR Programme aims to make improvements to the lives of people with learning disabilities. It clarifies any potentially

CCG - Quality Surveillance Process

This year has seen the development of the Quality Surveillance Process which enables the CCG to identify within the Providers that we commission, risks to quality as early as possible and to ensure action is taken to mitigate these risks, resolve issues locally where possible, and drive quality improvement.

Learn from experience: Summary of achievements

modifiable factors associated with a person's death, and works to ensure that these are not repeated elsewhere. A number of staff across the CCG have been trained to complete Learning Disabilities Mortality Reviews. Anonymised learning points and actions are shared as appropriate to ensure learning is embedded and action plans are taken forward.

- The safeguarding committee oversee action plans arising from serious incident reports- SAR's and DHR's.
- Our performance reporting is evolving and we are looking to set up a new data system to enable better data capture.

Leeds and York Partnership Foundation NHS Trust (LYPFT)

- LYPFT Safeguarding Team is contributing to our new LIMM (learning from incidents and mortality meeting) which is providing a helpful exchange of information ensuring safeguarding is cited within the relevant internal reviews and those that need referring for external reviews are identified in a more robust and timely way.
- A recent domestic homicide review identified a lack of trauma focussed care provision within LYPFT and other agencies. This learning has been fed into an internal trauma task and finish group and the report and actions are awaited.

Leeds Teaching Hospitals NHS Trust (LTHT)

- LTHT has reviewed and developed a new safeguarding mandatory training programme in response to feedback and wider consultation across the organisation. The new training has been developed to ensure that it meets and reflects the needs and requirements of all LTHT employees across the Trust. By developing a new and wider training programme our mandatory safeguarding and other internal training offered within the Trust ensures we meet the needs of all LTHT staff whilst remaining compliant with our statutory requirements. The training has been developed and is based upon the feedback and consultation from LTHT staff in order to meet their needs. The training uses a 'lean' model to integrate both adult and child agendas, moving the level 2 training online and producing a new level

Learn from experience: Summary of achievements

3 pack which is based on case study and learning aimed at senior clinicians. Feedback and evaluation from the training is positive and staff identify it reflects the issues and experiences they encounter within the Trust.

- From local and National Domestic Homicide Reviews and Safeguarding Adult Reviews the Trust has developed a variety of alternatives to share learning across the safeguarding agenda. This includes the LTHT safeguarding adult intranet pages that are easily accessible for all LTHT staff. Within the safeguarding intranet page is a variety of safeguarding information, links to local and national safeguarding information and helpful documents.
- LTHT is a large acute Trust with a large number of employees and volunteers to ensure safeguarding is accessible across the whole organisation the Trust has Safeguarding Champions within Clinical Service Units. The champion model ensures that staff on wards and departments across the Trust have access to a safeguarding champion as well as the support and specialist advice from the Trust safeguarding adult team.

LTHT Involvement: Truth Project

LTHT is currently working in partnership with the Truth Project as part of the National Independent Inquiry into Child Sexual Abuse to contribute to this national work and project. LTHT was invited to and participated in the national panel of the Independent Inquiry into Child Sexual abuse (IICSA) last year and we remain fully committed to this essential area of work.

Learn from experience: Summary of achievements

Leeds Community Healthcare NHS Trust (LCH)

- LCH participated in a number of Domestic Homicide Reviews (DHR) in the past year, anonymised summaries and learning from these processes have been shared and discussed at LCH safeguarding committee, the content was published in Community Talk and is available to all staff via LCH's intranet, and learning has also been shared during the 15 minute face to face domestic violence and abuse presentations to staff.
- Learning from DHRs identified the value of routine enquiry into domestic violence and abuse which has been addressed by the organisation.
- LCH ensure learning from Safeguarding Adult reviews is embedded in the same way as DHRs, and part of that learning is recognising and acting upon issues earlier in a preventative manner.

LCH - Domestic Homicide Review Learning Workshops

LCH safeguarding committee is held bi-monthly, last year saw us introduce a series of workshops held with a view to increasing knowledge and learning across the team. In December Adult Safeguarding facilitated a workshop where the learning from a series of DHRs was presented and discussed and actions set to embed the learning across the organisation.

Actions included:

- o Routine Enquiry Training to be rolled out to the Adult Business Unit throughout 2018-19.
- o Greater focus on publicising training opportunities.
- o Routine enquiry to form part of the appraisal process.
- o DV policy to be ratified, launched and added to the intranet.

Learn from experience: Summary of achievements

National Probation Service (NPS)

- Policies regularly reviewed and updated.
- Ensure all learning from case reviews is taken forward.
- Development of new training for all staff

Practice guidance has been produced to support NPS staff working with offenders in the community who:

- o Pose a risk of harm to known adults at risk;
- o Pose a risk of harm to adults at risk in general;
- o Are adults at risk.

West Yorkshire Community Rehabilitation Company (WYCRC)

- Implementation of Integrated Quality Assurance Assessment Matrix. This framework builds upon feedback from HMPI reports and audit requirements and feeds into a local Quality Improvement Plan.

- All staff are required to complete a minimum of level 1 Safeguarding Training and are encouraged to complete additional training as required.
- All staff completed Child Sexual Exploitation training.
- All staff complete risk of serious harm training.
- Embedding learning from all reviews, and inspections.

Leeds City Council: Housing Leeds

- Housing Leeds have Safeguarding Lead Officers in place across our teams/services. These officers attend Council wide Safeguarding Lead Officer meetings, where good practice and lessons learnt are discussed; taking back key messages to share with front line teams.
- In 2018 Housing Leeds has launched a new Safeguarding Action Plan that includes four key priorities; to improve our training for staff, to raise awareness with communities, review the outcomes of safeguarding cases referred by Housing Leeds, and look at how we support communities to be aware of safeguarding issues.

Learn from experience: Summary of achievements

- Housing Leeds have launched a new Safeguarding Newsletter providing regular updates to staff on safeguarding / Safeguarding Case of the Month in weekly staff “Housing Leeds Month” email bulletin. Updates / cases discussed at weekly team meetings.
- Housing Leeds senior manager co-ordinates Housing Leeds role in Domestic Homicide Reviews and Serious Case Reviews, and considers learning opportunities to improve our procedures and responses across a range of issues.

West Yorkshire Fire and Rescue Service

- Quarterly reviews of Safeguarding Concerns are held every quarter and learning shared across the district.



7. Going Forward

7.1 Our Plans

Our three year plan for 2016-2019 sets out our ambitions for the period.

During 2017/18 we will continue to work towards achieving our four ambitions for Leeds:

1. **Talk to me, hear my voice (rephrased from Seek out the voice of the adult at risk).**
2. **Improve awareness of safeguarding across all our communities.**
3. **Improve our responses to domestic violence and abuse.**
4. **Learn from experience to improve how we work.**

We have updated our Strategic Plan, with specific objectives for 2017/18. These include:

- Develop our multi-agency safeguarding adults policy and procedures, with citizens.
- Developing our approach to learning and improvement.

- Developing intelligence-led approaches to inform our work.
- Review our engagement materials and develop our approaches to promoting awareness of safeguarding adults.
- Develop shared objectives with Safer Leeds and Leeds Safeguarding Children Partnership.
- Develop safeguarding practice guidance for responding to domestic abuse when the person at risk has care and support needs.
- Undertake and share learning from Safeguarding Adults Reviews (SARs).
- Commission an independent service to gather learning from peoples experiences of safeguarding.
- Develop reflective practice sessions to promote good safeguarding practice.

Our Strategic Plan for 2016/19, together with our Annual Plan for 2017/18 is available to read in full on the Board's website: www.leedssafeguardingadults.org.uk

8. Appendix: Board Member Organisations

Member Organisations:

Leeds City Council: Adult Social Care

West Yorkshire Police

Leeds Clinical Commissioning Groups

Leeds Teaching Hospital NHS Trust

Leeds and York Partnership NHS Foundation Trust

Leeds Community Healthcare NHS Trust

Healthwatch Leeds

West Yorkshire Fire & Rescue Service

Leeds City Council: Housing

Leeds City Council: Community Safety

Leeds City Council: Public Health

Leeds City Council: Children Services

National Probation Service

West Yorkshire Community Rehabilitation Company

Advonet

The Alliance of Service Experts

HMP Leeds & Wealstun



To report a safeguarding concern or seek advice:

- **Contact Adult Social Care: Tel. 0113 222 4401**
- **Out of hours: Tel. 07712 106 378**

To report a crime:

- **In an emergency, contact the police: Tel. 999**
- **If the person is not in danger now, contact the police: Tel. 101**

