

4. Covid-19 and the work of the Board

During April 2020, at the commencement of the pandemic the Board suspended its Board and sub-group meetings to allow individual agencies to maintain a focus on their operational demands and challenges. All these meetings and work streams however resumed in full by June 2020 but took place on-line.

Safeguarding services are provided by a range of organisations across the city with responsibilities to adults with care and support needs. The role of the Board as a strategic body, is to seek an assurance about the way organisations are facing and adapting to Covid-19 challenges, to safeguard people in Leeds.

For these reasons individual meetings between Board Members and the Board's Independent Chair were held during May/June 2020 to begin to understand the impact for individual member organisations.

Throughout the rest of 2020/21 Covid-19 has been a continuous agenda item for each meeting, which included these themes within its assurance/assessment processes.

- Safeguarding Practice: July 2020
- Learning & Development August 2020
- Safeguarding Concerns: October 2020
- Safeguarding Arrangements: December 2021

During this period, and continuing now, the Board retains the impact of Covid-19 as a standard agenda item for each meeting.

5. Supporting people within our multi-agency safeguarding adults policy and procedures¹

The multi-agency safeguarding adults policy and procedures provide a framework for all organisations to work together and with the person at risk, to support them to be safe from abuse, neglect or self-neglect.

Safeguarding Referrals

There were 10,917 safeguarding referrals made during 2020/21. This a 12% increase from 2019/20 and 25% increase from 2018/19 as set out below:

- 2020/21 – 10,917
- 2019/20 – 9,783
- 2018/19 – 8,715

Safeguarding Enquiries

When a referral is received by Leeds City Council: Adults & Health they will need to decide whether to undertake a safeguarding enquiry. This decision will be made based upon the criteria set out within Section 42 of the Care Act 2014 and the accompanying Care and Support Statutory Guidance.

In 2020/21 there were 3286 safeguarding enquiries commenced, this amounts to 30% of all referrals. This is a slightly lower percentage than in previous years as set out below:

¹ Data for the period 2021/22 will be produced for the LSAB Annual Report 2021/22

These figures indicate that people are being supported to achieve outcomes they want for themselves. 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 unachievable, or actions may be required for the safety of others contrary to the person's wishes.

6. LSAB Board Ambitions

The work of the Leeds Safeguarding Adults Board is focused around its four key ambitions. The reason for each of these, our achievements and future challenges are outlined below:

6.1 Ambition One: Develop citizen-led approaches to safeguarding

Reason for this ambition:

One of the key thrusts of the Care Act 2014 was to promote person-centred approaches to safeguarding, this involves listening to the person, promoting their involvement and working with them to promote the changes they want wherever possible.

Early achievements

- In 2019 the Leeds Safeguarding Adults Board worked with nine citizen groups in Leeds to develop 'Citizen-Led multi-agency safeguarding adults policy and procedures', which includes citizen views and experiences of what good looks like and feels like, and their advice and top tips for practitioners. The Foreword is provided by the Touchstone Service User Group.
- A key message from this work was the citizen-led principle, Talk to me, hear my voice. Leep1 a learning disability self-advocacy organisation became Board Ambassadors, visiting staff groups and teams to explain the importance of this approach. They won an award from the council in 2019 for being Partners of the Year. You can watch their videos on the Board [Youtube channel](#).
- The Board also established a Virtual Network that enabled members of the public and practitioners to contribute to the work of the Board on their selected areas of interest. This has been used to gather views on our plans, on our guidance and on our engagement materials for example.

Recent achievements

These citizen-led multi-agency policy and procedures were updated in 2021, to reflect new national guidance and further citizen-led Talk to me, Hear my voice videos have been developed by the Touchstone Service User Group. These have been added to our [Youtube channel](#).

This citizen-led approach is now influencing the national agenda with the Board being asked to contribute to national events in England, Scotland and a 5-nations Event. The Board has also been invited to talk to 5 other Safeguarding Adults Boards across the country. Some have used this same approach to amend their own policy and procedures. The London Safeguarding Voices Group, established by London ADASS and Healthwatch have added our materials to their resources page to inspire their Boards to work on similar engagement projects.

6.2 Ambition Two: Improve awareness of safeguarding across all communities and partners organisations

Reason for this ambition:

It is recognised that understanding and awareness of safeguarding and the support available to people is not always well understood. This is not unique to Leeds. Members of the public however will not automatically know how to gain support unless the message is promoted by the Board and member agencies.

Early achievements

The Board has invested in a post of a Citizen Engagement Officer that enables the Board to reach out to a large number of community groups / third sector organisations to promote awareness of safeguarding; and to build a social media presence.

The Board continues to host, together with Safer Leeds and the Leeds Safeguarding Children Partnership, a Safeguarding Week each June. Safeguarding Week is an opportunity to promote awareness of safeguarding and agencies were challenged to do 'one more thing' to promote awareness during this period.

Recent achievements

The Board recognises the importance of ensuring that safeguarding support is available to people across Leeds. This has led to the establishment of a Task & Finish Group in relation to Diversity, Inclusion and Access, and the commission of Voluntary Action Leeds to undertake a research project with community leaders and community groups. The learning from this will be achieved during 2022/23 and help to inform how we can best reach out and make safeguarding accessible across diverse ethnic communities in Leeds.

In response to the increased challenges around direct face-to-face engagement with community groups during the pandemic. The Board has developed the Friends of the Board Network to help engage with and reach different community groups. It has also developed a Community Engagement Network to help gain support and advice in promoting awareness of safeguarding. In addition, it has developed very strong link with the Be Safe Group, part of the Learning Disability People's Parliament in Leeds and is working to develop accessible resources with this group.

The Board continues to develop its original engagement materials, [posters](#) and [leaflets](#) designed using citizen focus groups and surveys. These promote the positive outcomes from seeking support from safeguarding services. The Board also developed its own '[Tricky Friends](#)' video – that helps promote awareness of the risk of 'mate crime and abuse'.

This year, we have trialled having an [Annual Report video format](#), with members of the public asking questions to Board members. We hope to build upon and develop this approach in future years, as it is being accessed more regularly than previous formats; and illustrates our desire to engage with citizens in Leeds.

Ongoing challenges and forward plans

1. The Covid-19 Pandemic raised significant challenges around direct engagement with citizens; this significantly reduced the number of awareness sessions that could be provided. However, we feel we have responded to this with the development of the Friends of the Board Network and Community Engagement Network.

2. The Board is developing new video formats to promote awareness of safeguarding. This will complement our other resources and will be particularly valuable in circumstances where face-to-face contact remains more limited than previously.
3. The Board needs to develop a new website to ensure it provides accessible information to members of the public, practitioners and organisations. This is currently proving problematic due to the lack of resources within the Council and its policy not to commission external sites.

6.3 Develop city-wide approaches to safeguarding practice

Reason for this ambition:

The Board recognises that to safeguard adults at risk of abuse and neglect, it needs to work widely and across citywide partnerships, networks and strategies support and protect adults at risk of abuse and neglect. This new ambition was set for 2021/22.

Achievements:

During 2021/22 the Board decided to introduce a Champions Model towards influencing the city's safeguarding practice. This has taken the form of each Board Member adopting a wider role of support and influence. The following few examples are intended to be illustrative.

- Leeds City Council: Housing is represented on the Board. It has committed to establish a safeguarding network with wider housing associations. During this year, quarterly meetings have been established and this approach is already proving an effective way of sharing safeguarding developments and the work of the Board with important partners.
- Leeds Teaching Hospital NHS Trust has been leading a Task and Finish Group to assess our responses to Safeguarding Adults Reviews in Leeds, in relation to self-neglect. This is well supported by a variety of other agencies.
- A Leeds Clinical Commissioning Group member is acting at the Board's Learning and Development Champion, taking a lead in this area of work, and chairing related learning and development task and finish groups.
- Leeds City Council: Adults and Health have led work to establish a multi-agency Exceptional Risk Forum (ERF) that offers support and advice to agencies working with people who are at a risk to themselves, despite the prior efforts of agencies to offer support to minimise that risk. An initial 6-month evaluation of this approach is currently being undertaken.
- West Yorkshire Police have been leading a Task and Finish Group in relation to Safeguarding Diversity and Inclusion. This multi-agency group is focused on understanding safeguarding access issues of people with different ethnic communities.

Wider roles include links to Drug and Alcohol Strategies; Domestic Abuse Local Partnership Board, Mental Health Strategies; Liberty Protection Safeguards (LPS) Commissioning arrangements amongst others.

The Board continues to work closely with its strategic safeguarding partnerships, such as Leeds Safeguarding Children Partnership and Leeds Safer Stronger Communities. Examples of this include:

- In 2021 Safer Leeds endorsed the LSAB Self-neglect policy to help ensure effective citywide responses.
- Leeds Safeguarding Children Partnership and Leeds Safer Stronger Communities work together to promote safeguarding awareness
- The Safeguarding Adults Board, Leeds Safeguarding Children Partnership and Leeds Safer Stronger Communities having been undertaken a joint Strategic Review in the circumstances of a young man's death in Leeds.
- The same three Boards/partnerships have adopted joint shared approaches to Think Family, Work Family and 'Was not brought' approaches. The latter relates to how missed appointments are recorded, and how they can prompt further professional curiosity.

Ongoing challenges and forward plans

1. This Champion model approach is proving effective but needs to be embedded to gain the full influence of the partnership in Leeds.
2. The Board is in the process of developing a Self-neglect strategy for Leeds. A key element of this will be the ability to influence wider related strategies, such as how drug and alcohol strategies relate to self-neglect and safeguarding. These will be the kinds of challenges and new thinking that will need to be taken forward next year.

6.4 Ambition Four: Learn from experience to improve how we work

Reason for this ambition:

This ambition is based on the need for continued improvement and learning from individual's experiences of support. We want to make sure that learning changes practice and leads to improved experiences for others.

Progress:

Safeguarding Adults Reviews

The Board undertakes Safeguarding Adults Reviews to learn from people's experience and to improve how the partnership works to support people to be safe. The Board is currently concluding a thematic review involving 5 people who died in circumstances of self-neglect. This has been undertaken by two leading national experts. This review builds upon and includes learning from other Safeguarding Adults Reviews in Leeds (2 previous and one ongoing) regarding self-neglect.

Improving outcomes for people who self-neglect is a key priority. The Board has already:

- Produced a LSAB Self-neglect policy
- Provided multi-agency training
- Established an Exceptional Risk Forum (ERF)
- Disseminated key learning messages based on 'Always Care'
- Worked through SAR recommendations regarding previously concluded SAR reviews

The Board is proposing to develop a comprehensive self-neglect strategy in response to the thematic review, that will help to improve outcomes for people who self-neglect in Leeds.

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1. Leeds Safeguarding Adults Board 2020/21

1.1 What is safeguarding adults?

Safeguarding adults responsibilities are explained in the Care Act 2014 and the Care and Support Statutory Guidance 2020. The aims of safeguarding adults are to:

- prevent harm and reduce the risk of abuse or neglect to adults with care and support needs
- stop abuse or neglect wherever possible
- safeguard adults in a way that supports them in making choices and having control about how they want to live
- promote an approach that concentrates on improving life for the adults concerned
- raise public awareness so that communities as a whole, alongside professionals, play their part in preventing, identifying and responding to abuse and neglect
- provide information and support in accessible ways to help people understand the different types of abuse, how to stay safe and what to do to raise a concern about the safety or well-being of an adult
- address what has caused the abuse or neglect¹

1.2 What are Safeguarding Adult Boards?

Safeguarding Adults Boards are established under the Care Act 2014. The objective of Safeguarding Adults Board is to help and protect adults in its area who have needs for care and support,

¹ Care and Support Statutory Guidance, Section 14.11

² Care Act 2014, Section 43(3)

and as a result of these, are unable to protect themselves from abuse, neglect, self-neglect or the risk of it.

The way the Board works to achieve its objectives is by coordinating the work of agencies and ensuring the effectiveness of what each of its members does².

Safeguarding Adults Boards have specific duties as set out in Schedule 2 of the Act³. This includes producing Annual Reports, Strategic Plans and undertaking Safeguarding Adults Reviews.

It is important to note that as a strategic body, the Board neither commissions nor delivers safeguarding services itself. Instead, these are provided by a range of organisations across the city, who are accountable and responsible for their services and safeguarding practice.

1.3 Which organisations are on the Board?

A wide range of organisations are represented on the Safeguarding Adults Board in Leeds. This includes senior representatives from:

- Leeds City Council: Adults & Health,
- West Yorkshire Police
- NHS Leeds Clinical Commissioning Group
- Leeds and York Partnership NHS Trust
- Leeds Teaching Hospital NHS Trust
- Leeds Community Healthcare NHS Trust
- West Yorkshire Community Rehabilitation Company
- National Probation Service
- West Yorkshire Fire and Rescue

³ [Care Act 2014, Schedule 2](#)

- Leeds City Council: Housing
- Advonet, representing the third sector.

1.4 Board governance arrangements

Independent Chair

The Board appointed Richard Jones CBE to be its Independent Chair, whose role involves providing leadership, challenge and support to the Board in achieving its ambitions.

Review of Board arrangements

Led by the Independent Chair, the Board has undertaken a review its working arrangements during 2020/21, which has led to changes to its structures and arrangements.

New simplified arrangements are in place with the Board now leading on areas that it may previously have delegated to sub-groups. Instead, new task and finish groups are now established as and when needed. This was felt to be a more productive and effective way of working going forward.

As such during 2020/21 the Board rescinded its Executive Group, its Safeguarding Adults Review Group, and its Learning and Development Sub-group.

Alongside this the Board has revised the roles and responsibilities of the Independent Chair and Board members and is exploring how members can influence wider city strategies in support of promoting safeguarding adults. This will be evidenced within future Board work plans.

Current Board Structures

In place of a Learning and Development Sub-group, the Board has adopted a champion model for this work and has asked

Belinda Sharratt, Designated Nurse Safeguarding children and adults, Leeds Clinical Commissioning Group to adopt this role. This work will now be taken forward through task and finish groups rather than a standing sub-group.

The Board however has decided to retain its Quality Assurance and Performance Sub-group, which is responsible for multi-agency safeguarding data, multi-agency audits as well as multi-agency policy and procedures. The sub-group is now chaired by Richard Hattersley, Lead Professional Safeguarding Adults/ Deputy Head Safeguarding, Leeds Teaching Hospital NHS Trust.

Key strategic partnerships

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
- Leeds Safer Stronger Communities

The Chairs from the Safeguarding Adults Board, Safeguarding Children Partnership and Safer Stronger Communities meet regularly to share information and identify common priorities, and opportunities for collaborative working.

Funding arrangements

The Board is funded 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.

For more information about the work of the Board, visit the Board Website: www.leedssafeguardingadults.org.uk

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

The multi-agency safeguarding adults policy and procedures provide a framework for all organisations to work together and with the person at risk, to support them to be safe from abuse, neglect or self-neglect.

A summary of safeguarding concerns, the profile of people who were supported and the outcomes achieved is provided below:

Safeguarding Referrals

There were 10,917 safeguarding referrals made over the last 12 months. This a 12% increase from 2019/20 and 25% increase from 2018/19 as set out below:

2020/21 – 10,917

2019/20 – 9,783

2018/19 – 8,715

This seems to suggest that there is an increasing awareness of how to contact Leeds City Council: Adults & Health when someone has concerns for a person's safety and wellbeing.

Safeguarding Enquiries⁴

When a referral is received by Leeds City Council: Adults & Health they will need to decide whether to undertake a safeguarding enquiry. This decision will be made based upon the criteria set out within Section 42 of the Care Act 2015 and the accompanying Care and Support Statutory Guidance.

⁴ Figures relate to Section 42 and other enquiries commenced during the year

In 2020/21 there were 3286 safeguarding enquiries commenced, this amounts to 30% of all referrals. This is a slightly lower percentage than in previous years as set out below:

2020/21 – 30%

2019/20 – 35.8%

2018/19 – 39.2%

On occasions when a safeguarding enquiry was not required, other forms of support, advice, information or other services will have often been provided dependent upon the nature of the risks, the specific concerns and the person's particular needs.

Nature of concerns⁵

During 2020/21 those safeguarding enquiries undertaken involved a range of different types of concerns as set out below:

- ❖ Neglect and acts of omission – 32%
- ❖ Physical abuse – 25%
- ❖ Financial or material abuse - 13%
- ❖ Psychological abuse - 11%
- ❖ Domestic abuse – 6%
- ❖ Self-neglect – 5%
- ❖ Sexual abuse – 3%
- ❖ Organisational abuse - 2%
- ❖ Discriminatory abuse - 1%
- ❖ Sexual exploitation – 1%
- ❖ Modern slavery - <1%

It is important to note however, that a person may experience more than one type of abuse at the same time.

⁵ Figures relate to Section 42 and other enquiries concluded during the year

Outcomes: Making a difference⁷

Safeguarding enquiries can take different forms so as to respond effectively to the nature of the risk, the specific circumstances and the person's desired outcomes. Across the different types of enquiries, the following outcomes can be noted:

- Risk reduced or removed

During 2020/21 the risk experienced by the person was reduced or removed in 87% of enquiries. This is broadly consistent with previous years as set out below.

2020/21 – 87%

2019/20 – 89%

2018/19 – 90%

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.

- Desired outcomes

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.

2020/21 – Fully achieved 75%; Partially achieved 20%

2019/20 – Fully achieved 77%; Partially achieved 19%

2018/19 – Fully achieved 83%; Partially achieved 14%

These figures indicate that people are being supported to achieve outcomes they want for themselves. 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 unachievable, or actions may be required for the safety of others contrary to the person's wishes.

⁷ Figures relate to Section 42 and other enquiries concluded during the year

4. Board Ambitions for Leeds

The Board's three year strategic plan was produced in April 2020, it is based around four key ambitions:

- Develop citizen-led approaches to safeguarding
- Improve awareness of safeguarding across all communities and partner organisations
- Develop city-wide approaches to safeguarding practice
- Learn from experience to improve how we work

Each year the Board will aim to further its achievements in each key area. The sections below provide an outline of progress and achievements during 2020/21:

5. Develop citizen-led approaches to safeguarding

5.1 What we want to achieve for citizens in Leeds:

'I am able to influence how people are safeguarded in Leeds'

Our ambition is to involve citizens as partners in developing safeguarding in Leeds

5.2 Citizen-led multi-agency policy and procedures

The Board remains committed to its approach of Citizen-led multi-agency policy and procedures established in 2019. The multi-agency policy and procedures provide the framework around how all organisations in Leeds must work together and with the adult at risk, when there is a risk of abuse, neglect or self-neglect.

The Leeds approach is unique, as it continues to recognise citizens as experts in their own lives and in how they wish to be

supported. The policy and procedures were developed around citizen views about what good support looks like and feels like; and their advice for practitioners on the support they would want to receive. The citizen-led expression, Talk to me, hear my voice emerged from this consultation, which has now become embedded within Leeds.

The Board remains 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

For more information; the [Board multi-agency safeguarding policy and procedures](#), and [Citizen-led practice guidance](#) booklet are available through these links.

5.3 Citizen Ambassadors

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

One of the groups, Leep1, a learning disability self-advocacy group volunteered to become the Board's Talk to me, hear my Voice Ambassadors. They produced a short film and undertook 10 sessions in 2019/20 with staff groups, to explain the importance of Talk to me, hear my voice principles.

Unfortunately, due to Covid-19, this Ambassador programme has been on hold during 2020/21, but both the Board and the Ambassadors are keen to continue this programme as soon as circumstances allow. Other citizen groups have also expressed an interest in becoming Board ambassadors.

5.4 Talk to me, hear my voice films

Citizen groups in Leeds have developed Talk to me, hear my voice films. These have been produced by:

- Leep1
- Touchstone Service User Group
- Touchstone Sikh Elders Service

The films are available to view on the Board's [You Tube Channel](#). These, alongside the Ambassador programme, reflect the Board's commitment to ensuring citizen voices are heard and change the way we work; enabling practitioners to learn directly from citizens about what good practice looks like and feels like.

5.5 Friends of the Board Network

The Leeds Safeguarding Adults Board highly values its links with people and community groups across the city, and this is why it introduced the Friends of the Board Network in January 2021.

Through these important links and networks, the Board hopes to raise awareness of abuse, neglect and self-neglect, and how people can get the help and support they need.

The Board however, also wants to hear from people in Leeds about what is important to them, and to find ways to focus our work based on what people in Leeds are saying. The network is a helpful way for the Board to link with people in communities and hear what they feel the Board's priorities should be.

At the time of this report, Friends of the Board Network include:

- Touchstone Service User Group
- Leeds Sikh Elders Service
- Leeds BME Hub
- Leeds Mind
- Leeds Hearing & Sight Loss Service
- Holbeck Together
- Richmond Hill Elderly Action
- Rob Wilson
- Leeds Jewish Welfare Board
- Leeds Irish Health & Homes
- LCC Employee Disability Network
- LCC Employee BAME Network
- LCC Employee LGBT Network

Responses from a number of organisations are yet to be received, and so the network is likely to grow over time.

5.6 LSAB Virtual Network

The Board is always keen to reach out and engage with more people in its work, and so maintains a Virtual Network.

The [LSAB Virtual Network](#) provides an opportunity for any practitioner, organisation or member of the public to contribute towards the development of safeguarding in Leeds. A couple of times a year the Board will then be in touch by email to seek views on the work it is undertaking.

Over 220 people have signed up. During the year, the Board has used the network to consult people on its Strategic Plan, its

Engagement Materials (new posters/leaflets) and its newly developed Self-neglect Policy.

5.7 Talk to me, hear my safeguarding story

The Board's multi-agency safeguarding procedures set out how all organisations should work together and with the person at risk to prevent and end abuse.

In order for the Board to learn from citizens about their experiences of being helped and supported within these procedures it commissioned Advonet, an independent local advocacy organisation, to run a two year project until the end of October 2021, called 'Talk to me, hear my safeguarding story'.

The project gives people an opportunity to give honest and anonymous feedback about their experience of support which can be done through an on-line questionnaire or telephone conversation.

Advonet collate the learning from the project for the Board; using a citizen panel to produce recommendations.

The project is due to report on findings during 2021/22. The Board will use this information to consider how it can improve outcomes for people supported within the multi-agency safeguarding procedures.

5.8 Examples of good practice

Above and beyond the collective initiatives aligned above, each member organisation will take forward these ambitions within their own organisation and networks. These are just some examples from member organisations of their work in these areas:

Leeds City Council: Adults and Health

Care Delivery:

Within the in-house service provision we have ensured that the voices of people who use the service have been heard by holding better conversations, and using strength and asset based approaches to ensure that individual's personal plans reflect their own voices. This resulted in identification of outcome-based goals and aspirations.

The service also actively sought opportunities to reach out to people accessing the service, and their carers to improve lines of communication through methods such as additional consultation exercises.

Community and specialist social work services:

The further development of strength-based practice has been a fundamental aspect of working within a pandemic. A reflection session was undertaken addressing the fundamental questions in terms of strength-based approaches in relation to the following set of questions:

- How can I uphold the inherent dignity of people?
- How can I uphold human rights, including the right to life, the right to freedom, the right to liberty and the right to respect for family and private life?

These practice-based reflections were then used to enhance and strengthen practice with individuals, ensuring that the plans that were put in place following a safeguarding incident or enquiry are effective and consistent with people's wishes and aspirations.

2. *Did you feel supported and safe?* In the event that safeguarding was not understood or explained this question aimed to illicit whether the patient felt supported during a time of crisis.

3. *Did you feel listened to?* Essentially this question seeks to find out having disclosed the concern, did people act on what they were told.

Key theme 1- Supporting communication (used here as an example of one key theme learning)

- Consider how best to ensure all relevant information e.g.: hearing impairment is highlighted in the referral/initial communication.
- Where interpreters are used, consider pre discussions with the interpreter regarding the word safeguarding to better share the understanding of the process.
- Consider communication of safeguarding in different formats though the learning suggests leaflets do not replace quality conversations.

Leeds and York Partnership NHS Trust (LYPFT)

LYPFT have and will continue to actively support the Board and Advonet through 2021 in the citizen safeguarding feedback project and are similarly committed to the LSAB multi-agency Citizen-Focus practice audit panel. In regards to the latter the Trust safeguarding team has played an important role in its development, providing panel membership and cases to be reviewed. An integral part of the work of the audit panel is to establish to what level the voices of those of who we safeguard are captured in practice. This allows the practitioner and other agencies to reflect upon how citizen's wishes and opinions were gathered and practice informed during the safeguarding process,

thus allowing local learning and also informing wider learning at the Trust, Multi-agency and Board level.

One positive example is where a service-user in very difficult personal circumstances was supported by their care co-ordinator and social worker to enable their voice to be heard in their safeguarding process. The trust is embedding this in its training and advice when other similar circumstances arise.

Leeds Community Healthcare NHS Trust

Patients who are involved in a safeguarding process have a full, time and decision specific mental capacity assessment. They are always asked what their wishes are regarding proposed safeguarding outcomes. All conversations are recorded on our electronic patient record system (Systmone). If a patient is found to not have full mental capacity regarding a safeguarding process, family members will be considered to advocate (if they have lasting power of attorney for health and well-being) if not, their wishes will always be considered, however, an Independent Mental Capacity Advocate (IMCA) can be appointed. Mental capacity and advocacy is included in LCH Safeguarding training.

Leeds City Council: Housing

It has been a priority for Housing Leeds to check the wellbeing of a large number of vulnerable residents and support residents to access services where needed:

- Housing Officers have continued to contact their customers over the telephone to undertake their Annual Home Visits. The HO's identify any vulnerabilities and actively seek out their customer's voice, through quality conversations in line with the "talk to me hear my voice" principles, in order to make appropriate referrals for support and to put risk management plans in place.
- Additional supportive calls have been made to Council general needs tenants aged 60 plus (5,120 tenants) and

- ensuring any new awareness materials are appropriate and accessible
- supporting regional and national campaigns
- increasing consultation on Board plans, policies and engagement materials

The Network includes people in key positions who are able to offer advice and support about reaching different communities in Leeds. Consistent with the ambition to be citizen-led, it includes both citizen and organisation members. Currently membership includes:

- CCG Communication and Engagement team
- Housing Leeds Engagement team
- LCC Communities team
- Age UK Leeds
- Leep1
- Talk to me, hear my Voice Ambassador Susan Hanley
- Touchstone service user safeguarding group

6.5 Promoting new engagement materials

The Board continues to promote awareness of safeguarding through its new leaflet and posters developed during 2019/20 but launched during 2020/21.

The new [posters](#) seek to promote positive images of safeguarding, of the support and help that is available, and the difference it can make to people's lives. These messages are based on citizen-led consultation about what good practice looks like and feels like.

The new leaflets see [leaflets](#) also seek to provide simple scenarios that members of the public can identify with; to help people understand how safeguarding can help them.

These new materials were developed with a citizen focus group and with extensive public consultation; gaining over 800 responses. The approach reflects the Board's commitment to becoming increasingly citizen-led.

These posters and leaflets are regularly posted on social media and are available to download from the Board website. The leaflets are currently available in 11 languages, but can be produced in other languages and different formats upon request. Contact: lsab@leeds.gov.uk

The Board is exploring the potential of creating short films to promote awareness of safeguarding. Work is ongoing to develop scripts and identify potential providers who could assist with this.

6.6 Building social media presence

The Leeds Safeguarding Adults Board has increased its presence on social media with approx. 1400 Twitter Followers at present.

This has proved a helpful way to promote safeguarding adults information and other relevant topics such as safeguarding and Covid-19 issues, Domestic Abuse, Scams and Modern Day Slavery.



Facebook: www.facebook.com/LeedsSAB/



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

Improving Awareness

addressed collaboratively. This proactive approach has meant that safeguarding concerns have continued to be raised and responded to effectively.

The implementation of fortnightly meetings between the Local Authority Mental Health service and private mental health hospitals, the development of an agreed protocol and a bespoke training and learning plan. This is bespoke given the nature of the hospitals and the nature of the safeguarding referrals. The improved communication and protocol has been beneficial and has resulted in improvements in the timeliness and quality of referrals and a greater focus on documentation of the capacity of the individual and their desired outcomes. This has resulted in a reduction in number of safeguarding referrals and has ultimately created a safer space for individuals.

The implementation of a Mental Health Unit Duty Coordinator post, this individual provides a single point of contact to oversee the Mental Health Duty Service and consistency in terms of safeguarding procedures and processes, this oversight has also meant that safeguarding referrals and enquiries are undertaken in a more proactive and timely manner with the ability to further develop relationships.

Adults and Health Integrated Commissioning

We disseminate all key messages from the LSAB to our commissioned services to promote awareness of safeguarding adults and to ensure they are kept up to date. We use our various provider forums to promote awareness of safeguarding adults and of the new safeguarding policies.

We have circulated the Safeguarding Adults Learning and Development Strategy through our dedicated web pages for Adult Social Care providers.

During the pandemic, we have worked with partners, including Leeds Healthwatch and Carers Leeds, to ensure citizens are aware of changing guidance and where to find support.

We have a dedicated web page for relatives and friends of care home residents which contains details of support available from organisations such as Healthwatch, Carers Leeds and Age UK and also information on topics such as Raising a Concern, Rights of someone in care, Examples of care homes doing things well.

West Yorkshire Police

We have launched many campaigns over the last year, namely, the domestic abuse and older people campaign and the sharing of key messages during the COVID 19 pandemic, including information about safe spaces and 'Ask for Ani.' A safe way for people needing help to ask for it from the police.

We also launched the online reporting tool for DA and most recently Clare's Law online requests to improve awareness and accessibility for victims to report DA to us.

We utilised the safeguarding week to remind officers of the different ways that adults can be vulnerable and require support. We have recently revisited training around adult at risk referrals and improved the way we record the referrals we make into Adult Social Care.

There have been many training symposiums created around cuckooing and distraction burglaries, as well as increasing officers understanding around coercive control and elder abuse. This has included raising awareness around the Herbert Protocol and establishing dementia champions as a source of advice for other officers.

areas of our buildings and actively promotes various support services to Service Users.

Community Rehabilitation Company

The work conducted in the first case above by the Probation Officer also includes a trainee Probation Officer (PQIP candidate) to support a holistic tailored approach. Records indicate prompt timely and effective information sharing between different partners to support the service user in making positive steps in the long term. For example, where the service user lapsed into crack cocaine use recently this was utilised as a learning opportunity to build on positive steps already taken. Praise was given for steps he has taken in a positive way to reinforce his progress that he himself has made. A coherent, joint, positive message was shared by all agencies working with this service user, showing their belief in his ability to change, whilst recognising lapse as a natural occurrence that can be overcome.

All CRC/Probation staff have access to Safeguarding Adults learning package via remote learning on a digital platform.

7.4 People living street-based lives

Please refer to [Section 8.2.1](#) in relation to learning from Safeguarding Adults Reviews concerning people who have died living street-based lives in Leeds.

7.5 The 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 locally'⁸

The Board has set out its expectations of agencies in the 'Leeds Approach to Learning and Development'. This framework explains the areas that should be covered in safeguarding adults learning opportunities provided by agencies to their staff. These are called the Fundamental Content Requirements and cover matters such as the need to focus on, 'Talk to me, hear my voice', the role of safeguarding adults in supporting adults with care and support needs who experience or are at risk of domestic abuse and the Leeds Safeguarding Adults Board: Practice Standards.

The necessary response locally and nationally to Covid-19 has had a significant impact on the way in which learning opportunities are provided to practitioners. The learning workshops provided by the Board have all been virtual and the Board is considering provision of other means of learning delivery, such as webinars going forward.

⁸ Care and Support Statutory guidance 2020; Section 14.225

7.6 Legal literacy workshops

The Board first introduced legal literacy workshops in 2018/19 in response to a Safeguarding Adults Review in relation to 'Dorothy' who died having experienced domestic abuse. Such was the positive response, these have been offered annually ever since.

Hence in November 2020 the Board commissioned a national expert in safeguarding adults and the law to provide virtual multi-agency Legal Remedies Training for Practitioners. The course considers the use of legal remedies in safeguarding, so that staff will be better equipped to understand and weigh up practice options.

In December 2020, the Board provided an additional course, Multi-agency Legal Remedies to Domestic Violence and Abuse, allowing for a greater focus on safeguarding adults and domestic abuse. This course was also provided by a nationally acclaimed expert; this person is a lawyer and trainer who also chairs safeguarding boards and undertakes Safeguarding Adults Reviews. Their workshops are always exceptionally well-received. The sessions 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.

Approximately 140 key practitioners took part in these workshops with the aim of promoting best practice in the city.

7.7 'Was not brought'

Many children and adults are dependent on someone else to take them to appointments about their health or welfare. If they do

Developing Citywide Approaches

Domestic Violence and Abuse, trauma informed practice, hoarding etc. have been altered to Webinars and take into account the new issues that have arisen with working more remotely and in a different environment.

Care Delivery:

In response to the Covid-19 pandemic, we worked in new ways with multi-disciplinary agencies to provide temporary accommodation and support within hotels to people who ordinarily live street based lives.

Community and specialist social work services:

The following actions have contributed to the implementation of the action plan:

- Establishment of a Liberty Protection Safeguard Implementation Group containing all key members to date. Once the code and the regulations are published that Group will be expanded.
- Proactive involvement with the ADASS LPS Lead, key attendance at engagement sessions e.g. IT solutions and potential paperwork.
- Current production of an options appraisal for an IT solution for LPS, a solutions architect is reviewing the options appraisal.
- Implementation of refresher training for the Best Interest Assessors in readiness for the transition to the AMCP Role.
- The implementation of a bespoke approach between Adult Social Care and West Yorkshire Police working specifically with people with a learning disability and autism where social distancing has either not been understood or has

created complex trauma issues. The joint approach has been greater collaboration and a less punitive and more strength based approach to communicating with individuals and greater support for providers.

Adults and Health Integrated Commissioning

Over the past year colleagues from across the Council and partner organisations have worked together to ensure that during the pandemic there was emergency accommodation available to anyone rough sleeping or homeless under the 'Everyone in' initiative. The offer included accommodation, food and wrap around support such as housing support, drug and alcohol and health services. Public Health advice was followed regarding infection control to ensure that people who were particularly vulnerable to Covid 19 were safe. An evaluation was undertaken to ask for people's views about the emergency accommodation on offer and their future needs. The partners have bid for additional funds to ensure that, as we move out of the pandemic, there is an enhanced health and support offer including additional drug and alcohol treatment, trauma support and support for hospital discharge.

An enhanced service was offered by Leeds Domestic Violence Service to ensure that advice and support was available. This included a live chat function on the website and additional accommodation and support. The Council and other social landlords in the city worked together to provide move on accommodation from supported housing for people who were ready.

At the start of the pandemic the Commissioning Service worked with partners to quickly establish 33 community hubs across the city and also took a lead role on managing 'Tier 1' COVID volunteers to support people through the pandemic who had additional needs. We also supported external organisations by providing vetted volunteers to help with safe hospital discharges; PPE and the collection and delivery of medication. This included

Developing Citywide Approaches

support people who were Clinically Extremely Vulnerable (CEV)/ shielding.

West Yorkshire Police

Safeguarding remains at the heart of our service delivery. Investment via the Rough Sleepers Initiative Fund and employment of Safeguarding and Risk Managers. This is best reflected by our Street Support team, funded by the Council and WYP which has proven success. The role enables enhanced links to Adult Social Care and opens pathways to secondary mental health services that were initially difficult to navigate.

Identification of individuals within the street community are engaged to help prevent and stop chaotic lifestyles. Alongside CBO's, numerous Outreach, Hubs and Support networks are utilised. The introduction of a Hospital and Health Inclusion Team formed to prevent returning clients to the streets from hospital and also preventing the need of hospitalisation. Working closely with the Council and local Trusts we provide accommodation intervention in addition to the introduction of an enhanced drugs and alcohol outreach service with the ability to quicken the process of prescribing, add to the safeguarding principles.

By working with individuals and Partners we can approach Courts and Probation to alleviate the risk of further prison terms and encourage the use of Probation to prevent returning to street life, with the added support to re-engage with community and re-establish family relationships.

NHS Leeds Clinical Commissioning Group (CCG)

Working alongside Local Authority (LA) colleagues, improving safeguarding practice in care homes has been a focus this year for the CCG.

Alongside the regular quality meetings and the sharing of concerns and good practice between the CCG and LA, this year has seen the development of a guidance document to support care homes to review their medicines policies, to ensure that they meet the quality, safeguarding and practice standards that are expected. A medication policy template has also been developed for Adult Social Care which sets out the minimum standards which should be covered by a provider's medicines policy. This will ensure that the practice and safeguarding expectations related to medication management, storage, usage and incidents, is standardised across partners.

Further work has also been undertaken alongside LA partners to support care homes with the expectations and regulations of the Mental Capacity Act (MCA). This has included the implications of the current COVID pandemic, and the need to ensure that safeguarding considerations and MCA were followed within the vaccination and testing programmes within care homes. Although the consequences of COVID can be life threatening, in particular for those citizens living in a care home setting, it remains paramount that safeguarding and MCA responsibilities are met and as such training and template documents for the recording of decisions making have been developed to support best practice.

West Yorkshire Fire & Rescue Service

We have worked as part of the Exceptional Risk Task and finish group in order to help develop pathways and strategies to support practitioners and in turn individuals.

Advonet

We initiated the holding of monthly online meetings of 7 advocacy organisations throughout Yorkshire to consider how the Coronavirus Legislation as well as the pandemic more generally was impacting on the effectiveness of advocacy and advocates ability to carry out their roles. This helped us share our learning

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about how we could best engage with adults at risk on wards and in care homes where settings where they suddenly much more isolated; people with whom we would no longer have incidental contact, resulting in advocates meeting and beginning to work adults at risk, just because the advocates were on site. These meetings helped all agencies involved to learn more about what could be tried, but also to be realistic about what was possible in the circumstances.

Leeds Teaching Hospital NHS Trust (LTHT)

West Yorkshire Violence Reduction Unit/LTHT A&E Navigator Pilot – Leeds Teaching Hospitals NHS Trust: A public Health approach to reducing harm, safeguarding exploited and vulnerable children and young people.

- The Emergency Departments (ED) at Leeds Teaching Hospitals NHS Trust received approximately 159 recorded attendances due to assaults per month, of which 40% involve those below the age of 25 (Jan 2020 dataset).
- Safe Talk Leeds (joint project between LTHT and Crime Reduction Unit) provided in-reach services into the Emergency Department. From January 2020 through to the end of September 2020, there were 84 referrals made to the Safe Talk service.
- The Leeds General Infirmary also serves as a regional major trauma centre, and so additionally we see a number of attendances that are cases that have resulted in serious injury as result of violence.
- Building on experiences and evidence from Scotland, Sheffield and London, the West Yorkshire Violence Reduction Unit (VRU) are supporting the development of a Navigator programme through a six month pilot project in Leeds.
- Screening for specific associated behaviours and vulnerable groups will support identification of young people at risk of knife crime, violence and exploitation by organised crime

gangs, and so would broaden the opportunity to reduce community violence, as oppose to focusing primarily on patients presenting with an injury.

Key aspects will underpin the service during the pilot phase:

- a) An innovative partnership model between the LTHT Safeguarding team, LTHT ED, LTHT youth service and Leeds VRU has been developed to create and embed a service to support individuals age 13-25 years exploited and abused within organised crime groups, knife crime and community violence at the point of crisis.
- b) The LTHT Youth worker team is to be expanded to work with children and young people attending LTHT Emergency Departments using the 'reachable moment' of crisis following assault/knife injury/alcohol, drug crisis/exploitation (for example). Contact will be made within 24 hours of the incident and links made with a range of partners to provide alternatives and choices for change.
- c) Staff training and engagement across Trust services.
- d) Data collection, refinement and analysis to lead service change.
- e) Patient and staff feedback, participation and branding to raise the profile of the navigator project.

Leeds and York Partnership NHS Trust (LYPFT)

The Trust has been an active participant and steering group member, alongside other agencies, in regards the development of the LSAB Self-Neglect Policy– and similarly is contributing to the development of the High Risk Forum, where it is expected Citizens with some of the most complex self-neglect experiences will be discussed.

8. Learn from experience to improve how we work

8.1 What we want for Citizen's in Leeds:

"I am confident that learning from my experience will help others'

Our ambition is to ensure we learn from citizen experiences to improve safeguarding arrangements in the city.

8.2 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 neglect⁹.

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 outcomes for others.

8.2.1 Safeguarding Adults Reviews completed: 2020-2021

Thematic Review: Adults Living Street-based Lives

The LSAB worked with the city's Community Safety Partnership, Safer Leeds in undertaking a thematic review, conducted under Section 44 (5) of the Care Act 2014, using the Safeguarding Adults Board's powers to conduct a discretionary review, considering the experience of adults who died while living street-based lives in Leeds. The purpose of this review was 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; and
- identify learning for Leeds and propose systemic developments that will help Leeds achieve its ambition of being a compassionate city for all.

The significance of the review to the City's overall approach to supporting citizens living street-based lives meant that it was reported to the local authority's Executive Board in October 2020.

The review identified a number of areas of learning and these are summarised here as three key systemic learning themes for the city:

- **Prevention:** Leadership; the importance of building on good leadership arrangements within key agencies to develop the

⁹ Care and Support Statutory Guidance, Section 14.162 & 14.163

coordinated strategic leadership in partnership, allowing us to work together on good practice and shared solutions.

- **Intervention:** Multi-agency service delivery and support in accommodation and communities; supporting effective front-line provision commissioning and multi-disciplinary working to provide effective services and accommodation within citizens' communities that compassionately address inequalities and enable recovery.
- **Recovery:** Pathways to recovery and support; identifying those living street-based lives in Leeds as a distinct population with particular needs, addressing these together through jointly commissioned services. In recognition that this agenda is complex, cross cutting and a whole city issue, the review identified areas for development in Leeds around the whole system.

The review highlighted the good practice of the Leeds Street Support Team and the wider partnership and network. Locally, there is a real recognition that more needs to be done and a real willingness to continue a programme of change on this complex agenda, at a strategic and operational level, including across and connected to city wide boards. It is anticipated that the collaboration and cooperation highlighted within the review will aid future work around transition and recovery plans moving forward.

The review noted the need for the city to address the health inequalities of citizens living street-based lives. The review emphasised that this is a complex matter, requiring a truly integrated systems perspective. Similarly, the review also refers to research published by the Local Government Association in 2020 which highlights the complexity of safeguarding adults experiencing *Multiple Exclusion Homelessness*; those who are living street-based lives who have also experienced, 'deep social exclusion' such as having been looked after as a child,

experience of childhood neglect, domestic abuse, mental and/or physical ill-health and homelessness. The review emphasises that effective practice with people in such circumstances requires engagement, '*understanding the person and their life experiences, assessing risk, mental capacity, mental health and care and support needs, managing transitions such as hospital and prison discharge, and working with relatives and friends who could provide circles of support*'. This message is fundamental to the review and informs the Safer Leeds Street-Support Partnership Improvement Plan 2021, which addresses the review findings. In addition, the LSAB has committed to commissioning Safeguarding Adults and multiple Exclusion Homelessness workshops for those working to support those living street-based lives in Leeds. These sessions will be held virtually during 2021.

8.2.2 Safeguarding Adults Review Action Plans addressed during 2020-2021

The LSAB published two mandatory Safeguarding Adults Reviews in 2020 concerning Mr and Mrs A and Mr B. Both reviews were led by Professors Suzy Braye and Michael Preston Shoot, national experts and researchers in self-neglect who provided evidence of best practice in responding and preventing harm in this complex area. The joint action plan that was developed as a result of these two reviews has been a significant focus of the Board's work in 2020-21 and has enabled the Board to work towards development of a robust approach to supporting those citizens living in circumstances of harmful self-neglect. The action plan focuses on:

- Developing a self-neglect and safeguarding adults policy with associated practice guidance;
- Establishment of a multi-agency mechanism for responding to citizens living in exceptionally high risk situations;
- Mental capacity assessments including consideration of executive capacity;

Learning from experience

- Completion of multi-agency intelligence 'Dashboards' in both April & October 2020,

The purpose of these 'Dashboards' is to provide a picture of safeguarding issues of significance in the city. All member organisations of the Board contributed to this. The Dashboard combines data with other softer intelligence held by organisations about safeguarding and has included a focus on self-neglect and Covid-19.

- Developing a new 'Organisational Self-Assessment' in January 2021.

The new approach was to ask member organisations to rate their levels of assurance against aspects of safeguarding and gave examples of how they were assured. This included a spotlight on safeguarding during the Covid-19 pandemic.

- The commencement of a series of multi-agency 'practice audits' has begun, looking in detail at how well we work together to safeguard people in Leeds. The first audit has focused on the 'Talk to me, hear my voice' citizen-led principles of inclusion and involvement of the person at risk in their safeguarding support.
- An audit of how the Board is meeting its statutory duties was carried out in January 2021.
- Leeds City Council: Adults and Health core safeguarding data is routinely analysed and shared with the Board and Quality Assurance Sub-Group.

The evidence and feedback from the quality assurance work during the year has confirmed high levels of safeguarding assurance, areas of strength and areas for development. A number of themes have been consistently highlighted through

our work including domestic abuse, self-neglect and mental health, and the complexity and interrelationship between these and other risk factors. These are all areas of focus for the Board.

8.4 Learning from citizen experiences of support

To ensure learning from citizen experiences of support within the multi-agency safeguarding adults policy and procedures, the Board has also commissioned Advonet to run the 'Talk to me, hear my safeguarding story project'. For more information, refer to [Section 5.7](#).

8.5 Examples of good practice

Above and beyond the collective initiatives aligned above, each member organisation will take forward these ambitions within their own organisation and networks. These are just some examples from member agencies of their work in these areas:

Leeds City Council: Adults and Health

Care Delivery:

The service proactively responded to the continuously changing government guidance during the Covid-19 pandemic to ensure people remained safe. Some examples of this included areas such as service wide implementation of infection control measures; Innovative ways to support people to remain in touch with those important to them (such as use of digital); Prevention of carer and support breakdown by early reopening of day services; Supporting early discharge from the acute trust by increasing discharge beds; and Retainer payments made to Shared Lives Carers to support service sustainability.

Community and specialist social work services:

The establishment of a local partnership arrangement with West Yorkshire Financial Exploitation and Abuse Team, the

Learning from experience

Following on from a recent HMICFRS inspection, WYP has changed the way that adult safeguarding referrals are recorded and sent to Adult Social Care, this included videos and examples of best practice and raised awareness of the Mental Capacity Act, Care Act and general indicators of vulnerability and mental health.

WYP Safeguarding Central Governance Unit perform regular audits to identify good practice and learning opportunities. We are also following the progress of the Domestic Abuse Bill and monitoring its implications for police and partners. There is now a Mental Health nurse and IDVA based within the police command Hub at Elland Road, enabling officers to have an early partnership discussion around the best outcome for the adult they are dealing with.

NHS Leeds Clinical Commissioning Group (CCG)

As a direct response to learning from safeguarding cases and reviews, the CCG have developed various tools to support and enhance safeguarding practice within primary care.

It is important to recognise that missed appointments and/or non-compliance with medication can be a sign of a safeguarding issue, such as self-neglect or domestic abuse. Guidance has been developed to support GP practices to review their repeat prescribing policy to ensure that safeguarding is embedded with in it and a template policy developed which includes how missed contacts should be managed and when/how safeguarding concerns should be escalated.

The CCG safeguarding team have also developed guidance for primary care, related to safeguarding at a distance. The last year has seen great changes in how primary care have contact with patients and learning has demonstrated that guidance was required to ensure that safeguarding issues were still identified and responding to in virtual contacts/appointments. The

guidance includes recognising the constraints of virtual contacts, making every contact count and identifying and responding to safeguarding concerns in a virtual world. Primary care staff understand that they still have safeguarding responsibilities even within a virtual contact and this guidance aims to support them to ensure that they continue to meet these responsibilities.

West Yorkshire Fire & Rescue Service

We conduct reviews following any fatality and consider if abuse, neglect or self-neglect have a part to play.

Advonet

Feedback from people who use our service has highlighted that the word 'safeguarding' itself is rather inaccessible and so has led us to focus on finding new ways of explaining what safeguarding is to our clients, who may have a learning disability or English as a second or third language in a way that is more citizen focussed. This follows on from the excellent work that the Board has undertaken and is in keeping with the City's strengths-based approach. We are looking to talk to people about how they stay safe, and how they can access the formal and informal help that they need to do this.

Leeds Teaching Hospital NHS Trust (LTHT)

LTHT completed an annual Trust wide audit and use the learning to improve services. LTHT recognises that one of the most important principles of safeguarding is that it is 'everyone's responsibility'. As such, the LTHT Safeguarding team aim to provide our staff with the tools and knowledge with which to respond to safeguarding concerns both within our services and in the community. The audit aims to focus on staff knowledge and actions to understand and highlight areas of success and areas for improvement.

Learning from experience

The aim of the audit is to ascertain that staff have the ability to recognise, respond and refer people who they believe are being harmed, abused or neglected or have the potential to be harmed.

14 LTHT Clinical Service Units, over 82 wards and around 300 staff take part in the annual audit. Learning from previous audits indicated the need to integrate safeguarding questions (child and adult) to ensure both adult and child focussed services have equal knowledge of child and adult safeguarding process in line with the "Think Family" approach.

Findings for 2020 included a high level of knowledge of safeguarding processes but a need to provide further training around the DASH assessment and support needed to embed the 'Safeguarding Champion' model across the Trust.

Leeds & York Partnership NHS Trust (LYPFT)

Safeguarding practice and training is regularly updated in relation to local and national lessons learnt. This has included regular staff up-dates via the Trust Communication systems and governance meetings, and reviewing training content and safeguarding advice in relation lessons learnt from Domestic Homicide Reviews. Most recently this has included raising awareness of increased risk and imbedding a broad think family approach as couples separate.

Similar evidence has helped safeguarding practitioners within their advice support clinicians focus more on coercive and controlling aspects in domestic violence cases, and supporting service-users to recognise these behaviours.

In addition Domestic Abuse training has been made in 2020 a compulsory prerequisite for registered staff and safeguarding training. And the Trust remains committed to supporting clinicians access the Safer Leeds Domestic Abuse training.

Leeds Community Healthcare NHS Trust (LCH)

Learning from Safeguarding Adult Reviews has led to members of the LSAB (including a representative of LCH) working together as a multi-agency team to develop a city wide 'high risk forum' to support multi-agency approaches to self-neglect and offer a fresh perspective on how risk can be reduced, potentially leading to a better outcome for the citizens of Leeds.

Through the Quality Assurance and Performance sub-group, a framework is being developed around both a dashboard and an organisational self – assessment process. This intelligence data is being fed into the Board for action planning to determine priorities as to how we respond as a partnership to safeguarding concerns.

Leeds City Council: Housing

Housing Leeds provides information and data from its referral records to support this work and also uses this data to inform its own Safeguarding Action Plan. A key priority within the Action Plan is learning and development and this is a commitment to ensure all staff are aware and able to take appropriate action. Examples of real life complex case studies from the referral records are included in the monthly Safeguarding Newsletter. This helps to share best practice among teams around different scenarios for team discussions and to consider any learning opportunities.

Through regular review of our safeguarding referral data we are able to identify trends over time, using this to ensure appropriate training and raise awareness of issues for all staff across the city.

National Probation Service

Routinely the National Probation Service shares learning from appropriate reviews by sharing reports and facilitating briefings for staff to ensure we look to improve practices.

Community Rehabilitation Company

I have attended a Safeguarding Adult training workshop led by Michael Preston Shoot which was remarkable and highly informative. I have shared information about this event and supported staff in heightening their awareness of legislation and processes where safeguarding adults' issues arise. I have audited work wearing a "safeguarding adults" hat to ensure that appropriate steps are taken, relevant information recorded, to ensure service users have access to the interventions and services they need to support positive change. The thrust of Probation work is to protect those at risk, who may be vulnerable, and work effectively with any individuals sentenced for offences who may pose a risk to others, to ensure they comply with the court sentence, and complete interventions designed to enable them to reduce the risk of harm their pose. Clearly a thread of our work is essential to work effectively with other agencies to fulfil this, and empower individuals to make positive progress in their lives through addressing issues in thinking, behaviour, attitudes, access to resources, human and social capital and peer support.

All CRC/Probation staff have access to Safeguarding Adults learning package via remote learning on a digital platform.

9. Going Forward

9.1 Our Ambitions for 2021/22 – 2022/23

The Board's Strategic Plan sets out its three years ambitions and how it aims to make progress each year. An overview of the 2021/2022 objectives is included below, but the full plan is available on the [Board's website](#).

Ambition: Develop citizen-led approaches to safeguarding

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

Next year the Board will:

- Relaunch the Citizen Ambassador programme
- Learn from citizens feedback of safeguarding
- Embed this approach within its governance arrangements

Ambition: Improve awareness of safeguarding across communities and partner organisations

The 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:

- Develop the Friends of the Board Network
- Hold a programme of engagements to promote awareness
- Establish an LSAB Bulletin
- Produce an e-learning resource for community organisations

Ambition: Develop citywide 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:

- Recognise and respond to safeguarding concerns relating to Covid-19
- Seek to influence wider city strategies that support people to be safe
- Establish a new Exceptional Risk Forum
- Review our approach to 'safeguarding' and 'poor quality care'

Ambition: 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:

- Produce an annual multi-agency intelligence dashboard
- Undertake an organisational self-assessment
- Undertake multi-agency case file audits
- Develop new resources to promote learning from Safeguarding Adults Reviews
- Update the Leeds approach to learning development

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

(Appendix B)



Our Strategic Plan

April 2021 - March 2022

1. Our Vision:

The Leeds Safeguarding Adults Board is a statutory body with a strategic responsibility to work with its members and partners to protect and support adults with care and support needs from abuse, neglect and self-neglect in Leeds. The Board's vision is for Leeds to become: **A safe place for everyone**

2. Our Three-Year Ambitions for 2020/21 – 2022/23

Our Strategic Plan sets out how the Board will work towards achieving its Vision for Leeds. Our plan is based around four key ambitions that will guide our work and priorities:

a. Develop citizen-led approaches to safeguarding

What we want for citizens in Leeds:

- *'I am able to influence how people are safeguarded in Leeds'*

Talk to me, Hear my voice is a phrase given to us by citizen groups in Leeds. It is their call for safeguarding practice and arrangements in the city to be informed by the voices of those we are here to safeguard. Our objectives each year will include areas of development which will take us towards being citizen-led.

b. Improve awareness of safeguarding across all communities and partner organisations

What we want for citizens in Leeds:

- 'I receive clear and simple information about what abuse is, and how I can get help'
- 'I am confident that services that I go to, know how best to support me'

We are committed to working with communities and partners to ensure people know how to seek help and have the confidence to do so. We will identify annual objectives each year that will help promote awareness across the city.

c. Develop city-wide approaches to safeguarding practice

What we want for citizen's in Leeds:

- *'I am confident that practitioners will work together and with me to get the best outcomes for me'*

We will adapt our annual objectives as needed to respond to emerging priorities.

Work during this period will include:

- Understanding and responding to the safeguarding implications of Covid-19 in Leeds
- Developing citywide approaches to self-neglect,
- Identifying learning to support people living street based lives
- Working with strategic partners to develop our approach to domestic abuse.

It may also include working in partnership with key strategic boards, such as Leeds Safer Stronger Communities and Leeds Safeguarding Children Partnership, in relation to support for people with complex needs.

d. Learn from experience to improve how we work

What we want for citizen's in Leeds:

- 'I am confident that learning from my experience will improve outcomes for others'

This ambition reflects our commitment to continual learning and development of safeguarding arrangements.

Our plans for 2021/22

1. Develop citizen-led approaches to safeguarding

1.1 Board Governance documents capture new arrangements and promote learning from citizen experience

- Develop a new Board Governance document in-line with citizen-led principles, and as part of the Board's development plan
- Review the role of citizen representative on the Board
- Develop induction programme/ handbook for Board Members.

1.2 Citizen experiences of support within the multi-agency safeguarding procedures influences our work and priorities

- Ensure citizens are made aware of their opportunity to provide feedback on their experiences through the Talk to me, Hear my Safeguarding Story Project.

- Work with partners to obtain citizen safeguarding experience across different pathways to collate safeguarding stories to assist us with improving our systems and processes.

1.3 Citizen voices directly influence safeguarding practice

- Relaunch the Citizen Ambassadors programme (as soon as Covid-19 restrictions permit).

2. Improve awareness of safeguarding across all communities and partners organisations

2.1 Identify priority areas and approaches to support engagement with diverse communities.

- Develop understanding of equality and diversity issues in Leeds and the impact on access to safeguarding services.
- Advise the Board on strategies/ approaches that may improve communities' access to safeguarding services.

2.2 Members of the public know how to report abuse and have the confidence to do so

- Develop Adult Social Care ambassadors who would be knowledgeable about a range of ASC issues including safeguarding.
- Promote positive safeguarding messages to parents at risk so that can build trusting relationships with services that can help them and their families to stay safe.
- Take part in Safeguarding Week (June) to promote awareness of safeguarding adults; and support wider partnership safeguarding campaigns.
- Member agencies to promote safeguarding awareness across their service users and networks.
- Produce a short film promoting safeguarding adults awareness for members of the public.
- Develop a new website that enables the Board to promote its work and share safeguarding resources.
- Undertake a programme of engagement activities to promote safeguarding across diverse community groups in Leeds.
- Establish and develop the Friends of the Board Network, providing opportunities to promote awareness and consult with citizen groups.
- Establish and develop the Board's Community Engagement Network to identify opportunities and methods for raising safeguarding awareness.

2.3 Organisations know and understand their safeguarding responsibilities

- Establish focus groups with third sector partners to learn from and improve our approach to reaching out and supporting particular communities
- Develop an LSAB e-learning resource for community organisations.

- Establish a LSAB Bulletin for practitioners and organisations, to promote awareness of the Board's work.
- Complete an annual organisational self-assessment of Board Members, to support the development of safe services.
- Commissioned service providers know and understand their safeguarding responsibilities.

3. Develop city-wide approaches to safeguarding practice

3.1 Minimise the impact of Covid-19 on the prevalence of abuse, neglect and self-neglect in Leeds

- Ensure the Board is sighted on the impact of Covid-19 on abuse, neglect and self-neglect for their service areas; and changing practices or responses required.
- Monitor through Board meetings the impact of Covid-19 on the prevalence of abuse, neglect and self-neglect, and the actions of member organisations in response.

3.2 Citywide partnerships, networks and strategies promote safeguarding adults and protect adults with care and support needs from abuse, neglect and self-neglect.

- Domestic abuse strategies: Ensure Board representation within the development of citywide domestic abuse strategies and on the statutory Leeds Domestic Abuse Local Partnership Board.
- Liberty Protection Safeguards (LPS): Promote the effective implementation of LPS within Leeds.
- Mental Health & Learning Disability Strategies: Ensure representation of the voice of mental health and learning disability at board level and ensuring these are considered as part of city wide plans and strategies.
- Drugs and alcohol strategies: Ensure representation of the Board within the development of citywide drug and alcohol strategies. Ensure the Board is aware of relevant learning from drug related death reviews.
- Housing sector: Engage and provide information about the work of the Board with housing providers in Leeds.
- Commissioned health and social care providers: Ensure the Board is sighted on commissioning care and support issues, as related to safeguarding adults.
- Offender management: Ensure the Board is sighted on the safeguarding needs of offenders supported by probation services.
- Fire safety: Ensure the Board is informed of significant learning regarding incidents of self-neglect and preventative initiatives that can mitigate risk.
- Criminal concerns and safeguarding: Ensure the Board is aware of emerging priorities, as may relate to adults with care and support needs in Leeds.
- Safeguarding and Poor Quality Care: Establish a Task and Finish Group to review current practice guidance in relation to the interface between 'safeguarding' and 'poor quality care'.

- Provide a source of multi-agency advice in circumstances of exceptional risk to oneself: Establish a LSAB Exceptional Risk Forum. Undertake a review after 6 months of implementation; identifying learning from referrals.
- Improve outcomes for people living street-based lives: Develop and implement an action plan to take forward the learning from the Thematic Review in relation to people who have died living street-based lives, incorporating learning events and guidance. Have LSAB representation within the citywide strategic forum: Street Support Gold
- Develop best practice in Leeds in relation to self-neglect: Ensure all actions from the Mr and Mrs A, and Mr B Safeguarding Adults Reviews are implemented.
- Develop best practice in Leeds in relation to self-neglect: Provide a critical friend role in relation to actions to improve outcomes for people who self-neglect and support the Board to identify other areas of development.
- Update the Leeds Multi-agency policy and procedures in light of ADASS guidance relating to Section 42 duties and the reporting of safeguarding concerns.
- Develop multi-agency guidance in relation to professional curiosity and difficult conversations.

4. Learn from experience to improve how we work

4.1 Practice in Leeds is informed by the Board's mechanisms for learning.

- Produce an Annual Quality Assurance Dashboard – inclusive of all member agency data / intelligence and citizen experience to inform our work and priorities.
- Undertake a multi-agency audit programme in relation to agreed priority areas.
- Undertake Safeguarding Adults Reviews as referred, in line with the policy and statutory criteria.
- Ensure learning from Safeguarding Adults Reviews relating to self-neglect is disseminated across organisations in Leeds.
- Assurance to be sought from partners as to how their workforce development provision promotes best practice around self-neglect.
- Undertake a review of the Leeds Approach to Learning and Development.
- Develop learning resources for practitioners that support the Leeds Approach to Learning and Development (2019).