

Safeguarding Ambassadors visiting Leeds Community Healthcare NHS Trust

Annual Report 2019/20

Foreword

The challenge for all Safeguarding Adults Boards is to achieve continual improvements in safeguarding arrangements for their area. When I step back and look at the ambitions we set ourselves for the year, and the progress we have made, I feel confident we are achieving this in Leeds.

We set ourselves the ambition to launch new multi-agency safeguarding adults policy and procedures. We have done this as well as also producing new guidance around information sharing, people in positions of trust and think family, work family principles. We have embedded our citizen-led practice guidance, added short citizen films and established citizen ambassadors to promote their message directly to practitioners and services. We have also introduced a feedback mechanism for citizens on their experience of support.

We set ourselves the ambition to develop our approaches to quality assurance, and invested accordingly in a new post to assist us with this. Already, we have new safeguarding intelligence data, with contributions from all key agencies and a new commitment to develop this approach throughout next year.

We have completed two safeguarding adults reviews with valuable learning around self-neglect that will help us develop new approaches next year.

We have held multi-agency conferences in relation to Self-Neglect and Coercive Behaviour and Control, alongside numerous sessions on legal literacy. We have developed a new approach to learning and development, which we will roll out next year together with learning resources related to our new fundamental content requirements.

We also set ourselves the ambition to engage with communities to promote awareness of safeguarding and to work with citizens to develop new safeguarding materials to support this work. I am pleased that this report also sets out significant work and progress in these areas too.

I am always reminded however, that whilst we have made important progress, there is always much more to do, and our strategic plan for 2020 – 2023 sets out our ambitions for the next three years, and our objectives for the year ahead.

As we reach the end of 2019/20 however, the country is starting to experience the impact of the covid-19 pandemic. I am always grateful for the actions of everyone across the city that support people in Leeds to be safe, and no more so than now, in these increasingly difficult and challenging times. I wish you all the very best, stay safe, and thank you for all that you do.



Richard Jones CBE,
Independent Chair
Leeds Safeguarding Adults Board

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1. Leeds Safeguarding Adults Board 2019/20

1.1 Who we are

The Leeds Safeguarding Adults Board is a partnership of organisations that work to 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 Leeds City Council: Adults & Health, West Yorkshire Police and NHS Leeds Clinical Commissioning Group (CCG), as well as other statutory organisations, Healthwatch Leeds, third sector and citizen representatives.

Richard Jones CBE is the Independent Chair, whose role involves providing 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 Act¹.

The Board works to help and protect adults with care and support needs to be safe from abuse, neglect and self-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 works closely with its member agencies and strategic partners to achieve its vision, for Leeds to be a:

“Safe place for everyone”

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.

For more information about the work of the Board, including minutes from meetings and the full strategic plan visit the Board Website:

www.leedssafeguardingadults.org.uk

¹ [Care Act 2014, Schedule 2](#)

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.

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 CBE, Independent Chair and includes:

- West Yorkshire Police
- Leeds City Council: Adults & Health
- NHS Leeds 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 citizens' experiences of care and support in Leeds. It is chaired by Richard Jones CBE, the Board's Independent Chair.

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

Quality Assurance and Performance Sub-group;

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

Learning and Development Sub-group;

- Chaired by Belinda Sharratt,
Designated Nurse Safeguarding children and adults,
Leeds Clinical Commissioning Group

The Board has a 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 Leeds City Council: Adults & Health, NHS Leeds Clinical Commissioning Group, and West Yorkshire Police. This funding enables the Board to commission an Independent Chair and a Strategy Unit to support it to achieve its ambitions.

2. Supporting people within our multi-agency safeguarding adults policy and procedures

Please note: Section to extended/ data to be validated prior to publication

The multi-agency safeguarding adults policy and procedures provide a framework for all organisations to work together and with the person at risk, to end the abuse they are experiencing.

This overview outlines referrals and outcomes for people supported within the multi-agency policy and procedures.

There were 9777 safeguarding concerns raised with the local authority during 2019/20, this reflects an increase in referrals from previous years as illustrated in Table A. This suggests people and organisations are positively acting on their concerns for people’s safety, and seeking support for those at risk.

During 2019/20, 33% of referrals were responded to within the multi-agency policy and procedures. Not all referrals will need a response within the multi-agency policy and procedures. Sometimes a more beneficial and proportionate response is to help people in other ways, such as with information and advice or signposting to more relevant services.

Of those responded to within the multi-agency policy and procedures, the most common cause for concern was neglect (34%) followed by physical abuse (28%) and financial abuse (13%) and psychological abuse (10%) as illustrated in Table B. This pattern is consistent with last year.

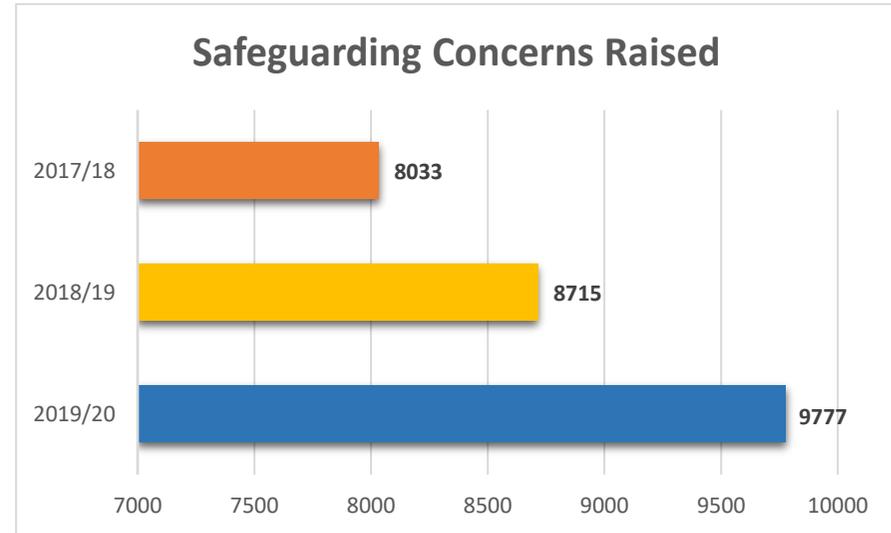


Table A: Safeguarding concerns raised with the local authority (referrals)

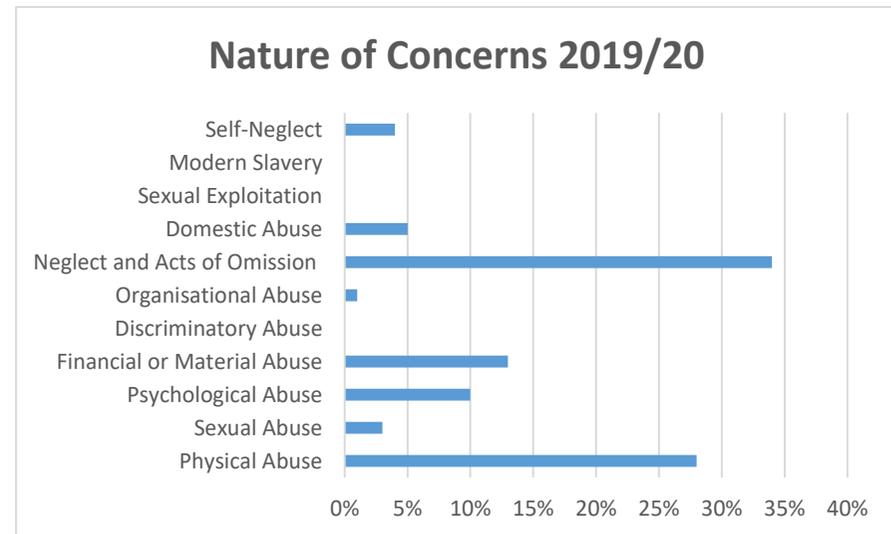


Table B: Nature of safeguarding enquiries

Please note: Section to extended/ data to be validated prior to publication

Those people receiving support within the multi-agency procedures may be supported in a range of different ways according to the nature of the risk, their particular circumstances, their wishes and the outcomes they want to achieve.

Although there may be a variety of responses, Table C shows that during 2019/20, in 86% of occasions the risk of abuse or neglect was either reduced or removed as a result of the support provided. Sometimes people may choose to live with risk or it may remain with strategies in place, and so it is necessary to look at individual cases to understand why a risk may remain.

Support provided within the multi-agency policy and procedures should always be with recognition of the person's desired outcomes. Where possible agencies will seek to achieve these for the person. In 2019/20 these outcomes were fully achieved in 77% of occasions, and partially achieved in 19% of occasions. Only in 4% of occasions were these not either fully or partially achieved.

The figures give a good indication that people are being supported to achieve outcomes they want for themselves and it is again necessary to look at individual cases to understand why someone's chosen outcomes have not been achieved. It should be noted however, that it is not always possible to achieve someone's desired outcomes, these can sometimes be unrealistic or actions may be required for the safety of others, contrary to someone's wishes.

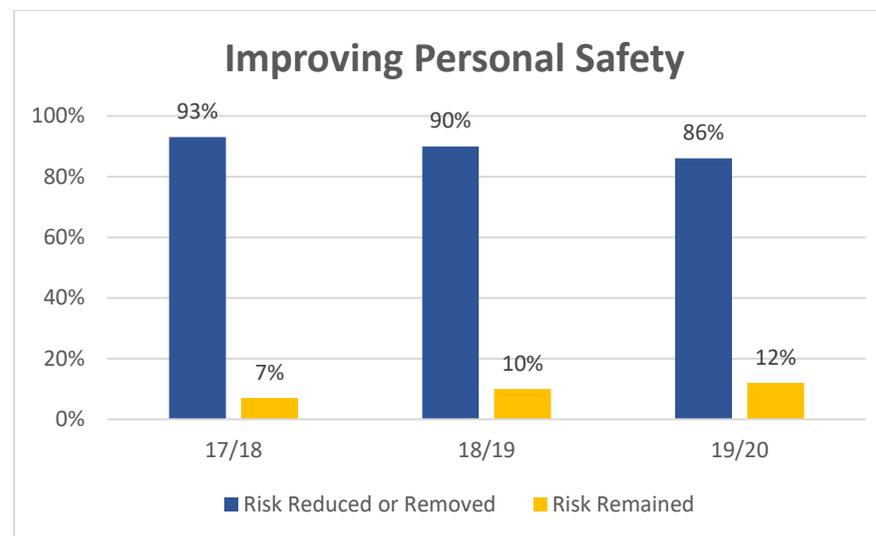


Table C: Risk evaluation

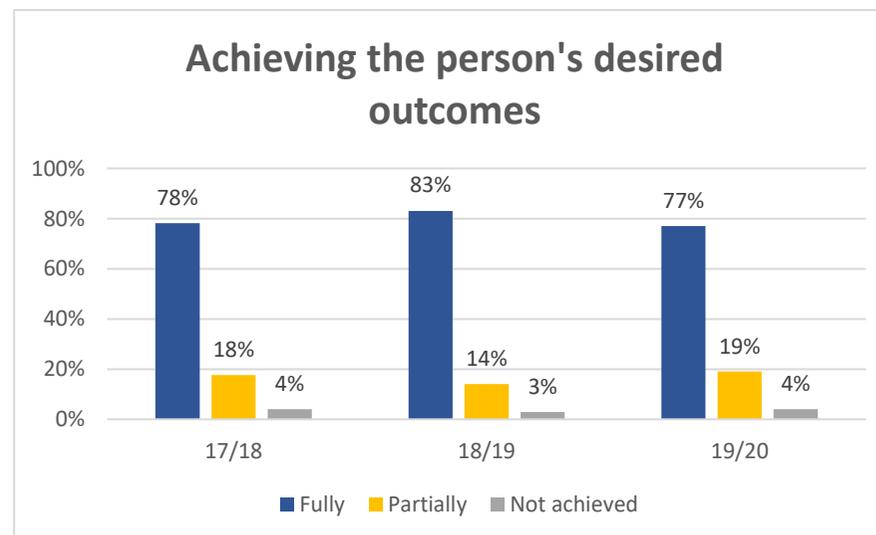


Table D: Achieving the person's desired outcomes

3. Board Ambitions for Leeds

The Board's four year strategic plan is based around four key ambitions:

- Talk to me, Hear my voice
- 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. The sections below provide an outline of progress and achievements:



Safeguarding Awareness Session with Richmond Hill Elderly Action



Improve awareness of safeguarding across all our communities

4. Talk to me, Hear my voice

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 involve citizens as partners in our work, as experts in their support; and as advisors in all we do.



4.1 Developing citizen-led approaches

In April 2019 the Board launched its new multi-agency safeguarding adults policy and procedures providing a framework for all organisations to work together, and with the person at risk, to support people to be safe in Leeds.

This marked the beginning of the Board's new approach and its aspiration to become increasingly citizen-led in its work and outlook. By citizen-led we mean:

- Learning from citizen experiences
- Involving citizens in development of practice
- Being focused on the experience of citizens
- Measuring our success by citizen expectations

In developing the Board's new approach, the Board worked with nine citizen groups to understand their views of what good support would look like and feel like to them.

The policy and procedure were then written around the issues and principles that citizens themselves identified as important. It includes citizen expectations in relation to how support is provided and key conversations they would want to have.

The overwhelming principle for good practice identified by citizen groups was, what they called, 'Talk to me, Hear my voice'. As key partners in the development of our policy and procedures we have embedded this principle throughout, including a special introduction from Touchstone Safeguarding Service User Group explaining why 'Talk to me, Hear my voice' is so important in practice.

Improve awareness of safeguarding across all our communities

4.3 Citizen-led practice guidance

The new approach recognises citizen groups as experts in their own lives and in how they wish to be supported. The approach is one of enabling citizens, to advise practitioners on the support they would want to receive.

The revised approach resulted in citizen-led practice around the Board's policy and procedure, including key issues, such

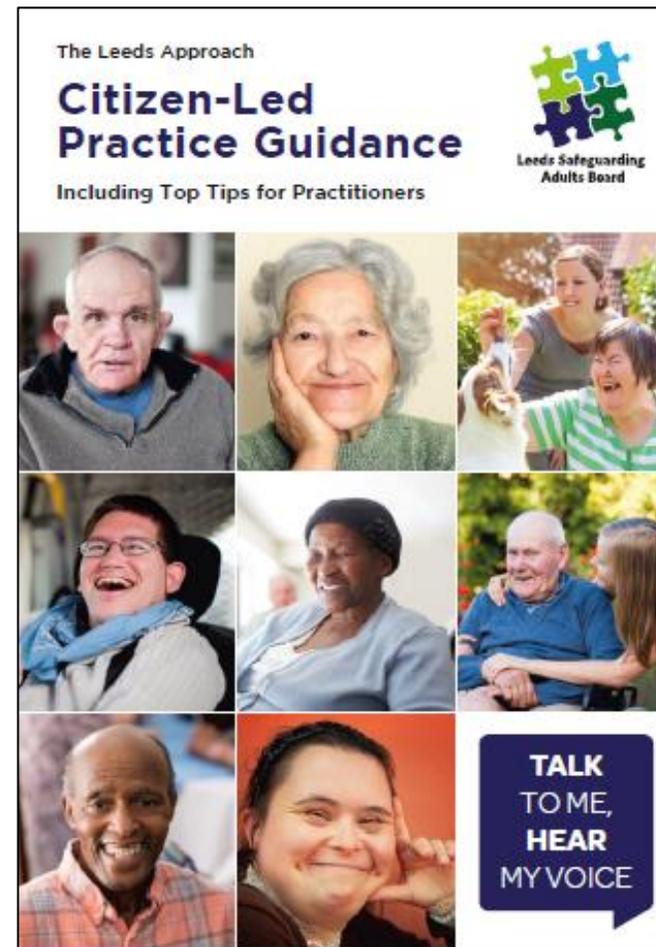
- Developing safeguarding plans
- Involvement in meetings
- Good support
- What empowerment looks like and feels like in practice

The Board is grateful to each of the nine citizen groups that took part and supported the development of this new approach:

- Touchstone Service User Group
- Leeds People First (Leep1)
- Barca Leeds
- Pennington Court Residents
- Oakwood Hall Residents
- Carers Leeds
- St. George's Crypt
- Osmondthorpe Hub
- Leeds survivor-led crisis service

As a result of this work, the Board were invited to speak at the Leeds Co-Production Conference 2019 about our

experience of developing this approach. The presentation was undertaken in partnership with a member of the Touchstone Service User Safeguarding Group, who was able to explain how they were involved, how their life experiences had been heard, and how they had valued seeing their exact words and advice in guidance for practitioners.



Improve awareness of safeguarding across all our communities

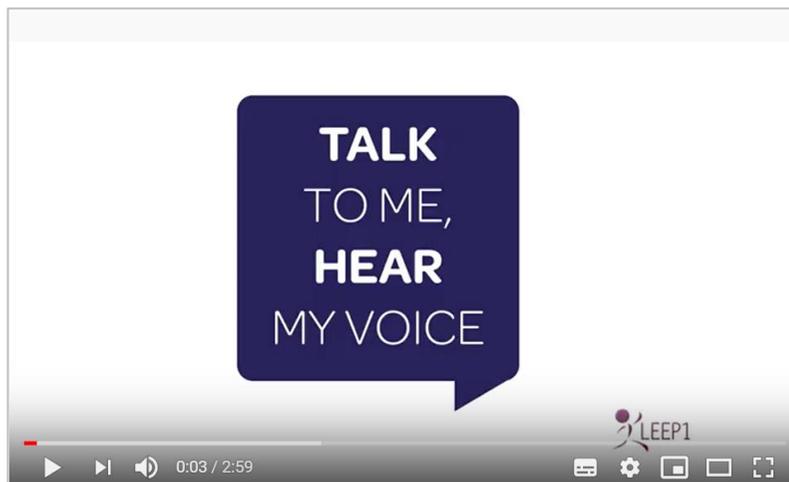
4.5 Citizen Ambassadors

The citizen groups involved in developing citizen-led practice guidance valued the opportunity to be listened to and heard.

The messages in the guidance are their own words, and many were passionate about getting their message out to practitioners and services. Leep1, a learning disability self-advocacy group volunteered to become the Board's Talk to me, Hear my Voice Ambassadors.

As Ambassadors, Leep1 have produced a short film to promote the key messages in the citizen guidance about the importance of involving citizens in safeguarding plans and safeguarding meetings.

<https://www.youtube.com/watch?v=IOJ6pGQNLfY>



(Youtube Channel: Leeds Safeguarding Adults Board)

Leep1 also decided, with the Board's support, that they should go out to services and practitioner groups to show people their film and talk to teams and services about 'Talk to me, Hear my voice'.

Over the course of the year, they have provided a talk for the Safeguarding Adults Board and also provided sessions for:

- Leeds Clinical Commissioning Group: Health Advisory Group
- Adult Social Care Safeguarding Conference
- Leeds Clinical Commissioning Group: GPs Safeguarding Group
- LTHT Sexual Health & Gynaecology Team
- Beacon
- Leeds Community Foundation
- Being Safe Event – Leeds Market
- Path Yorkshire
- Leeds City Council: Learning Disability Team

Here is some of the feedback they have had:

"After hearing their strong message, I knew the Ambassadors would be ideal speakers for the Safeguarding Champions meeting. I wasn't wrong. They really brought the Talk to me, Hear my voice message to life".

"The presentation was memorable and meaningful.... Brilliant, a fantastic video we can all learn from"

Improve awareness of safeguarding across all our communities



Leep1 Board Ambassadors leading a Talk to me, Hear my voice session

“The information given generated lots of discussion which has continued long after the team meeting finished”

“There’s been lots of positive feedback from everyone who was there, and we had a good discussion about it afterwards”

The Board has also been working with Touchstone’s Sikh Elders Service and Service User Involvement Project to develop another Talk to me, Hear my voice film about ‘empowerment’; and to explore the possibility of them also becoming Board ambassadors in 2020.

4.5 Talk to me, Hear my safeguarding story

The Board is keen to learn from citizen experiences of support within the multi-agency safeguarding adults procedures and so has been working with Advonet to launch ‘Talk to me, Hear my safeguarding story’.

From 2nd March 2020 the project will provide people with an opportunity to give feedback on their experience of support. They will be able to do this via an on-line questionnaire, telephone or in a face-to-face meeting. Advonet are independent and so this provide an opportunity for people to speak openly and honestly about their experiences.

Advonet formed a citizen panel to help develop leaflets about the project and the questions to be used. The panel will receive anonymised information from the project in order to identify learning themes and to make recommendations to the Board on actions it might need to make.

The Board will use this information to

- Understand what works well
- Identify our priorities for future work
- Improve our guidance for practitioners
- Improve training
- Improve information provided to people.

Improve awareness of safeguarding across all our communities

Talk to Me, Hear My Voice: Hear My Safeguarding Story



“Advonet”
Providing Independent Advocacy ”



This project is led by Advonet and the Leeds Safeguarding Adults Board.

Advonet are an independent advocacy charity in Leeds.

4.7 Virtual Network

The Board always wants to identify new ways to reach out and engage with more people in its work, and so in September 2019 it launched its Virtual Network.

The Virtual Network provides an opportunity for any practitioner, organisation or member of the public to contribute towards the development of safeguarding in Leeds.

People can now sign up through the Board’s website to take part in work relating to any or all of the following:

- Information & Engagement Materials for the Public
- Policies, Procedures and Practice Guidance
- Strategic Plans, Surveys and Consultation

A couple of times a year the Board will then be in touch by email to seek views on the work it is undertaking. So far, over 220 people have signed up and the Board has used the network to consult people on its strategic plans and engagement materials for members of the public.

Improve awareness of safeguarding across all our communities

4.8 Supporting citizens to plan for their future

The Leeds Safeguarding Adults Board works closely with the Mental Capacity Act, Local Implementation Network.

The Network recognised that there are people in Leeds who do not fully understand how they can make decisions that impact upon their future care. In response, they undertook to raise awareness of the special provisions designed to help people to remain in control of their future.

Advanced decisions enable someone aged 18 years and over to make decisions now, to refuse a particular treatment in the future. This ensures that someone's voice will still be heard even if they become unable to make decisions or clearly express their views.

Lasting Powers of Attorney (LPA) is a legal document that, in the event that a person later becomes unable to make certain decisions, lets a trusted person make these decisions on their behalf. This could be in relation to 'Health and Welfare' decisions and / or 'Property and Financial Affairs'.

In April 2019 a campaign was held in Leeds to promote public awareness of people's right to make Advanced Decisions. This included sessions at Kirkgate Market and White Rose Shopping Centre and the use of promotional materials at Leeds Railway Station and bus station to raise public awareness. A short animation explaining to members of the public, what advanced care planning is and how it can help, was also produced.

What is an advance decision?

Think ahead, plan ahead, share your wishes



What is your biggest concern?

Who would know your wishes?

Would you want to be an organ donor?

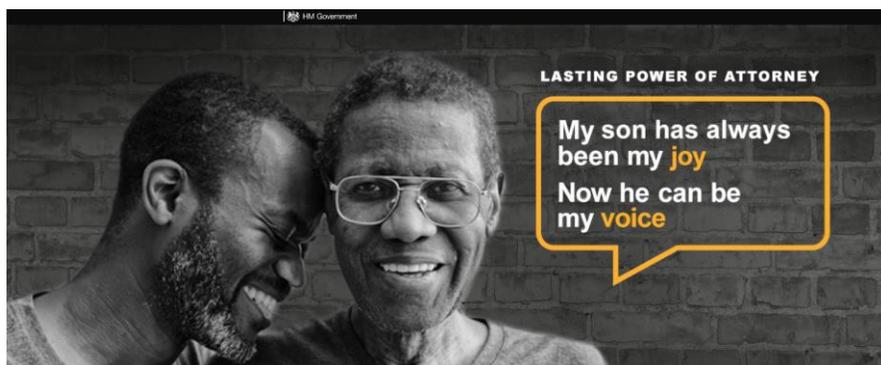
1. There may be times in your life when you think about the consequences of becoming seriously ill or disabled
2. Make your wishes clear so that these can be taken into account in the future
3. Discuss your wishes with your carers, partner, relatives or health professionals

For further information, please visit the Leeds Directory website
www.leedsdirectory.org

New Advanced Decision Posters

Improve awareness of safeguarding across all our communities

In October 2019 the Office of the Public Guardian (OPG) launched a campaign to raise awareness of lasting powers of attorney. Leeds was chosen nationally as a key partner to showcase the campaign.



The campaign aimed to:

- Promote the benefits of Lasting Powers of Attorney
- Dispel myths
- Help frontline professionals be aware of Lasting Powers of Attorney and how they can be used.
- Encourage people to start a conversation about their future care.

You can learn more by visiting the official campaign website where you can find more information on the legal and safeguarding aspects of Lasting Powers of Attorney:

<https://powerofattorney.campaign.gov.uk>

“Let’s Talk, Planning Ahead” Conferences

In support of the work of all partner organisations to promote use of Advanced Decisions and Lasting Powers of Attorney, the Mental Capacity Act Local Implementation Network now holds two conferences each year entitled: ‘Lets Talk, Planning Ahead’.

These multi-agency events include front-line practitioners, GPs, ward staff and other community professionals, amongst others. They serve to promote awareness, understanding and good practice in Leeds.

Unfortunately the second conference, planned for March 2020 has had to be rescheduled due to Covid-19, but it is hoped this can be held later in the year.



New Advanced Decisions Leaflet

Improve awareness of safeguarding across all our communities

5. 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 be confident to do so.



Awareness session with Touchstone Hamari Yaadain South Asian Dementia Café

5.1 Reaching out across communities

During 2019/20 the Board has sought to reach out across diverse communities in Leeds, to promote awareness of safeguarding and the work of the Board.

By focusing the Board's resources on engagement activities with community groups and networks in Leeds, it aims to complement and support the work also undertaken by partners within their own services to promote safeguarding awareness.

Over the last 12 months, this has included safeguarding awareness sessions with:

Neighbourhood Networks:

- Belle Isle Elderly Social Group
- Garforth Neighbourhood Elders Team
- North Seacroft Good Neighbours
- Bramley Elderly Action
- Older Peoples Action in the Locality (OPAL) LS16
- Holbeck Elderly Aid
- Older Wiser Local Seniors
- Rothwell Live at Home
- Richmond Hill Elderly Action
- Crossgates Good Neighbours

Transitional and Support Housing services

- Spen Lane Transitional Housing

Improve awareness of safeguarding across all our communities

- Cottingley Court Transitional Housing
- Irford Street Supported Living unit

Retirement Life Tenants meetings and social activities

- Westerton Close, East Ardsley
- Dulverton Court, Cottingley
- Cardinal Court, Beeston
- St Augustine's, Harehills
- Mason House, Wetherby
- Royds Court, Rothwell
- Northfields, Rothwell
- Sharp Lane, Middleton
- Willows Court, Moortown
- Union Court, Otley
- Bennett Court, Otley
- Naburn Court, Swarcliffe
- Moorhaven Court, Moortown
- Claremont Grove, Pudsey
- Greenside, Pudsey
- Rycroft Green, Bramley

Black, Asian and Minority Ethnic Groups

- Hamari Yaadain South Asian Dementia Cafe
- Leeds Jewish Welfare Board Carers Week event
- Leeds Irish Health and Homes social groups
- Hamara Centre service user groups.

Sensory Impairment Groups

- Leeds Hearing and Sight-loss Service (BID) service user groups

The Board has also sought to promote awareness using safeguarding information/engagement stands at:

- Leep the Bridge nightclub event for people with learning disabilities
- Being safe event for people with learning disabilities at Leeds Market
- Adult Social Care event – Leeds Market
- Headingley Hub
- Horsforth Hub
- Chapel Allerton Library
- Pudsey Hub
- Kippax Hub
- Leeds City Centre Hub
- South Leeds Live at Home Dementia Action Week event
- LSAB/Safer Leeds: Coercion & Control Conference
- Adults & Health Safeguarding Conference.

There have been further presentations to staff and volunteers on the work of the Board and its 'Talk to me, Hear my voice' message. This includes sessions with:

- Leeds Mind
- Friends of Dorothy LGBT group
- Hamara Centre
- Leeds Co-production conference
- Leeds Learning Disability People's Parliament
- Housing Leeds Retirement Life teams.

Improve awareness of safeguarding across all our communities



LSAB Awareness Session with Housing Leeds Retirement Life Team

5.2 Social Media

The Leeds Safeguarding Adults Board has increased its presence on social media with over 1000 Twitter Followers at present. This has proved a helpful way to increase awareness about the work of the Board.



You can follow the Board to keep up to date with the work we are doing.

 Facebook: www.facebook.com/LeedsSAB/

 Twitter: <https://twitter.com/LeedsSAB>

5.3 Developing new engagement materials

The Board has been reviewing the posters, information leaflets and cards that it uses to promote awareness of safeguarding adults.

To do this the Board consulted on its current materials, and gained the feedback of over 600 people. This has helped us understand how we can improve and develop these in the future. This review was complemented by a series of citizen workshops that helped us to review materials used by other safeguarding adults boards and to test out and shape new ideas.

Engagement materials can often focus on the labels of 'abuse and neglect' and 'reporting the act of an abusive person'. Images are often of someone with physical injuries or in fear, or in despair.

Our consultation feedback found that these can be difficult messages for members of the public, who may be anxious about applying a particular label, or making a particular accusation or getting someone 'into trouble'.

Improve awareness of safeguarding across all our communities

The consultation reminded us, that people not only need to know how to report abuse or neglect, they also need to feel confident to do.

From the consultation we learnt that it was better to use messages portraying safeguarding as supporting people to be safe; looking out for a friend or a neighbour, helping someone who needs help, making a positive difference, helping people in the way they would want to be supported.

Having listened to these views, the Board has designed new materials, including leaflets and posters that take forward these new messages. These new materials maybe the first of their kind in the country.

Example poster (illustrated right). These seek to communicate that the focus of safeguarding is working with people, supporting them to be safe, and the positive outcomes of this support. Other poster messages include:

“People listened and helped. I feel safe to go out again”

“People helped us when we needed it most”

“As soon as I spoke up, things started to get better”

“I am glad I asked for help, now I feel safe again”

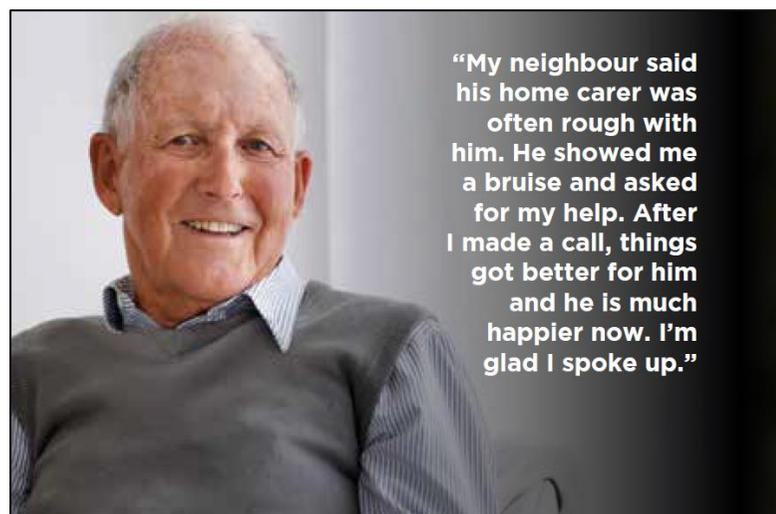


The new leaflets use real life situations to explain what kinds of issues safeguarding can help with; again with a positive focus on outcomes. An example panel (illustrated below).

Improve awareness of safeguarding across all our communities



(Front of new foldout leaflets)



(Inside leaflet: One of six illustrative scenarios)

A further consultation on the new materials received feedback from approximately 200 people, with substantial support for the new approach.

The Board will launch the new materials in 2020-21 and also ensure that these are available in accessible formats and other languages.



(New wallet size – Information cards with contact information
One of many designs)

Improve awareness of safeguarding across all our communities

5.4 Safeguarding Week 2019/20

Safeguarding Week is an annual event held jointly by the Safeguarding Adults Board, Safeguarding Children's Partnership, Safer Leeds and the Office of the Police and Crime Commissioner.

The week provides an opportunity for all organisations in Leeds to promote awareness of safeguarding for their staff, volunteers and for the people who use their services.

All agencies are asked to do one extra thing to promote awareness, this may involve talking to people who use their services about safeguarding, giving out leaflets or briefing notes, reminding staff of their responsibilities, holding an event or doing something else.

To support the partnership, the Safeguarding Adults Board piloted Safeguarding Resource Packs for organisations. These packs were well received with over 70 given out to different organisations. Illustrated right, these packs provided a set of information and engagement materials to help promote safeguarding awareness.

Due to the very positive feedback, these packs will now be developed further for use in future years.



6. 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 practitioners and organisations to provide the best possible response to domestic abuse, to support citizens to be safe in Leeds.



6.1 What is domestic violence and abuse?

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”.

Domestic abuse can take many forms, including physical, psychological, sexual, financial or emotional abuse. It also includes so called 'honour-based violence', female genital mutilation and forced marriage.

6.2 Domestic Abuse Campaigns, 16 Days of Action

16 Days of Action is an international campaign to challenge violence against women and girls. The campaign runs every year from 25 November, the International Day for the Elimination of Violence against Women, to 10 December, Human Rights Day.

Leeds has a strong tradition of promoting the 16 Days of Action and Leeds Safeguarding Adults Board has joined with Safer Leeds, to jointly host the campaign in recent years.

The focus of the event in 2018/19 was on older people, and as reported last year, in recognition of the particular challenges experienced by older people, an Outcome Based Accountability Event was held with representatives from

across the city and from statutory, independent and third sector organisations.

Since then, and as a result of this event, a reflective practice document for organisations has been produced. Its purpose is to help organisations reflect on and review the arrangements they have in place that enable older people feel able to disclose abuse. It also promotes awareness for staff/volunteers of the particular challenges for older people in seeking help. This document about supporting older victims of domestic abuse can be downloaded from the Board's website.

During 2019/20 the theme for the 16 days of action campaign was on coercive and controlling behaviour. Coercive control is an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim. This controlling behaviour is designed to make a person dependent by isolating them from support, exploiting them, depriving them of independence and regulating their everyday behaviour. It became a criminal offence in 2015.

To support organisations to achieve positive outcomes for people in Leeds, the Board funded a Multi-Agency Conference around Coercive and Controlling Behaviour. Held jointly with Safer Leeds the event provided a free full day learning opportunity which brought together approximately 150 city-wide staff from a range of statutory and third sector partners.

The key-note speakers were three survivors of domestic abuse (including Luke Hart who is internationally

recognised), as well as the Crown Prosecution Service, West Yorkshire Police and a lawyer specialising in legal options for intervention and support.

The event was held at Elland Road on 2nd December 2019 alongside other activity across the city to promote awareness of this form of domestic abuse.



Coercion & Control Conference; Elland Road

Feedback from the event has been really positive:

"The whole day has been relevant and useful, made me rethink about [domestic abuse] will be able to look for signs of coercive control that I had not thought about before"

"Thank you for presenting a diverse perspective of domestic violence and abuse which was enlightening..."

“The event was really powerful and brought to life the struggles people go through”

6.3 Specialist training provision

The Safeguarding Adults Board does not in itself provide safeguarding training, this is provided by Board member agencies for their workforce and commissioned services. The Board however will provide complementary sessions for practitioners to support work around its key priorities for city.

In November 2019 the Board provided Multi-Agency Legal Remedies Training for practitioners. The full-day training courses examine the use of legal remedies in safeguarding, so that staff will be better equipped to understand and weigh up practice options.

In January 2020 the Board provided an additional course, Multi-agency Legal Remedies to Domestic Violence and Abuse, allowing for a greater focus on domestic abuse than the course in November 2019. This course aimed to support safeguarding leads and practitioners to identify and apply relevant legislation, policy and case law that underpin powers or duties to intervene in this complex area of work.

Feedback from the courses have been really positive:

“Everything has been beneficial to support me in understanding the legal processes underpinning my

practice as a social worker – I would recommend this to my colleagues in adult social care”

“Fantastic insight into the legalities of safeguarding and how to apply in practice, found this very interesting and useful”

“Brilliant day, eye opening and very useful – now have an awareness of multi-agency roles and who to ask”

“The course was extremely relevant and useful to future practice – will try to remember all the information to inform future work”

“Really good training and relevant to my area of work, brilliant knowledge”

Both these courses were first held in 2018/19 in response to a Safeguarding Adults Review in relation to ‘Dorothy’ who died having experienced domestic abuse. As such, the Board aspires to make these courses annual events providing in-depth legal literacy training, to complement the domestic abuse training provided by partners in Leeds.

6.4 Leeds Approach to Learning and Development

Safeguarding training is provided in Leeds by member agencies, with additional support provided by the Board in relation to areas of city-wide learning.

The Board’s role principally is one of assurance in relation to safeguarding arrangements in the city, which includes the responsibility to:

'ensure that relevant partners provide training for staff and volunteers on the policy, procedures and professional practices that are in place'²

During 2019/20 the Board developed the Leeds approach to Learning Development – a framework document that sets out the commitment of the Board to work together with partners, to both support their work and gain an assurance that the city has an effective, well-trained workforce that provides for the needs of citizens in Leeds.

The document sets out 10 key Fundamental Content Requirements around workforce development in Leeds:

1. The significance of the citizen's voice in safeguarding adults in Leeds: **'Talk to me, Hear my voice'**.
2. The role of the Safeguarding Adults Board; and the Leeds Citizen-led Multi-agency Safeguarding Adults Policy and Procedures.
3. The Leeds Safeguarding Adults Board: Practice Standards.
4. The Six Statutory Safeguarding Adults Principles, including how they are defined and described by citizens in Leeds.
5. Citizen rights to inclusion and representation, including the duty to provide independent advocacy.

6. The Essential Safeguarding Legal Framework (including that relating to domestic abuse).
7. Learning from relevant safeguarding reviews (including domestic homicide reviews).
8. Equality and diversity; inclusion and understanding the person's culture and identity.
9. Think Family, Work Family; that is, the Leeds commitment to working with families.
10. The LSAB information sharing policy.

These fundamental content requirements have been developed in such a way as to ensure that issues of domestic abuse are at the forefront of the Board's approach.

In addition, the Board also requires agencies that provide advanced safeguarding training to ensure they cover safeguarding adults best practice in respect of adults experiencing domestic abuse, forced marriage, 'honour-based' violence, hate crime and modern slavery.

This new approach is being rolled out in 2019/20 together with a set of learning resources for organisations and assurance mechanisms for the Board.

² Care and Support Statutory Guidance (2017)

7. 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 to ensure we learn from citizen experiences to improve safeguarding arrangements in the city.



7.1 Learning through Safeguarding Adults Reviews

Since April 2015, Safeguarding Adults Boards (SAB) have had a statutory duty to undertake Safeguarding Adults Reviews 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 neglect³.

The Care Act 2014 has provided the Board with a statutory basis for continuing with an approach to which it had been committed to for a number of years.

The purpose of a Safeguarding Adults Review is not to find fault and apportion blame. The purpose of the review is to identify learning that can be used to improve practice for others.

❖ **Reviews undertaken during 2019-2020**

The Board has completed two statutory Safeguarding Adults Reviews (SARs) during 2019-20; these concerned Mr and Mrs A and Mr B respectively. These reviews were undertaken by Professors Braye and Preston-Shoot, who are both leading experts and researchers in self-neglect.

The reviews and their recommendations have already been accepted in full by the Board and will be used to support the city in its work to develop a robust approach to supporting citizens living in circumstances of self-neglect.

i) Mr and Mrs A

Mr A was a 51-year-old man who died at home in circumstances of extreme self-neglect. Following Mr A's death, West Yorkshire Police made a referral to the Board, requesting a Safeguarding Adults Review (SAR) of the circumstances and experiences of Mr A and his wife, Mrs A.

The LSAB Executive Group made a recommendation to the Board's Independent Chair, Richard Jones CBE that this case met the criteria set out at Section 44 of the Care Act 2014 for a Safeguarding Adults Review to be undertaken.

The SAR was carried out in accordance with the principles set out in the Care Act 2014. The review benefitted from Mrs A's participation and contributions.

The purpose of the review was to learn from the circumstances of Mr A's death and both his and Mrs A's experience, to inform the greater understanding in Leeds of our approach to supporting adults who live in self-neglectful circumstances. Further, the review considered what might have been done differently, and explored ways in which partners could work together more effectively to prevent harm in similar situations in the future.

ii) Mr B

Mr B was a 66-year-old man of Irish heritage who died in hospital with self-neglect being cited a contributory factor.

Following Mr B's death, Leeds and York NHS Partnership Foundation Trust, (LYPFT) made a referral to the Board, requesting a Safeguarding Adults Review.

The LSAB Executive Group; SARs made a recommendation to the LSAB Independent Chair, Richard Jones CBE that Mr B's circumstances met the criteria set out at Section 44 of the Care Act 2014 for a Safeguarding Adults Review to be undertaken.

Again, the SAR was carried out in accordance with the principles set out in the Care Act 2014. The LSAB Executive Group wished to undertake a proportionate review that analysed Mr and Mrs B's experiences through a lens of evidence-based learning, based on self-neglect research and the findings of other national reviews concerning people in similar circumstances. Professors Braye and Preston-Shoot were in a prime position to undertake this approach for Leeds.

The overall purpose of this review was to learn from the circumstances of Mr B's death, focusing specifically on learning from good practice and examining any missed opportunities in order to inform a greater understanding of the approach required to support adults who live in self-neglectful circumstances in Leeds. As with Mr and Mrs A, this review also identified what might have been done differently, exploring ways in which partners can develop

how they work together to support people in similar situations in the future.

Key learning from both reviews:

Both of these reviews identified the need to establish both strategic and operational systems for supporting citizens of Leeds living in harmful, self-neglectful circumstances. This includes:

- The need for the city to have specific multi-agency guidance on self-neglect on responding to self-neglect.
- The establishment of a multi-agency mechanism for responding to citizens living in exceptionally high risk situations.
- Both reviews highlighted the challenge of striking the balance between respecting autonomy and keeping someone safe. The reviews identified the need for thorough mental capacity assessments that include consideration of executive capacity.
- The need for professional curiosity about people's life and circumstances, to inform assessments and to inform approaches to providing support.
- The need for safeguarding practitioners to have legal literacy and for there to be systematic approaches to risk assessment and management.

- The importance of a multi-agency approaches to safeguarding that brings together all relevant agencies to understand key issues and plan an approach to support.

As a result of this learning, the Board has developed a robust action plan to address and maximise learning from both reviews. These reviews, recommendations and actions plans will be published later in 2020.

❖ Reviews currently being undertaken:

The Board is also currently undertaking two further reviews.

Firstly, a thematic review is being undertaken in relation to the experience of adults who have died whilst living street-based lives in Leeds.

This review is being led by the Safeguarding Adults Board with support from Safer Leeds, the city's Community Safety Partnership. The review is being undertaken under its powers to undertake a review as set out in Section 44 (5) of the Care Act 2014.

The purpose of this Thematic Review is to:

- Understand the experience of those with street-based lives who have died in Leeds between October 2017 and December 2018;

- Understand how the safeguarding system in its widest sense works for people in those circumstances in Leeds, examining the strengths and areas for development.
- Identify best practice in Leeds and across the country.
- Identify learning for Leeds and systemic developments that will help Leeds achieve its ambition of being a compassionate city.

Secondly, the Board is also participating in a review concerning a young man who died at home, in circumstances of neglect. This review is being undertaken as a Joint Strategic Review with Safer Leeds and the Safeguarding Children Partnership, overseen by the chairs of each Board/partnership.

7.2 Self-neglect conference

The Leeds Safeguarding Adults Board hosted its first Multi-Agency Self-Neglect Conference in October 2018. We held our second in May 2019.

Undertaken alongside the two Safeguarding Adults Reviews concerning self-neglect outlined in Section 7.1 above, the conference provided an opportunity for multi-agency learning to inform the development of practice.

The event included Professor Suzy Braye, a leading authority on self-neglect; a nationally recognised legal expert, and multi-agency speakers from Leeds City Council: Adults and Health, West Yorkshire Police, West Yorkshire Fire and Rescue Service.

The event included approximately 150 participants, and the learning will inform the development of the policy, guidance and practice in Leeds.

Feedback from the courses have been really positive:

“Fantastic informative day that has improved my knowledge of safeguarding issues across the board”

“Every part of the conference was very useful and I will be able to share my learning and up to date knowledge with colleagues, it helped me think of new ways of working with complex individuals”

7.4 New policies, procedures and guidance

The Board launched new multi-agency safeguarding adults policy and procedures in April 2019. Multi-agency safeguarding policy and procedures provide a framework by which all organisations in the city are expected to work together and with the adult at risk, to support people to be safe from abuse, neglect and self-neglect.

These new multi-agency procedures were developed with the involvement of citizens, including their guidance to practitioners about what good practice looks like and feels like to them. This included key conversations they would hope to have and their expectations around support.

This in turn lead to the production of Citizen-led practice guidance and short-films and Citizen Ambassadors promoting these ‘Talk to me, Hear my voice’ principles as outlined in Section 4.3

In October 2019 the Board also produced a new Information Sharing Policy to help practitioners of all agencies to feel confident as to when they can share information about safeguarding concerns.

Also in October 2020 the Board published new Practice Guidance in relation to people in positions of trust. The guidance explains the responsibilities of all organisations to act on risks posed by their employees, volunteers or students, and when to share information with others with whom they work or volunteer.

In November 2020 the Safeguarding Adults Board, together with the Leeds Safeguarding Children Partnership and Safer Leeds published new Think Family, Work Family Principles and Practice Guidance.

This new Think Family, Work Family guidance highlights that people often live within families, and that to understand the unique circumstances of an adult or child, that it is necessary to understand the strengths and resources within the family to provide for their needs.

The guidance places a responsibility on all practitioners to respond to identified issues whether that is through signposting and referral, or providing services for families with whom they are involved.

7.5 Leeds Approach to Quality Assurance and Performance

During 2019/20 the Board has sought to develop its approach to quality assurance and performance, adopting an approach that enables us to:

1. Know our strengths and areas for development
2. Take action to build on strengths and areas for development across the partnership
3. Ensure citizens are heard and their views and experiences inform our work.

This new approach includes:

- Practice Standards – a set of standards and measures that can be used to inform a programme of audit activity. These are based around six safeguarding adults principles established by the Department of Health and the voices of citizens in Leeds.
- A multi-agency safeguarding dashboard, inclusive of Adults & Health information and that of all key agencies involved with the Board.
- Learning from the 'Talk to me, Hear my safeguarding story' project, that will report citizen feedback on their experience of the multi-agency safeguarding policy and procedures.
- A programme of multi-agency quality assurance activity related to the learning from the gathered

intelligence, using the new practice standards as a basis.

All key partners have committed to the new approach providing new information and data sets to support this work. In some cases, partners have refined or developed new ways of recording or reporting information, to support the dashboard.

The approach is just commencing and will be developed further, alongside a new multi-agency quality assurance programme in 2020/21.

8. Going Forward

8.1 Our Ambitions for 2020/21 – 2022/23

The Board's Strategic Plan sets out its plans for the next three years. Its plan is based around four key ambitions that will guide its work and priorities:

1. 'Talk to me, Hear my voice'

The Board remains committed to ensuring that practice and safeguarding arrangements are informed by the voices of those to whom we are here to safeguard.

Next year the Board will:

- Develop new 'Talk to me, Hear my voice' films
- Hold more Citizen Ambassador sessions
- Learn from citizens feedback on our safeguarding policy and procedures

2. Improve awareness of safeguarding across communities and partner organisations

The Board remains committed to working with communities and partners to ensure people know how to seek help and have the confidence to do so.

Next year the Board will:

- Promote our posters, leaflets and cards about safeguarding
- Develop a short-film to promote awareness
- Develop a new safeguarding website

- Hold a programme of engagements to promote awareness

3. Develop city-wide approaches to safeguarding practice

Abuse, neglect and self-neglect can take many forms. The Board will adapt its plans to focus on emerging priorities. This will however include several key areas of focus.

Next year the Board will:

- Develop citywide approaches to self-neglect
- Identify learning to support people living street based lives
- Work with strategic partners to develop our approach to domestic abuse.

4. Learn from experience to improve how we work

This ambition reflects the Board's commitment to continual learning and development of safeguarding arrangements

Next year the Board will:

- Develop our approach to quality assurance
- Develop our approach to Safeguarding Adults Reviews
- Develop resources to support the Board's new approach to learning and development

This is a summary. Read our Strategic Plan 2021/21 – 2022/23 in full on our website:

www.leedssafeguardingadults.org.uk

9. Appendix: Board Member Organisations

Member Organisations:
Leeds City Council: Adults & Health; Adult Social Care
Leeds City Council: Adults & Health Commissioning (Housing & Public Health)
West Yorkshire Police
Leeds Clinical Commissioning Group (CCG)
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: Children and Families
National Probation Service
West Yorkshire Community Rehabilitation Company
Advonet
The Alliance of Service Experts
HMP Leeds & Wealstun



If someone is experiencing or at risk of abuse, neglect or self-neglect, there are people who can help.

For advice or support, contact Leeds Adult Social Care:

- Tel: **0113 222 4401**
- BSL: **www.leeds.gov.uk/accessibility**
- Visit: **Council One Stop Centres/Community Hubs**

Please note: If a person is at immediate risk of harm or danger call the police straight away on 999.