Leeds Safeguarding Adults Partnership

Annual Report 2009/10

Contents

Foreword:

I am very pleased to present the third Leeds Safeguarding Adults Partnership Annual Report.

During 2009/10 the Leeds Safeguarding Adults Partnership Board set ambitious, but necessary targets. It recognised that our policies, procedures and systems needed renewal and that greater investment in both frontline safeguarding activity and partnership support was required. The actions of the Board sought to directly address these developmental needs. 2009/10 has hence been a period of reform. The investment in specialist posts, the establishment of a reconstituted Safeguarding Board, the re-launching of the Leeds Safeguarding Multi-Agency procedures and continuing training and workforce development have improved the Partnerships capability to safeguard vulnerable adults throughout Leeds. Much has been accomplished over the last 12months and I am pleased with our achievements.

Excellence however should remain our aspiration, and to achieve this 2010/11 needs to be a period of development. The Board is increasingly strengthened by the commitment of its Partner agencies, the leadership of its members and the strategic development of the Board's sub-groups. The Annual Report continues to look forward, setting further ambitious targets for 2010/11. I feel confident that current accomplishments can be built upon, and that targets set can be achieved. I remain personally, absolutely committed to supporting the Board achieve these aims.

I would like to thank all those who work with vulnerable adults that are making the step wise changes in practice and procedures that enable these aims to be realised. Whilst the Annual Report highlights strategic leadership within the Partnership, it is the actions of individuals at all levels within each Partner agency that enables us to fulfil our responsibilities to the citizens of Leeds.

Sandie Keene
Director of Adult Social Services
June 2010

Chair's Introduction

For the second consecutive year I'd like to take this opportunity to thank my fellow Board Members, sub-group chairs and the officers who have supported the Board and its sub-groups throughout 2009/10. Once again, the commitment and drive of both members and officers to advancing and promoting the Safeguarding agenda in the City was tremendously invigorating and gave enormous support to me in my work as chair.

Building on the firm foundations of the endeavours of 2008/09, this year has seen significant developments in our safeguarding work and practice across the whole partnership. Once again, increased activity levels bear testament to the greater awareness and appropriate responsiveness to safeguarding issues and concerns. The partnership has also benefited from the full deployment of staff whose role it is to promote and support the work of the partnership in all its many and varied responsibilities.

Last year I explained that our test as a Board has been to ask how well we know ourselves as a Safeguarding Partnership, to question what we aspire to and to find ways of being able to explain how what we do as a Board impacts on the lives of people who may need to be safeguarded.

All members of the Board have benefited from the opportunity to develop a better shared understanding of our roles in relation not only to the Board but within our own host organisations and within all the other networks we participate in. We have also had the opportunity to learn together about how safeguarding works in practice and to consider our different perspectives on difficult safeguarding issues.

We have completed and taken the learning from the first two serious case reviews to have been conducted in Leeds and my thanks are extended to the independent Chairs of those reviews, Margaret McGlade and Mick Muir, for conducting the reviews and helping us to develop better practice as a consequence.

Across the partnership our workers are better trained, have had more specialist training, have adopted and implemented new procedures and implemented new methods of recording information about their safeguarding work, a tremendous achievement in a relatively short space of time. The consequent improvements in practice have been verified through the continuing use of independent practice audits as we strive to demonstrate how the improvements in many areas of safeguarding practice have direct and beneficial outcomes for citizens.

I explained last year that the active interest, support and oversight of the members of boards of Statutory organisations, management committees of third sector organisations and crucially of Elected members of the Council, had been crucial in the endeavours of the Board. I am pleased that their interest has been undiminished in this year and their continuing support for the work of the Board has helped to promote it's work more widely.

My assessment is that our overall position as a partnership as well as a Board is much stronger than at any time in the recent past, however, there is still much to do. You will read in this report that we have ambitious plans for the coming year to address new priorities as well as maintaining the momentum in the areas reported in our last two reports.

Among the new developments and a priority for the coming year, is the incorporation of the arrangements for the local implementation of the Mental Capacity Act including the Deprivation of

Liberty requirements into the work of the partnership and Board. You will see a section of this report deals specifically with the activity undertaken in 2009/10 in this extremely important and closely related area of practice.

Last year I undertook to set in place arrangements for the recruitment of an Independent Chair of the Partnership Board. I am pleased that our target to undertake a recruitment process was met but that we were unfortunately unable to recommend a candidate for appointment. Our aim continues to be to secure the services of an independent Chair within the current year. I am extremely pleased to be able to continue to lead the Board in its work until such an appointment can be made.

Finally, on behalf of the Board, I commend the content of this report to you, I believe that, although there remains a challenging national, regional and local safeguarding agenda before us, we have established the appropriate foundations to confidently meet those challenges. In doing so, we can now not only aspire to excellence but demonstrate excellence in safeguarding practice for the people of Leeds.

Dennis Holmes
Deputy Director – Adult Social Care
Chair, Leeds Safeguarding Adults Partnership Board.
June 2010

1.   Executive Summary

The Leeds Safeguarding Adult Partnership Board Third Annual Report 2009/10 provides details of the Partnership's commitment to and achievements in safeguarding the citizens of Leeds.

During 2009/2010 the Leeds Safeguarding Adult Multi-Agency procedures were revised and reintroduced alongside training and workforce development and communication initiatives to embed the procedures into practice. Practice and systems development were reinforced by strengthened Governance arrangements within the board, as evidenced by the following key achievements:

- The inclusion during 2009/10 of the Serious Case Review (Professional Practice) sub-group that has already overseen the commissioning, completion and action planned learning in respect to two serious case reviews.
- The establishment during 2009/10 of the Sub-Group Chairs Group ensuring coordination and sharing of learning between and across the Policy, Procedures and Protocols sub-group; Training and Workforce Development sub-group; Performance, Audit and Quality Assurance sub-group; and Serious Case Review (Professional Practice) sub-group.
- Formative work undertaken to establish reference groups in relation to service users, carers and the third sector.
- Developments in relation to data collection systems during 2009/10 provide for more sophisticated information in relation to safeguarding activities, that will inform the board work programme during 2010/11.

The period 2009/10 has also seen significant changes in the numbers of safeguarding referrals, reflecting the partnership's collective achievements in raising awareness and understanding of safeguarding issues.

- Referrals increased from 1320 (2008/09) to 2049 (2009/10), an increase of 55%. This reflects a significantly increased awareness of vulnerable adult issues and understanding of the need to safeguard adults through the revised multi-agency procedures.
- Learning Disability as a service user group continued to receive the highest number of referrals during 2009/10 (23.4%). Referrals for people with Physical/Terminal Illness (21.3%) have replaced Elderly Mental Illness (16.8%) during 2009/10 as receiving the next highest proportion of referrals.
- Housing have the most significant increased referral rate, indicating an increased active engagement within Partnership procedures. The highest proportion of referrals derive from NHS/Health Staff, which as a referral source has increased proportionally year on year during the 2007/8 – 2009/10. Similar trends are also noted in relation to the referral sources: Education/Training/The Workplace, the Police and Social Care Staff.

The report details the board's achievements in effectively addressing the 2009/10 Business Plan. Achievements during 2009/10 are built upon in the work programme for 2010/11. The Board and its partner agencies have set ambitious objectives, as set out in Appendix H, in order to safeguard the citizens of Leeds.

2. Leeds Safeguarding Adults Partnership Board 2009/10

2.1 Introduction

Leeds Safeguarding Adults Partnership exists to ensure that all the citizens of Leeds, irrespective of age, race, gender, culture, religion, disability or sexual orientation can be free from abuse or the fear of abuse. The Board leads and oversees the work of the Partnership and is currently a voluntary arrangement among the statutory and non-statutory partners, governed by a Leeds Safeguarding Adults Partnership Board Memorandum of Understanding. It is anticipated that during 2010/11, national legislation will be introduced to require each area to have a statutory Safeguarding Adults Partnership. The Memorandum of Understanding will be revised during 2010/11 to reflect any required changes.

2.2 Membership

The Safeguarding Adults Partnership Board met bi-monthly during 2009/10, in April, June, August, October and December 2009 and February 2010. Membership continues to include representation across statutory agencies (including Adult Social Care, Children's Services, NHS partners, Police, Probation, Community Safety and Fire Service) service user and carer organisations, housing and regulatory organisations. The Director of Adult Social Services attended the October 2009 meeting to assure herself of progress being achieved. Representation at the Safeguarding Adults Partnership Board is detailed in the appendices as detailed below:

Appendix A: Representations and attendance of Member Organisations, April 2009 – March 2010

Appendix B: Individual member attendance and representation, April 2009 – March 2010

Appendix C: Current Board Membership as at 31st March 2010

2.3 Board Member Development Programme 2009/10

Two Safeguarding Adult Partnership Board development days have been held during the year. Both were facilitated by Michael Hake, a former director of social services and independent chair of a safeguarding adults board in London. Both events were very well-attended by members of the Board and their deputies.

The first day in June 2009 focused on five key areas:

- To recognise and review progress in partnership development
- To consider how to evidence delivery
- To scope the wider safeguarding remit
- To build partnership assurance, accountability
- To identify some priorities for future board discussion

The Board development day provided a means to explore with one another the issues facing the partnership and to strengthen professional relationships underpinning the partnership.

The following question was asked of all members of the Board and also informed the second development day in November.

"If this is a safeguarding adults board, how does it safeguard vulnerable adults and how will we know if it is succeeding or failing?"

The key themes and conclusions arising from the development day were that the partnership had:

- Seen significant investment and progress with formation
- A desire to move the agenda forward more quickly
- To have a better understanding about core business, what "safeguarding" meant in terms of scope and remit and responsibilities of others
- To think about the infrastructure needed to support it.
- To clarify inputs and outputs within organisational agendas and think further about third sector issues; including the development of the reference group concept.
- To ensure clarity of purpose not just as a Board but also within all organisations within the partnership.
- Clarified issues around accountability but may need to discuss further
- A wish to understand data and generate processes of reasonable assurance through use of intelligent information.

These conclusions have fed into the work of the Board and its sub-groups across the year.

The second development day was held in November 2009 and this was again well-attended. The session sought to build on the outcomes from the day in June and focused again on the question posed in June.

The broad aims of the day were to:

- Develop ownership of new policies and procedures
- Understand the interface between Safeguarding Adults and MCA/DoLS and any Board issues.
- Scope what might be covered by *Prevention* and how to improve outcomes for populations and groups.
- Consider thresholds and how to assure consistency in understanding and in responses.

The session concluded with a number of themes and issue for partners to consider:

- Reality testing policies and procedures and knowing about the responses to concerns under them.
- Understand the interface between MCA/DoLS and safeguarding adults.
- Think further about how to prioritise the work of the Board.
- Coming to the end of the current 18 month road map and now need to start thinking about the next two years: what needed to be achieved.
- Consider further and in detail issues around performance and quality.

It was agreed that the Board would come together for a further development day in 2010 once an independent chair had been appointed.

2.4   Board Work Programme 2009/10

The key work strands that the Board agreed for 2009/10 were:

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

The Board's key work programme items for each meeting held in 2009/10 are detailed below:

Board Meeting Date	Items
15th April	– Draft Annual Report of the work of the Board 2008/09 – Business Plan for 2009/10 – Work Programme for the year to come
17th June	– Annual Report & Business Plan final sign off. – Multi-agency policy – Board Statement of Purpose (see Appendix I to this Annual Report) – Plans for Board Development Day (24th June)
19th August	– Serious case review feedback – Mr A – Multi-agency Procedures and forms – Planning for Annual Conference
14th October	– DASS attendance – Progress of new Board to date, including the report on the Baseline audit of Board partner organisations – The Local Government Ombudsman and Parliamentary and Health Service Ombudsman "Six Lives" Report – Plans for Board Development Day (30th November) – Arrangements for the recruitment of an Independent Board Chair
16th December	– National data set summary – First Six months Performance report – Serious case review feedback - Mrs P, – Mental Capacity Act 2005 and Deprivation of Liberty Safeguards - Update Report and the Leeds IMCA, Advocacy and Safeguarding Policy
24th February	– AVA National Data Return – End of year review – Board Priorities for 2010/11 – Budget for 2010/11 – Plans for Memorandum of Understanding review – Serious case reviews action plans monitoring

	– Proposal for a new Serious case review

2.5 Board Sub-Groups

The Partnership has continued to strengthen the board with the addition of sub-groups addressing key areas of development and learning. The Training and Workforce Development sub-group that has been operating successfully for the past five years were joined by the Policy, Procedures and Protocols subgroup and the Performance, Audit and Quality Audit during the 2008/09 period. During 2009/10 the Serious Case Review sub-group was established with representation across the Partnership, enabling a further mechanism for the Board and its partners to learn the lessons from incidents where safeguarding practice has not achieved its objectives. The Sub-Groups Chairs Group was also established during 2009/10 in order to effectively coordinate the work streams of each sub-group and enable learning and developmental issues to be shared and passed between groups. During 2009/10 work has begun in relation to the development of three further sub-groups, the Service User Reference Group, Carer Reference Group, and a Third Sector Reference Group. Collectively these sub-groups will provide for a holistic approach to the development of safeguarding practice.

Appendix D details current Subgroup Chairs and Vice Chairs

2.6 Sub-Groups Work Programme 2009/10

Policy, Procedures and Protocols sub-group

The Policy, Procedures and Protocols sub-group has met on six occasions during 2009/10. It has disseminated the revised multi-agency safeguarding adults policy and procedures and ensured that all key safeguarding agencies understand their roles and responsibilities within these. The group has reviewed single agency and multi-agency procedures and checked consistency with multi-agency procedures, including the following:

- IMCA, Advocacy and Safeguarding policy (presented to Board in December 09)
- LTHT internal procedure
- LCC Corporate procedure
- Adult Social Care Learning Disability Provider procedure

Plus:

- Contributing to draft Dispute Resolution and Escalation protocol
- Monitoring the implementation of the multi-agency procedures and forms and identifying areas that need amendment or further clarity

Training and Workforce Development sub-group

The Training and Workforce Development sub-group has met on five occasions during 2009/10. During this period the group have made significant developments in respect to safeguarding training and workforce development, including:

- The revision and updating of the multi-agency framework
- Incorporation of multi-agency training framework into key partner single agency training plans.
- Commenced development of a safeguarding adult competency framework
- Mapped the training requirements of all key agencies involved in safeguarding adults work

- Ensured the delivery of significant training provision across partner agencies
- Commenced the establishment of endorsed training materials and content, standardising safeguarding training across partner agencies.

Serious Case Review (Professional Practice) sub-group

The Serious Case Review (Professional Practice) has met on four occasions throughout 2009/10. The achievements of the group during 2009/10 has included:

- Establishing agreed terms of reference for the group
- Establishing membership from across key safeguarding adults agencies in Leeds.
- Performance managing the learning action plans from the two serious case reviews concluded during 2009/10
- Commenced commissioning of a third serious case review.
- Commenced review and revision of the serious case review policy, procedures and guidance reflecting the learning gained from the first two serious case reviews.

Performance, Audit and Quality Assurance sub-group

The group has met on five occasions during 2009/10. The work programme during this period has included:

- Establishing agreed terms of reference for the group
- Establishing membership from across key safeguarding adults agencies in Leeds.
- The group established and managed a cross-partnership baseline audit of agencies' performance in safeguarding adults work.
- Commenced the development of standard data reporting systems across safeguarding adults
- Commenced the development of agreed recording standards.

Sub-Group Chairs Group

This group met for the first time in March 2010. The remit, which was agreed by the board in principle in December 2009, is to coordinate the work of the sub-groups to clarify responsibility in the case of overlaps and to ensure there are no gaps. It was agreed that the sub-group chairs would:

- Meet on a regular basis prior to the Board meetings;
- Coordinate and drive the work of the Board through issues being raised via the sub-groups;
- Ensure joined-up working on matters that cross all sub-groups' work;
- Assure the work of the sub-groups, ensuring they meet the requirements of the Board's business plan;
- Use the business of the sub-groups to inform the Board's forward plan;
- Work to the independent chair of the Safeguarding Adults Partnership Board once that person is in post.

Users Reference Group, Carers Reference Group, Third Sector Reference Groups

The Partnership Support Unit has been working closely with users and carers' representatives and with the third sector to start the development of three separate reference groups for the Safeguarding Adults Board. These groups will be fully developed in 2010/11.

3.   Leeds Safeguarding Adults Partnership Support Infrastructure

3.1   Safeguarding Adults Partnership Support Unit – Structure

The Safeguarding Adults Partnership Board is supported by the Safeguarding Adults Partnership Support Unit hosted within Leeds City Council Adult Social Care Directorate. The Unit was greatly enhanced during 2009/10 to meet the challenges of developing safeguarding practice across the partnership. The additional posts of a Head of Safeguarding, three Independent Safeguarding and Risk Managers, a Safeguarding Strategy and Risk Manager together with administrative support posts came into effect between June and August 2009, and serve to complement the previously established posts of Safeguarding Adult Co-ordinator and Training and Development Officer. The unit structure is illustrated in Appendix E.

The Partnership Support Unit supports the Board's agenda in promoting the implementation of the Safeguarding Adults Multi-Agency procedures. The Head of Safeguarding role, supported by the Safeguarding Co-ordinator and Safeguarding Strategy and Risk Manager, provides strategic leadership around practice, procedures and policies, promoting the development of single agency and partnership working practices. The Independent Safeguarding and Risk Manager roles provide for the independent chairing of Case Conferences and in so doing provide an important quality assurance role in driving up standards, and improving practice and outcomes for victims of abuse and neglect. The Training and Development Officer role supports the development and implementation of the Safeguarding Board Training and Workforce Development Framework, improving awareness and understanding of individual roles and responsibilities.   The Partnership Support Unit has extended and formalised the existing telephone Advice and Information Service during 2009/10 and publicised this, supporting professionals, carers and vulnerable adults to access advice and information in relation to individual circumstances and safeguarding practice.

3.2   Financial arrangements

The following table shows the budget and projected outturn for the Board and the Partnership Support Unit in 2009/10. The outturn in 2009/10 was less than the original budget, due to the fact that the unit was not fully staffed for the first part of the year. Adult Social Care and NHS partners have shared the costs in 2009/10. Further discussion will take place as part of the review of the Memorandum of Understanding to formalise partner contributions for future years. The Budget is shown for 2010/11.

	2009/10 Budget	2009/10 Projected Outturn	2010/11 Budget
	£	£	£
Employees	420,270	347,093	425,400
Premises	0	9	0
Supplies and Services	82,800	82,709	40,170
Transport	2,040	4,822	3,200
TOTAL EXPENDITURE	**505,110**	**434,633**	**468,770**
Income from training	(6,000)	(6,000)	(6,000)
Contribution from partners	(314,580)	(150,000)	(230,000)
TOTAL INCOME	**(320,580)**	**(156,000)**	**(236,000)**
NET EXPENDITURE (contribution from Adult Social Care)	**184,530**	**278,633**	**232,770**

The difference between 2009/10 budget and outturn in relation to figures reflecting partner contributions is explained by the pro rata effect taking into account the phased introduction of the staffing structure of the unit. The 2010/11 budget has been adjusted to reflect this.

4.   Safeguarding Activity 2009/10

4.1   Overview

There has been a significant increase in the number of referrals made into the Leeds Safeguarding Adult Partnership during 2009/10. This reflects increased awareness of vulnerable adult issues and understanding of how to safeguard individuals through the Multi-Agency procedures. This trend appears to result from the range of measures introduced during 2009/10 that include training and workforce development programmes, investment in specialist practitioner posts, communication initiatives, and partner agency commitment to and ownership of Safeguarding Adult responsibilities.

Data collection systems within Adult Social Care were developed during 2009/10, enabling the recording of newly required national Abuse of Vulnerable Adult data alongside the information required to monitor the effectiveness of the Partnership Multi-Agency procedures. This information, collected since 1st January 2010, enables the Partnership to have a more detailed understanding of the decision making, outcomes, and adherence to the Multi-Agency procedures. This will enable increased monitoring of interventions and the targeting of support to improve service delivery where required.

Key Themes:

- Referrals increased from 1320 (2008/09) to 2049 (2009/10), an increase of 55% increase in referrals during 2009/10 over 2008/9.

- 40% of Referrals have translated into Safeguarding Investigations during 2009/10, this amounts to 809 Safeguarding Investigations during this period.

- As in 2007/8 and 2008/9, Learning Disability as a service user group continued to receive the highest number of referrals during 2009/10 (23.4%). Referrals for people with Physical/Terminal Illness (21.3%) have replaced Elderly Mental Illness (16.8%) during 2009/10 as receiving the next highest proportion of referrals.

- As sources of referrals Housing have the most significant increased referral rate, indicating an increased active engagement within Partnership procedures. The highest proportion of referrals derive from NHS/Health Staff, which as a referral source has increased proportionally year on year during the 2007/8 – 2009/10. Similar trends are also noted in relation to the referral sources: Education/Training/The Workplace, the Police and Social Care Staff.

- Type 1 Investigations are the most frequent Safeguarding Investigation response during the 1st January 2010 – 31st March 2010 period, followed by Type 2. Type 1 investigations are led by the Service Provider, Type 2 investigations involve an assessment or review of the needs of, and services provided to, the vulnerable adult and/or the alleged perpetrator within the context of the presenting concern(s).

4.2 Referral Numbers

Figure 1 illustrates a significant year on year increase in the number of referrals received for the period 2006/07 - 2009/10). The number of referrals during 2009/10 were 2049, a 55% increase over the 2008/09 period and a 503% increase over the 2006/07 period.

The figures indicate a greater awareness of vulnerable adult issues and greater understanding of how to access support through the Multi-Agency Safeguarding Procedures.

Figure 1:   Number of Referrals by Year (2006/07 – 2009/10)

No. of Safeguarding Referrals

	2006/07	2007/08	2008/09	2009/10
No. of Referrals	407	645	1320	2049
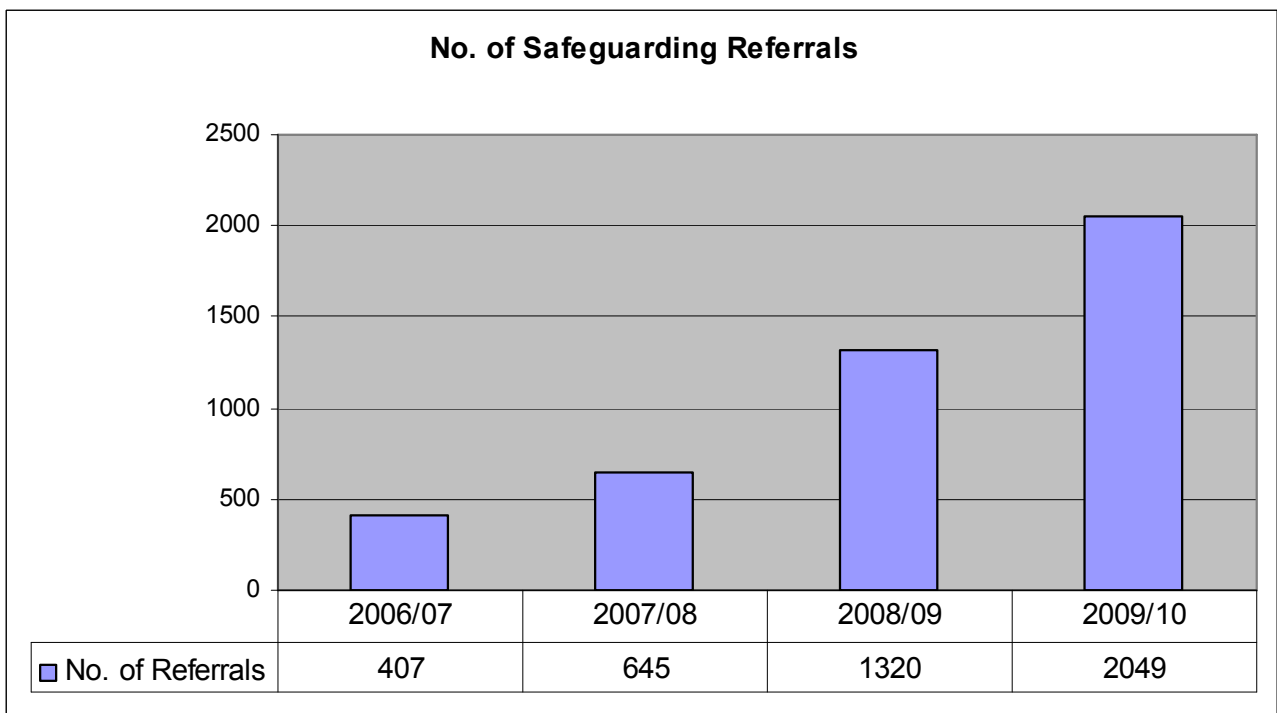
4.3   Referral Outcomes

Figure 2a: Illustrates pictorially the proportion of Safeguarding Referrals that resulted in a safeguarding investigation during 2009/10. Figure 2b records this same information by quarter.

Over the period 2009/10 period, 809 of the 2049 Referrals were responded to as a Safeguarding Investigation. This is the equivalent of 40% of Safeguarding Referrals. However, as illustrated in both Figure 2a and 2b, a range of other supportive outcomes are provided where the referral has not met the criteria for a Safeguarding Investigation.

Figure 2a: Referrals Outcomes for 2009/10
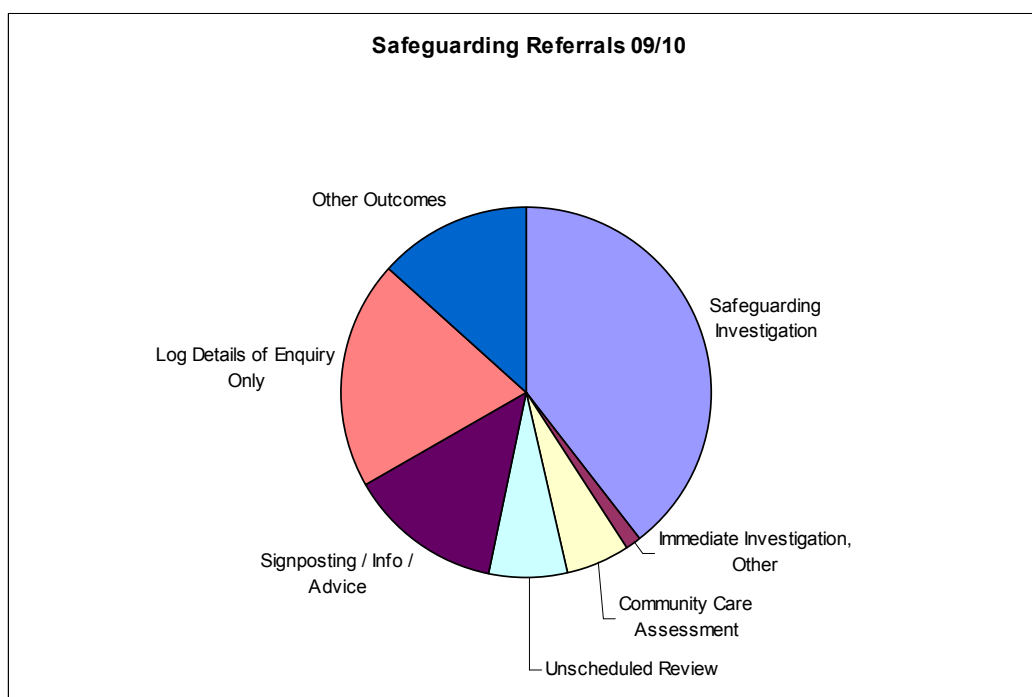
Figure 2b: Referrals Outcomes by Quarter (2009/10)

	2009/10 Qtr 1	2009/10 Qtr 2	2009/10 Qtr 3	2009/10 Qtr 4	2009/10
Safeguarding Investigation	222	195	222	170	809
Immediate Investigation, Other	9	7	3	8	27
Community Care Assessment	22	21	38	32	113
Unscheduled Review	27	39	49	31	146
Signposting / Info / Advice	58	58	77	76	269
Log Details of Enquiry Only	96	103	110	103	412
Other Outcomes	49	45	53	126	273
Total					2049

4.4   Referrals By User Group

Figure 3a illustrates the percentage of referrals by User Group, for the year 2009/10. Figure 3b records the number of referrals by User Group for the period 2007/8 – 2009/10. Figure 3c illustrates the number of referrals by User Group for the period 2007/8-2009/10 graphically.

Reflecting the overall increase in referral numbers 2008/9 – 2009/2010, the referral numbers have increased for each service user group. The User Group with the highest proportion of referrals during 2008/09 was Learning Disability (24.4%). Despite a decline to 23.4% of referrals during 2009/10 Learning Disability continues to have the highest number of referrals and highest proportion of all referrals. However, during 2009/10 referrals for Physical/Terminal Illness have increased from 11.5% to 21.3% of referrals. As such Physical Illness/Terminal illness has replaced Elderly Mental Illness during 2009/10 as the second highest user group for Safeguarding referrals. Elderly Mental Illness referrals have remained constant, as a proportion of all referrals across 2008/9 and 2009/10, although referrals numbers have increased in direct proportion to the overall increase in referrals (55%).

Figure 3a: Referral numbers by user group, 2009/10
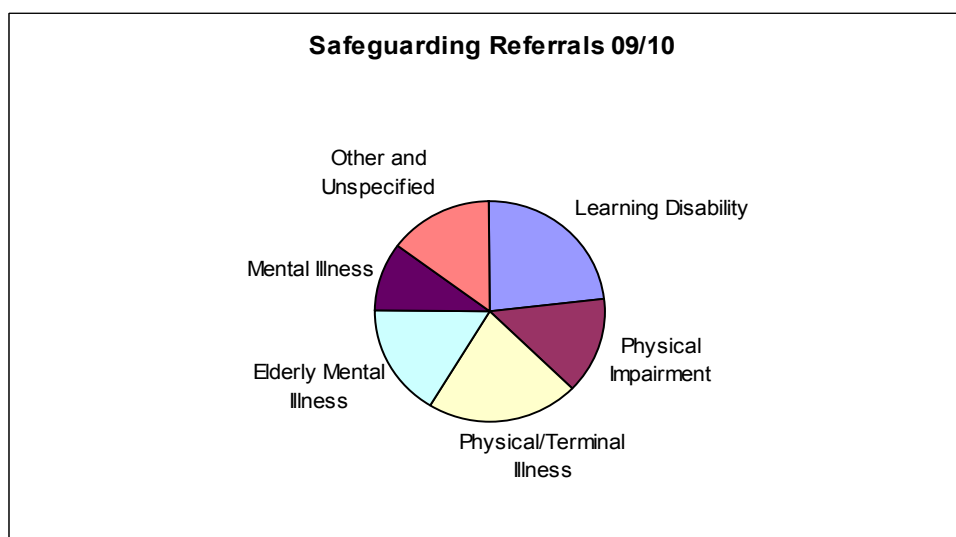
Figure 3b: Referral numbers by user group, 2007/08 - 2009/10

	07/08	08/09		09/10	
Unspecified	96	246	(18.5%)	103	(5%)
Dual Sensory Loss		2	(0.3%)	4	(0.2%)
Elderly Mental Illness	104	222	(16.7%)	344	(16.8%)
Hearing Impairment	1	1	(0.1%)	4	(0.2%)
Learning Disability	142	324	(24.4%)	480	(23.4%)
Mental Illness	67	106	(8%)	203	(9.9%)
Other/None	101	130	(9.8%)	147	(7.2%)
Physical Impairment	73	119	(9%)	282	(13.8%)
Physical/Terminal Illness	70	153	(11.5%)	433	(21.3%)
Sensory Impairment	5	5	(0.4%)	9	(0.4%)
Substance Misuse	2	15	(1.1%)	27	(1.3%)
Visual Impairment	4	4	(0.3%)	13	(0.6%)
Total				2049	

Figure 3c: Referral numbers by user group, by year (2007/08 – 2009/10)

Safeguarding Referrals by User Group
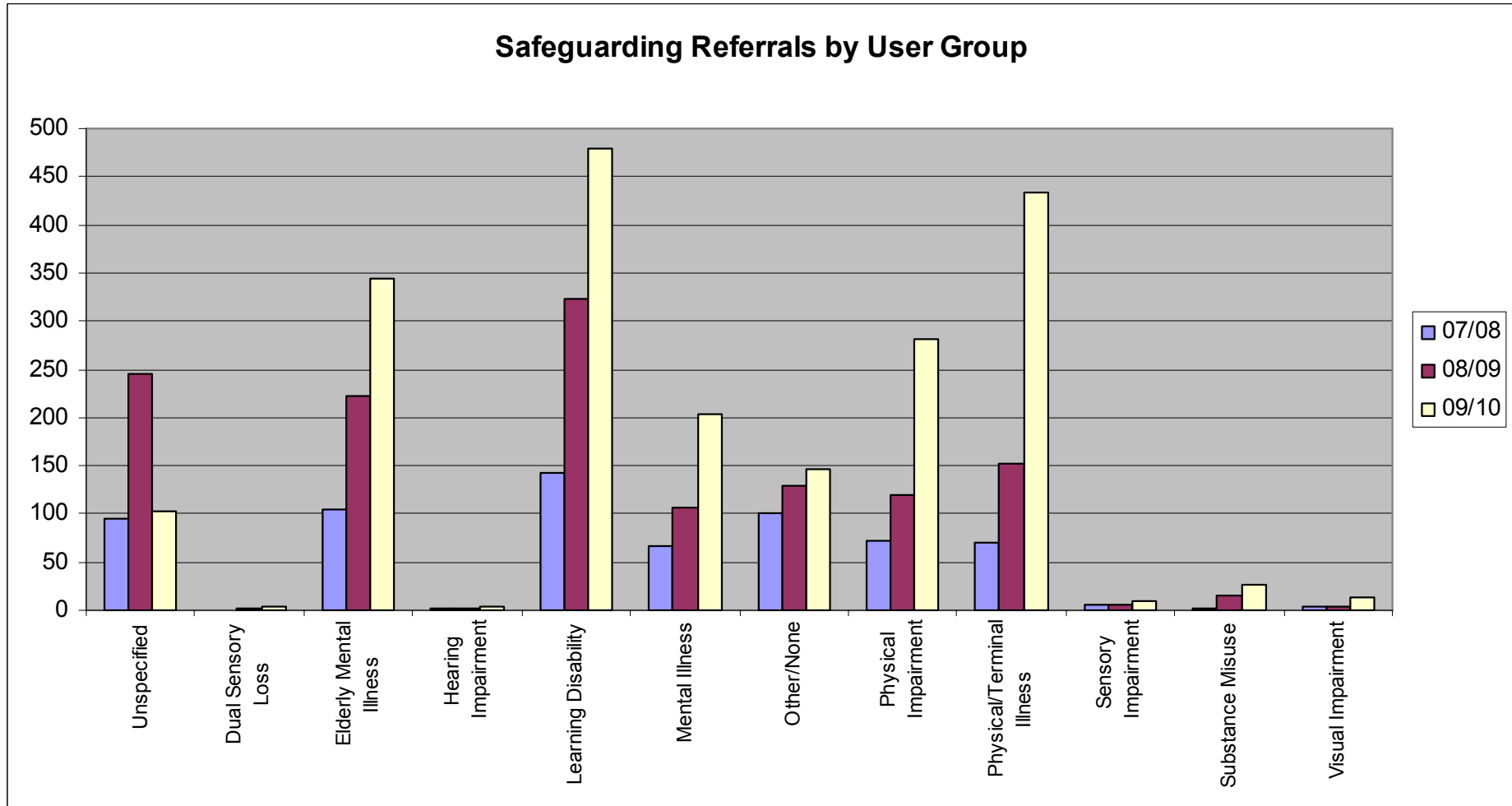
4.5   Referrals By Age

Figure 4a illustrates the percentage of referrals received during 2009/10 by age group. Figure 4b records the actual numbers of referrals received for each age group for the period 2007/8-2009/10. Figure 4c illustrates the percentage over each of three years graphically.

These figures illustrate that although the number of referrals have increased year on year, the proportion of referral by age have remained broadly the same across the reported period. Figure 4c illustrates a small, but increasing proportion of referrals for the 75-84 year age group. Over 65's account for 56.2% of all referrals in 2009/10.

Figure 4a: Referrals by Age group (2009/10) Chart
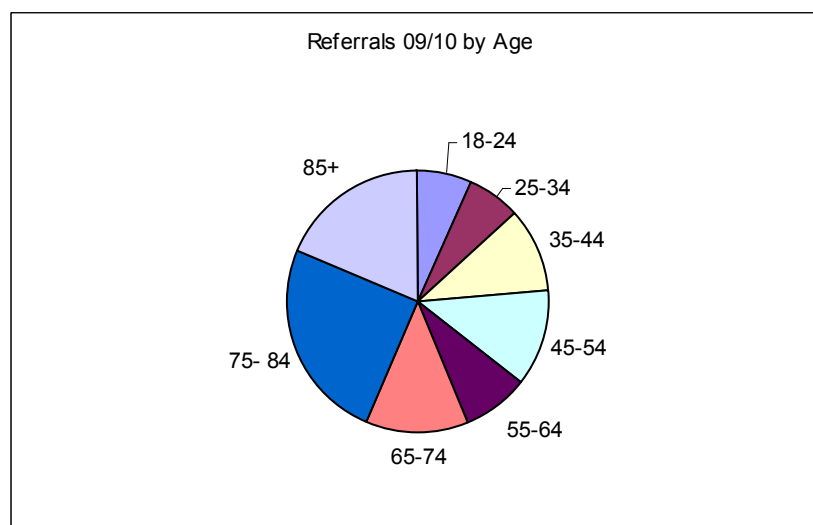
Figure 4b: Referrals by Age group (2007/08 – 2009/10) Table

	07/08	08/09	09/10
18-24	55	78	142
25-34	46	104	131
35-44	87	168	216
45-54	71	143	234
55-64	62	122	164
65-74	82	137	265
75- 84	145	316	510
85+	113	253	378
Unspecified			9
Total			2049

Figure 4c: Referrals by Age Group (2007/08 – 2009/10) Chart

Age Breakdown of Safeguarding Referrals (%)
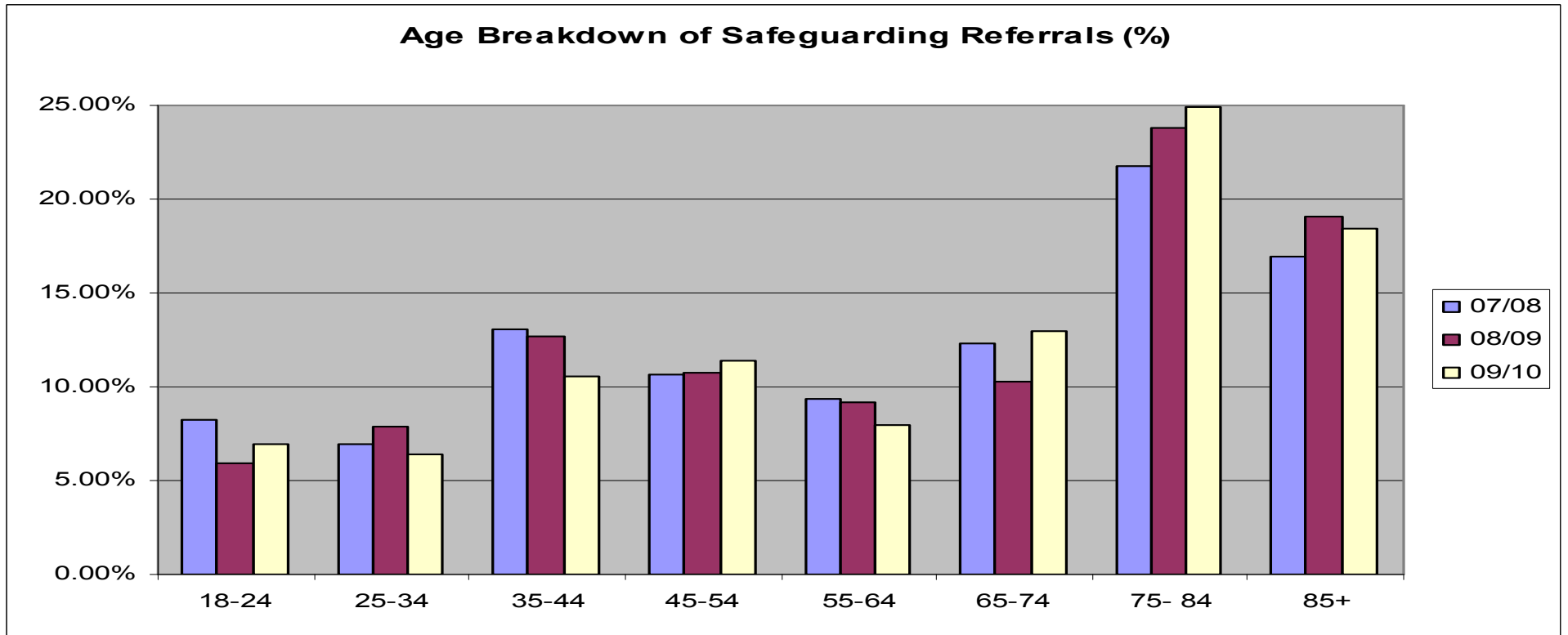
4.6   Referrals By Referral Source

Figure 5 illustrates the proportion of referrals received against referral sources for the period 2009/10, Figure 5a illustrates the numbers of referrals for this period. Figure 5b compares the proportion of referrals for the period 2007/8 – 2009/10.

The highest proportion of referrals were received from NHS/Health Staff, which has increased year on year over the 2007/8 - 2009/10 period. There have been similar trends for Education/Training/The Workplace, the Police and Social Care Staff, and Housing during this period. There has been a significant increase in housing referrals from 2008/09 - 2009/10, an increase from 0.96% to 6.73%.

In contrast there is a gradual decline in the proportion of referrals received from Friends Or Neighbour during the same three year period, albeit the actual number of referrals have increased steadily.

Figure 5: Referrals By Referral Source 2009/10 (percentage)
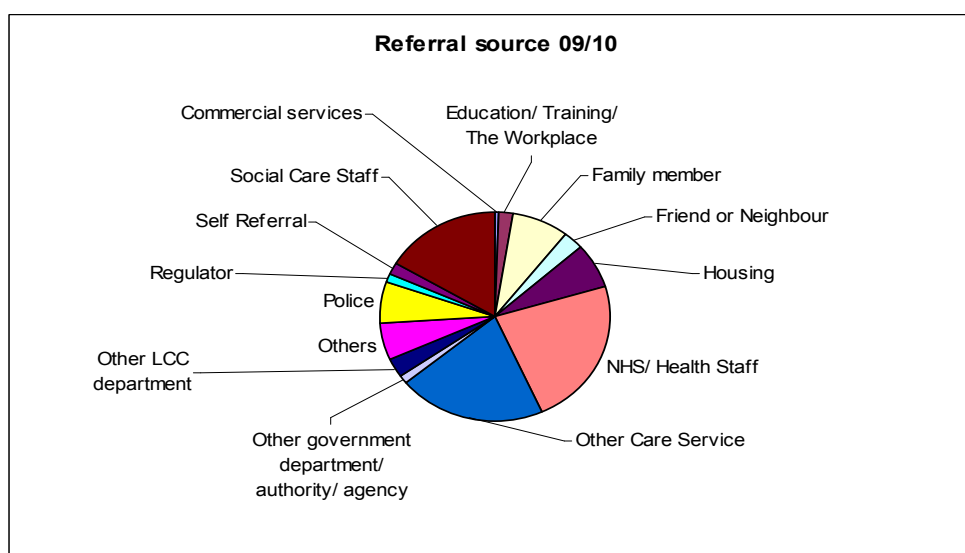
Figure 5a: Referrals By Referral Source 2009/10 (numbers)

Referral Source	Referrals
Commercial services	10
Education/ Training/ The Workplace	42
Family member	164
Friend or Neighbour	59
Housing	138
NHS/ Health Staff	476
Other Care Service	428
Other LCC department	20
Other government department/ authority/ agency	65
Others	114
Police	131
Regulator	24
Self Referral	40
Social Care Staff	338
Grand Total	2049

Figure 5b: Referrals by referral source (2007/08 – 2009/10)

Referrals by Source
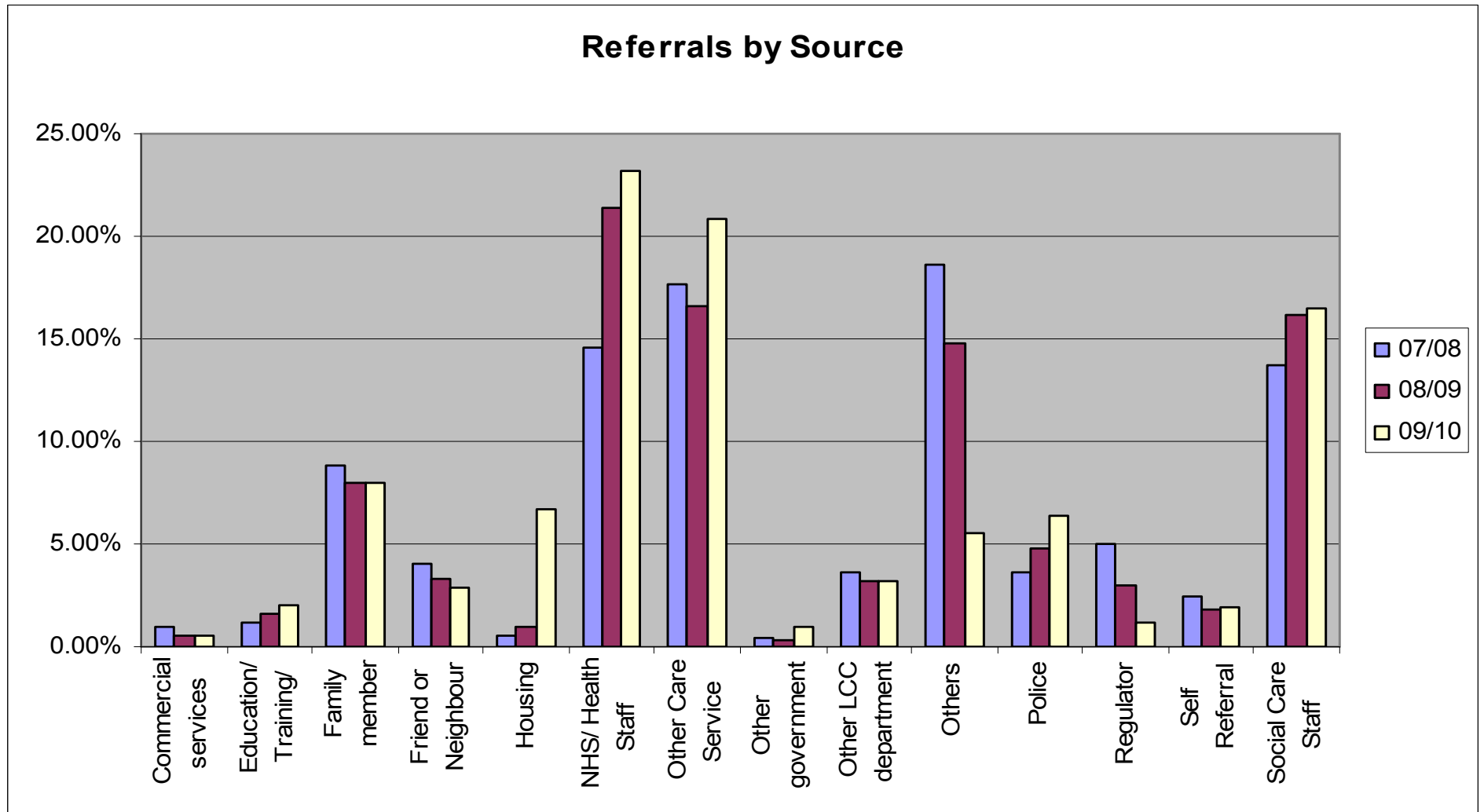
4.7   Safeguarding Adults Decisions

A "Safeguarding Adults Decision" refers to the Safeguarding Coordinator's decision as to whether a safeguarding investigation is required in response to a referral, and if so what kind of Investigation is required. The investigation types have only been recorded electronically following changes in information recording systems, adapted in December 2009 to meet the requirements of the Leeds Safeguarding Adults Multi-Agency procedures and the new National Abuse of Vulnerable Adults data requirements. Reports are now available for the period 1st January 2010 to 31st March 2010, so this information is not directly comparable with previous tables

The four types of investigation are detailed in the Leeds Safeguarding Adult Multi-Agency procedures. They are summarised as follows:

Type 1 Investigation – The safeguarding coordinator will request the service provider to undertake an investigation. The provider is then responsible for identifying an appropriate investigator to investigate and report back to the safeguarding coordinator.

Type 2 Investigation – The safeguarding coordinator implements an assessment or review of the needs, and services currently provided to the vulnerable adult and/or the alleged perpetrator within the context of the presenting concern(s). The safeguarding coordinator will ensure that an assessment or review is undertaken by the most appropriate health or social care professional with a report back to the safeguarding coordinator.

Type 3 Investigation - The safeguarding coordinator will allocate an investigating officer to investigate a specific allegation relating to an individual. A multi-agency strategy meeting will be held to plan how to investigate. An investigation report will be produced and a multi-agency case conference will be convened to consider the findings.

Type 4 Investigation - The safeguarding coordinator will allocate an investigating officer or officers to investigate allegations relating to a number of individuals. A multi-agency strategy meeting will be held to plan how to investigate. An investigation report will be produced and a multi-agency case conference will be convened to consider the findings.

Figure 6a illustrates that most Safeguarding Investigations take the form of Type 1 (63 investigations), followed by Type 2 (13 investigations), Type 4 (9 investigations) and Type 3 (8 investigations). This information is illustrated graphically in Figure 6b.

Figure 6a: Safeguarding Adults Decision (1st January 2010 – 31st March 2010)

Decision Outcome	January	February	March	Total
No Further Action (NFA): Under Safeguarding	19	15	29	63
Service User (SU) Refused Further Action	7	2	6	15
Type 1 Investigation	19	27	17	63
Type 2 Investigation	8	1	4	13
Type 3 Investigation	2	2	4	8
Type 4 Investigation	3	1	5	9
Unspecified	37	60	76	173
Total	95	108	141	344

Figure 6b: Safeguarding Adults Decision (1st January 2010 – 31st March 2010)

Safeguarding Adults Decision 1 January - 31 March 2010
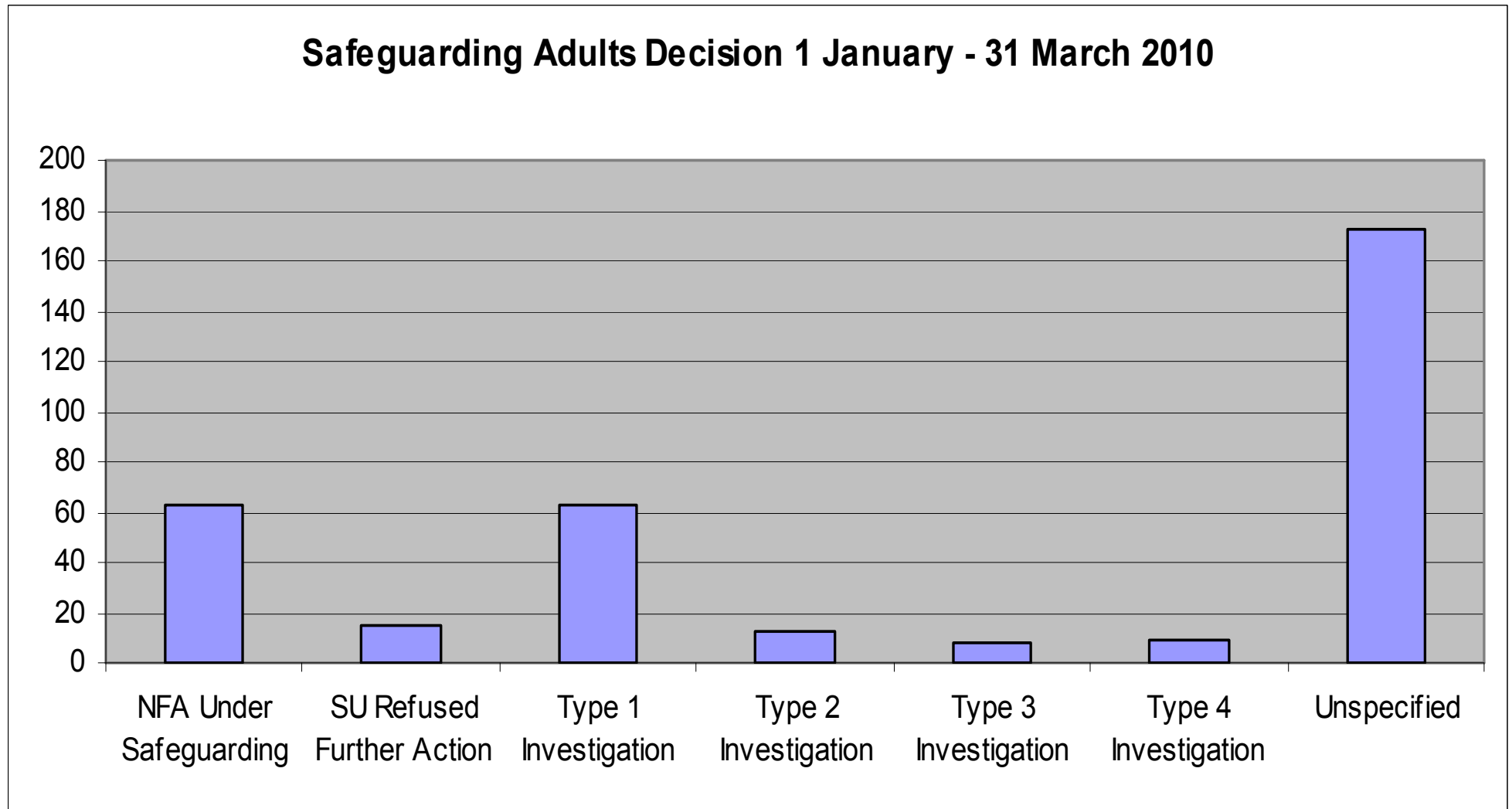
4.8   Abuse of Vulnerable Adults (AVA) National Data Collection

New standards and expectations were introduced during 2009/10 for Councils with Adult Social Service Responsibilities (CASSR) in respect of collecting data about Abuse of Vulnerable Adults (AVA) incidents. Data collection systems were implemented in Leeds during December 2009 and information reported since 1st January 2010. The following summary of the AVA tables reflects the new AVA National Data Collection requirements. It should be noted that these tables relate to investigated referrals only and reports are available for the 3 month period 1st January 2010 – 31st March 2010 only. These tables are not therefore comparable with data on all referrals reported for the whole year in other sections of this Annual Report.

Table 1:   Number of alerts, referrals, repeat referrals and completed referrals by age, primary client group and gender of alleged victim

It should be noted that the Leeds data collection system does not capture alerts within partner organisations and hence these are absent from this table. Alerts are defined within the Safeguarding Adult Multi-Agency procedures as occurring within organisations prior to the decision to make a referral into the Multi-Agency procedures.

Table 1 indicates that the distribution of investigated referrals between males and females are broadly equal in the 18-64 and 65-74 age groups. Female referrals are however, twice as frequent as male referrals in the 75-84 age group; and three times as likely in the 85+ age group, which is most likely to be explained by differences in mortality rates and resulting differences in populations size. Investigated referral numbers overall in this period increase steadily from a total of 16 in the 65-74 age group, to 35 in the 75-84 age group, and 46 in the 85+ age group.

According to the data at the time of this report, there are only 4 instances of repeat referrals across age, gender and primary client group records.

Table 2:   Number of alerts, referrals, repeat referrals and completed referrals by ethnicity and age of alleged victim

Again, it should be noted that the data collection system does not capture alerts and hence these are absent from this table. Alerts are defined within the Safeguarding Adult Multi-Agency procedures as occurring within organisations prior to the decision to make a referral into the Multi-Agency procedures.

In 2001 according to the Leeds Census of Population statistics 10.8% of the Leeds population was from black and minority ethnic communities. If 'white other' and 'white Irish' are excluded this figure falls to 8.15%.

Table 2 indicates that referrals from black and minority ethnic communities amounted to 10.9%. If 'white other' and 'white Irish' are excluded this figure falls to 8.2%.

Although the statistics in Table 2 are comparable to the Census statistics in 2001, it has been estimated that the black and minority ethnic minority population will increase by 55% between 2001 and 2030, and hence these figures in 2010 may indicate that minority and ethnic minority population are actually slightly under-represented within referrals.

Table 3:   Number of referrals by source of referral by age and primary client group of alleged victim

Table 3 Illustrates sources of investigated referrals by age and primary client group of the alleged victim. The most frequently recorded referral sources is listed as 'Social Care Staff' (47%) followed by 'Other' (28%) and Health Staff (13%)

Please note: the information contained within Table 3 is not directly comparable to that in section 3.6, Figure 5, as both the referral source criteria and the reporting period are different.

Table 4a: Number of referrals by nature of alleged abuse, age and gender of alleged victim

Table 4b: Number of referrals by nature of alleged abuse, primary client group and age of alleged victim

Tables 4a and 4b indicate that the prevalence of abuse is generally greater in the 65+ group relative to the 18-64 year age group. The difference is significant with 85 incidents of abuse recorded for the 65+ age group compared to 40 in the same period for those 18-64years.

Across age groups, females have more referrals (80) relative to their male counterparts (40), and the incidence of each form of abuse is greater for females than males.

Referrals of physical abuse, financial abuse and neglect remain high across the age groups.

Referrals concerning sexual abuse declined from 6 in the 18-64 age group to 2 in the 65+ age group. In contrast Referrals of institutional abuse increased from 1 in the 18-64 age group to 14 in the 65+ age group.

Table 4b indicates that within the 18-64 age group referrals of physical abuse of people with a learning disability is 3 times more likely than any other form of abuse to people with learning disability, and make up 15 of the 19 physical abuse referrals in this age group.

Currently there are no recorded referrals against the primary client group, Substance Misuse in Table 4b. This is in contrast to section 3.4, Figure 3a that records 27 for the full 2009/10 period. These figures however indicate that referrals for this client group are low. This is an issue in Leeds that needs to be understood and addressed by partners working with this vulnerable client group. Substance misuse services are commissioned in Leeds by the Safer Leeds partnership, and are mostly provided by the third sector. These service users are not generally care managed in Leeds by Adult Social Care.

Table 5:   Number of referrals by location alleged abuse took place by type of service

Indicates that the vast majority of referrals concern alleged abuse in the vulnerable adults own home (37%) or whilst residing in a care home on a permanent basis (31%).

In this table "Type of Service" refers to who commissions any provided care service. Under a national Association of Directors of Adult Social Services (ADASS) agreement, safeguarding referrals relating to a care home are coordinated by the host local authority. If another local authority commissions a placement in Leeds, Leeds would coordinate the investigation and invite the funding authority to contribute to the strategy meeting, the investigation and the case conference.

This table indicates that over 50% of investigated referrals concern Own Council Commissioned Services. That is, 50% of referrals concern people receiving services purchased by Leeds City Council. Approximately 18% of the referrals related to someone receiving services funded by health, and over a fifth received no service at all.

Table 6a: Number of referrals by relationship of alleged perpetrator by age and gender of vulnerable adult

Table 6b: Number of referrals by relationship of alleged perpetrator by primary client type and age of vulnerable adult

Tables 6a and 6b indicate that the alleged perpetrator of abuse is likely to be an 'other family member' (excluding partner) (33 referrals) or a member of residential care staff (37 referrals), or to a lesser extent 'another vulnerable adult (21 referrals). These three categories amount to 70% of 18-64 age group referrals and 80% of 65+ age group referrals.

In respect to the 'other vulnerable adult' referrals 12 of the 13 referrals in the 18-64 age group concern learning disability client groups.

Note: Tables 7a to 9 refer to concluded investigations. The numbers for the three-month reporting period are smaller than the numbers in Tables 1 to 6b, as recording of investigation outcomes of referrals from before 1st January 2010 were not recorded using the new part of the system. In subsequent years this issue will not arise.

Table 7a: Number of completed referrals by case conclusion, primary client group and age

Table 7a indicates that across age groups and primary client groups 53% of investigations result in the allegation being either fully Substantiated (45%) or Partially Substantiated (7%). Approx. 24% of investigations are 'Not Substantiated' and a further 24% 'Not Determined / Inconclusive'.

Table 7b: Number of completed referrals by case conclusion and ethnicity

Table 7b records the case conclusion according the ethnicity of the vulnerable adult. No particular trends are identifiable within this information.

Table 8a: Outcome of completed referral - Victim

Table 8a records the outcome of the completed referral for the vulnerable adult (victim). Across age groups the most frequent outcome is 'No Further Action' (41%), followed by 'Increased Monitoring' (32%) and 'Moved to increase / Different Care' (8%).

Table 8b: Outcome of completed referrals leading to serious case review

Table 8b highlights that none of the completed referrals in this three-month period have been recorded as resulting in a Serious Case Review as defined within the Leeds Multi-Agency Safeguarding Procedures.

Table 8c: Acceptance of protection plan

Table 8c records whether the protection plan offered was accepted by the alleged victim. Out of a total of 44 recorded occasions where a protection plan was offered, only on two occasions was the Protection Plan declined (5%); on 5 occasions (11%) the vulnerable adult was unable to consent to the Protection Plan and a decision was required in their 'best interests' as set out in the Mental Capacity Act 2005.

Table 9: Outcome of completed referral - Alleged perpetrator/organisation/service

Table 9 records the outcome of the completed referral for the alleged perpetrator/organisation/service. The most frequently recorded outcome was 'No Further Action' (26%) followed by 'Continued Monitoring' (12%) and 'Removal from property or service' (9%). Criminal Prosecution / Formal Caution occurred in 2 cases (approx. 4%).

5.   National And Regional Safeguarding Developments

5.1   National Safeguarding Developments

The Leeds Safeguarding Adult Partnership achievements in developing and promoting safeguarding practice for the people of Leeds will be supported during 2010/11 by continuing developments in national policy, guidance and profile associated with Safeguarding Adults.

The consultation, Safeguarding Adults: The review of "*No secrets* Guidance on developing and implementing multi-agency policies and procedures to protect vulnerable adults from abuse" was initiated on the 16th October 2008 and a Summary of Responses was published on the 17th July 2009. The full report is accessible from the Department of Health website (www.dh.gov.uk/en/Consultations/Responsestoconsultations/DH_102764).

There were a number of key messages from the responses to the consultation. These included the need for stronger national leadership; greater understanding and clarity is around safeguarding is required within the NHS; that local arrangements should be placed on a statutory basis; and that revision and updating is needed to the "No Secrets" guidance.

A written ministerial statement was published on the 19th January 2010 by The Minister of State, Department of Health detailing the Governments response.

Firstly, the Government will establish an Inter-Departmental Ministerial Group (IDMG) on Safeguarding Vulnerable Adults. This group will include Ministers from the Department of Health, Home Office, Ministry of Justice, the Attorney General's Office and the Department for Communities and Local Government. The IDMG will have three roles.

- determine policy and work priorities for the forthcoming year;
- provide a strategic and co-ordination role, and;
- provide public and parliamentary advocacy for this policy area.

Secondly, the Government will introduce new legislation to strengthen the local governance of safeguarding by putting Safeguarding Adults Boards on a statutory footing**.**

Thirdly, the government is launching a programme of work with representative agencies and stakeholders to support effective policy and practice in safeguarding vulnerable adults. This will include publishing new, comprehensive, multi-agency guidance that establishes clearly the roles and responsibilities for all those involved in safeguarding vulnerable adults during the Autumn of 2010.

This will be built upon and bring together targeted guidance and support materials, which will be developed in the coming months, including:

- A guide to the law on safeguarding, to help professionals understand and effectively use the range of legal powers that can prevent and deal with harm – including the Criminal Justice Act 1988, the Fraud Act, the Domestic Violence, Crime and Victims Act 2004, and the Mental Capacity Act 2005;

- Targeted guidance and toolkits for specific professionals, including general practitioners, nurses, housing staff and police officers; and

- The Association of Chief Police Officers has set up a working group under the umbrella of the economic crime portfolio to lead a programme of work to improve our response to financial crime against vulnerable adults.

Subsequently during on the 11th February 2010 Guidance was issued by the Department of Health entitled 'Clinical Governance and Adult Safeguarding: An Integrated Process' as an outcome of the No Secrets Review Consultation, providing Guidance for Health providers as to the relationship between adverse incident reporting, complaints, and safeguarding in order to encourage reporting in a way that supports the investigation and empowers staff in the process.

5.2   The Independent Safeguarding Authority

The Independent Safeguarding Authority set up by the Safeguarding Vulnerable Groups Act 2006, introduced stricter controls from October 2009 in relation to determining those individuals unsuitable to work with children and vulnerable adults in England, Wales and Northern Ireland. The full implementation of this scheme will continue into 2015, however current key milestones include:

12 October 2009

- The definitions of regulated activity and controlled activity came into operation.

- The offences of working in regulated activity while barred and of knowingly allowing someone to work in regulated activity while barred came into effect.

- From this date, Regulated Activity Providers became eligible to ask for enhanced disclosures with barred list checks on anyone they are taking on in regulated activity.

- The new duties on referrals came into operation. This means that Regulated Activity Providers that remove anyone from regulated activity have a duty to refer information to the ISA in certain circumstances.

- A similar duty applies to the responsible person in relation to controlled activity.

April 2010

- Interim requirements for controlled activity come into effect.

Further details on the Independent Safeguarding Authority can be accessed from www.isa-gov.org.uk.

Collectively these national safeguarding developments will complement the continuing development program of the Leeds Safeguarding Adults Partnership Board in achieving continuing success in minimising the risk of harm or exploitation to vulnerable adults within Leeds.

4.3   Regional Developments

In the Autumn of 2009 the Association of Directors of Adult Social Services (ADASS) set up a strategic regional group to oversee the development of safeguarding adults approaches across in the region. A regional development manager was employed to support the implementation of the work plan. The Yorkshire and Humber Strategic Health Authority Lead on Safeguarding Children and Adults was invited to join this strategic group, and over the following months has taken an active part in the work, and encouraged other health colleagues to work in partnership with the ADASS network.

The Strategic Health Authority published its Safeguarding Strategy in November 2009, and has produced a checklist for NHS Chief Executives (both commissioner and provider) covering safeguarding of both children and adults. A regional health operational group has been formed, to mirror the ADASS regional operational group, and health and social care networks are exploring how they can work together to ensure improved joint approaches. Leeds partners

have taken an active part in these networks, enabling useful networking on safeguarding matters prior to the publication of new national guidance and legislation on Safeguarding.

6. Mental Capacity

The Mental Capacity Act 2005 came fully into force in October 2007. The Mental Capacity Act (MCA) is a wide ranging piece of legislation potentially affecting the lives of many thousands of citizens in Leeds. Its main provisions are aimed at legally safeguarding and protecting the interests of the most vulnerable people in our community, people who, for a great variety of reasons, are judged to lack the mental capacity to make significant decisions in relation to their own life and circumstances, including those about their care or treatment.

The Government implemented an additional provision to the Mental Capacity Act, which came into force in April 2009: the Deprivation of Liberty Safeguards (DoLS). DoLS provide legal protection for the most vulnerable people, who lack the capacity to consent, and whom, for their own safety and best interest, need to be accommodated in a registered care home or hospital, and this may have the effect of depriving them of their liberty.

Leeds City Council, in line with the requirements of the MCA, established a Local Implementation Network, known in Leeds as the MCA & DoLS LIN Stakeholder Group to oversee the effective implementation of MCA and DoLS across the City. The LIN comprises of all the statutory partner organisations in Leeds most likely to be affected by the provisions of the MCA (see Appendix F for details). The LIN is chaired by the Deputy Director, Strategic Commissioning and has continued to meet monthly since December 2006. The MCA & DoLS Implementation, Development and Monitoring (IDM) sub-group has been established as the "operational arm" to support the LIN and also meets monthly.

In adherence to Department of Health guidance, it has been agreed during 2009/10 that the MCA LIN will become a sub-group of the Safeguarding Adults Partnership Board from 1st April 2010. The MCA & DoLS IDM will continue as a task group of this sub-group.

Department of Health guidance also recommends that statutory partners closely align the requirements and duties placed on them by the Mental Capacity Act to the safeguarding adults agenda. The Leeds Safeguarding Adults Partnership Support Unit has been working closely with the MCA Project Team to ensure this is effectively undertaken. Progress to date includes:

- The Safeguarding Partnership Unit's Strategy and Risk Manager and one of the Safeguarding Senior Practitioner are members of the MCA& DoLS IDM Sub Group.
- The MCA & DoLS Project Manager is a member of 3 of the existing Safeguarding Board Sub-Groups.
- Leeds has adopted its discretionary powers to use Independent Mental Capacity Advocates in safeguarding investigations and has agreed new procedures for undertaking this.
- Clear links between MCA/DoLS and Safeguarding have been established and the Safeguarding and MCA/DoLS policies and procedures have been updated to accurately reflect links to each other.
- A multi-agency Communication Strategy has been agreed by all partners who attend the Stakeholder and sub group meetings. In addition, communications representatives from the key organisations meet on a regular basis to progress/implement communications actions.
- The Safeguarding Adult Partnership website has been updated to include a MCA/DoLS webpage. It is intended that all partners will link their individual internet/intranet sites to the multi-agency MCA/DoLS website so that all partners receive consistent messages and have access to the same information. All information/messages put on the website have been agreed through the MCA & DoLS IDM sub group.
- MCA and DoLS training has been delivered across the partnership as follows:

  o Basic awareness MCA training to 5442 staff; 2549 LCC, 399 NHS Leeds, 586 LTHT*, 356 LPFT* and 1552 independent and voluntary sector (* part or all this training was delivered/facilitated by the individual organisation themselves).

- o In depth further understanding MCA training to 765 staff.
  - o Focused training courses for Social Care Staff linking MCA to Safeguarding and the Independent Mental Capacity Advocates Service delivered to 200 staff in ASC.
  - o DoLS training delivered to 570 staff.
  - o Training delivered by e-learning to 704 staff.

- A multi-agency Organisational Development and Training Strategy for 2010/11 for Safeguarding and MCA/DoLS has been drafted and is currently being agreed with partners. This strategy will include a focus on providing safeguarding and MCA training for Voluntary, Community and Faith sectors and for service users and their family and carers. It will also include training for the Emergency Services.

- Articulate Advocacy continue to provide the commissioned Independent Mental Capacity Advocate and Relevant Person's Representative services in Leeds. Articulate Advocacy also provide additional support in the following areas:

  - o Safeguarding
  - o Performance and Quality Assurance
  - o Communications
  - o Organisational Development/Training
  - o Policies and Procedures

- Senior representatives from Articulate Advocacy continue to attend both monthly LIN and IDM sub-group meetings. In addition, monthly activity and annual reports are produced and reported to these groups. A copy of the Independent Mental Capacity Advocate annual report for 2008/09 can be obtained from the Leeds Safeguarding Adults website .

- Leeds City Council and Leeds Partnership Foundation Trust has recently been successful in securing grant funding from the Department of Health to provide a number of quality assurance audits in relation to MCA. The areas covered during the audits will include independent file audits and qualitative/inspection work undertaken by Articulate Advocacy and Leeds City Councils' Strategic Commissioning Service. Additional work is also being undertaken to provide quality assurance in relation to DoLS. The results from this work/audits will be used to direct actions needed in both the Organisational Development and Training strategy and Communication Strategy.

- Two MCA Recording Tools, to ensure consistency of information recorded in relation to mental capacity assessments and undertaking best interest decisions, have been devised and fully adopted within Adult Social Care and some partner organisations. These Tools are also used when undertaking safeguarding investigations and have been incorporated into current policies and procedures.

During 2010/11 further work will be undertaken by the MCA/DoLS Project team and the Safeguarding Unit to further embed the requirements of MCA across the partnership. This will include:

- Establishing links between Deputyship, MCA and Safeguarding and ensuring there are adequate arrangements in place to identify, refer and investigate claims of financial abuse.
- Reviewing/establishing systems for compliance with Lasting Powers of Attorney, advance decisions, personal welfare deputies and research projects.
- Delivering effective MCA and DoLS information to the wider public using the media and focused training workshops.
- Delivery of further focused training sessions across the partnership including training for the Police, Fire and Rescue, Probation, Children's Services and Social Landlord/Housing Association services.
- Development of the role of DoLS Coordinators and Safeguarding Senior Practitioners.
- Evaluation of the impact of MCA/DoLS on staff, management and financial resources etc.
- Establishing effective mechanisms to disseminate national messages, relevant case law/case studies and develop procedures for appropriate Court of Protection referrals.

7. Business Plan 2009/10

7.1 Achievements of the 2009/10 Business Plan

The Board has been effective throughout 2009/10 in achieving the ambitious objectives set in the 2008/09 Annual Report. Achievements include the launching of the revised multi-agency procedures, their ratification through partner agencies governance processes, assessment of agency training requirements, agreement of mandatory multi agency training programme, establishment of the serious case review procedure and the implementation of the safeguarding communications strategy. Full details of the Action Plan 2009/10 and the achievement of objectives and timescales is detailed in Appendix G. The two outstanding action areas: completed review of Memorandum of Understanding and the Development of a Safeguarding Adults Charter for Leeds are carried forward into the 2010/11 Business Plan as detailed in Appendix H.

8. Business Plan 2010/11

8.1 Board Member Safeguarding Priorities for 2010/11

During February 2010 the Safeguarding Adults Board identified the priorities to be addressed during 20010/2011. This list details the priorities established by each partnership agency:

Partner	Priority
Leeds Community HealthCare	Workshop for Board members on the Outcomes of the No Secrets Consultation
	Capacity and Capability within staff teams to manage the safeguarding agenda – how do we get smarter? – how do we measure this?
	Communications generally – Public Information – Public Awareness
	Specific tailored safeguarding training for those responsible for the corporate governance of partner organisations, such as chief executives, chief officers, directors, board members and elected members, to ensure that safeguarding is given the priority it requires within organisations.
Leeds Teaching Hospitals Trust	Review of Policies and Procedures following the learning from the first year.
	Developing Advocacy and an understanding of when to use advocacy
	Continued implementation of Training framework
Leeds Partnership Foundation Trust	Capacity and Capability of workforce
	Consultation with Key Stakeholders, in particular Mental Health service users
	Ensuring that Board partnership policies, protocols and procedures are given time to go through the requisite governance requirements in each agency before they go live.
West Yorkshire Police	Continued Workforce Development
	Joint Approach to specialist training
	Focus on Financial abuse in line with ministerial statement and the role of ACPO
	Improved links with Crown Prosecution Service
Alliance of Users and Carers	Filling the advocacy gaps to support victims of abuse and neglect,

	particularly in the context of Self Directed Support
	Ensuring the reference groups for users and carers get established
Advocacy Network	Engagement of the 3rd Sector
	Establish and embed 3rd Sector Reference Group
	Work with Victims to help them to defend themselves
	Improving Clarity about the IMCA role in Safeguarding
Training and Workforce Development sub-group	Prioritising resources to increase the pace of delivery of training
Adult Social Care	Bring to completion items that have been started in 2009/10
	Further develop joint working with Safer Leeds and between children and adult safeguarding
	Renewed focus on the most vulnerable, that is those in long-term care settings

These identified priorities from partners form the basis of the Board Business Plan 2010/11. The Board continues to set ambitious objectives in order to safeguard the citizens of Leeds, and has organised these work streams according to the following themes:

- Governance, Leadership and Partnership
- Policies and Procedures
- Training and Workforce Development
- Serious Case Review
- Performance and Quality Assurance
- Communication and Community Engagement, Voice and Influence of Stakeholders

Full details of the Board Business Plan 2010, timescales for completion and responsible groups can be located in Appendix H.

Representation and attendance of Member Organisations, April 2009 to March 2010.

Organisation	Membership Status	April 2009	June 2009	Aug. 2009	Oct. 2009	Dec. 2009	Feb. 2010
Leeds Adult Social Care	Full member	✓	✓	✓	✓	✓	✓
Leeds Teaching Hospitals Trust	Full member		✓	✓	✓	✓	✓
NHS Leeds	Full member	✓	✓	✓	✓	✓	✓
Leeds Partnership Foundation Trust	Full member	✓	✓	✓	✓	✓	✓
West Yorkshire Police	Full member	✓	✓	✓	✓	✓	✓
West Yorkshire Probation Service	Full member	✓		✓	✓		✓
West Yorkshire Fire Service	Full member					✓	
Leeds City Council: Community Safety	Full member		✓	✓	✓		
Leeds City Council Environment and Neighbourhoods	Full member		✓		✓		✓
Leeds ALMOs	Associate member		✓		✓		✓
Leeds Safeguarding Children Board	Associate member	✓					
Leeds City Council Children's Services	Associate member					✓	✓
Leeds Voice	Associate member	✓	✓	✓	✓	✓	
Leeds Advocacy	Co-opted member	✓	✓	✓			✓
Leeds Service User and Carer Alliance	Co-opted member	✓		✓	✓	✓	✓
Care Quality Commission	Co-opted member						✓
Leeds City Council Legal Services	Ex-officio member			✓			
Leeds Safeguarding Adults Partnership Unit	Ex-officio member	✓	✓	✓	✓	✓	✓

Appendix B:
Individual Member attendance and representation, April 2009 to March 2010

Organisation	Invitee	Membership Status	April 2009	June 2009	Aug. 2009	Oct. 2009	Dec. 2009	Feb. 2010
Leeds Adult Social Care	Sandie Keene, Director of Adult Social Care	Ex-Officio – Accountable Officer				✔		
	Dennis Holmes Deputy Director, Strategic Commissioning	Full member, Chair	✔	✔	✔	✔	✔	✔
	Paul Broughton, Chief Officer, Learning Disability	Full member	✔					
	Michele Tynan, Chief Officer, Learning Disability	Full member		✔	✔	✔		✔
	David Rosser, Deputising for Michele Tynan	Deputy					✔	
	Lynda Bowen, Chief Officer, Support & Enablement	Full member	✔				✔	✔
	Kim Maslyn, Deputising for Lynda Bowen	Deputy		✔				
	John Lennon, Chief Officer, Access & Inclusion	Full member		✔	✔	✔	✔	
	Richard Graham, Senior Quality Assurance Officer	Observer	✔					
Leeds Teaching Hospitals Trust	Clare Linley, Deputy Chief Nurse/Divisional Nurse Manager	Full member			✔			
	Al Sheward, Divisional Nurse Manager	Full member			✔	✔		✔
	Sally Mansfield, Deputising for Claire Linley/Al Sheward	Deputy		✔			✔	
NHS Leeds	Carol Cochrane Director of Strategic Development & Commissioning for Priority Groups	Full member		✔		✔	✔	
	Diane Boyne, Deputising for Carol Cochrane	Deputy	✔		✔			✔
	Paul Morrin Director of Operations, Care Services, Leeds Community Health Care	Full member		✔	✔	✔	✔	✔
	Tasnim Ali, Safeguarding Lead, Leeds Community Health Care	Observer					✔	✔

Organisation	Invitee	Membership Status	April 2009	June 2009	Aug. 2009	Oct. 2009	Dec. 2009	Feb. 2010
Leeds Partnership Foundation Trust	Michele Moran Director of Service Delivery and Chief Nurse	Full member	✓	✓	✓			
	Shola Johnson, Deputising for Michele Moran	Deputy				✓		
	Steve Wilcox, Deputising for Michele Moran	Deputy					✓	✓
	Julie Mason, Safeguarding Lead	Observer		✓				
West Yorkshire Police	Gerry Broadbent, Divisional Commander	Full member	✓	✓		✓		✓
	Stuart Piper, Deputising for Gerry Broadbent	Deputy			✓		✓	
West Yorkshire Probation Service	Andrew Chandler, Assistant Chief Officer	Full member						
	Sarah Jarvis, Deputising for Andrew Chandler	Deputy	✓		✓	✓		
	Neil Moloney, Assistant Chief Officer	Full member						✓
Leeds City Council Environment and Neighbourhoods	Bridget Emery Head of Housing Strategy and Solutions	Full member		✓		✓		
	Nahim Mehmood-Kahn, Deputising for Bridget Emery	Deputy						✓
Leeds ALMOs	Claire Warren, Chief Executive, WNW Homes	Associate member		✓				
	Paul Reid, Deputising for Claire Warren	Deputy				✓		
	Steve Hunt, Chief Executive, ENE Homes	Associate member						✓
LCC: Community Safety	Jim Willson, Chief Officer, Substance Misuse	Full member		✓	✓	✓		
West Yorkshire Fire Service	Nigel Craven, Area District Manager	Full member					✓	
	Graham Heath, Area District Manager	Full member						
Leeds Safeguarding Children Board	Bryan Gocke LSCB Manager	Associate member	✓					
Leeds City Council Children's	Keith Burton, Deputy Director Children Services	Associate member						✓
	Matthew Orton,	Deputy					✓	

Organisation	Invitee	Membership Status	April 2009	June 2009	Aug. 2009	Oct. 2009	Dec. 2009	Feb. 2010
Services	Deputising for Keith Burton							
Leeds Voice	Julia Preston, Director (Gipsil)	Associate member	✔	✔	✔	✔	✔	
Board Sub-Groups Chairs	Graham Sephton, Chair: Training and Workforce Development Sub-Group	Associate Member			✔	✔		✔
	Tracy Cooper, Deputising for Graham Sephton	Deputy					✔	
	Marcus Beacham, Chair: Performance, Audit and Quality Assurance	Associate Member				✔	✔	✔
	Keith Lawrance, Chair: Serious Case Review	Associate Member					✔	*
	* Represented by: Emma Mortimer, Leeds Safeguarding Adults Partnership							
	Chair: Policies, Procedures and Protocols: See section: Leeds Safeguarding Adults Partnership Unit, Hilary Paxton							
Leeds Advocacy	Tim Whaley Adult Operations Manager	Co-opted member	✔	✔	✔			✔
Leeds Service User and Carer Alliance	Joy Fisher, Alliance Chair	Co-opted member	✔		✔	✔	✔	✔
Care Quality Commission	Peter Westhead	Co-opted member						✔
Leeds City Council Legal Services	Gerry Gillen Corporate Lawyer,	Ex-officio member			✔			
Leeds Safeguarding Adults Partnership Unit	Hilary Paxton, Head of Safeguarding Partnership Unit & Chair: Policy, Procedures and Protocols	Ex-officio and Associate Member	✔	✔	✔	✔	✔	✔
	Emma Mortimer Safeguarding Adults Co-ordinator & * Deputising for Keith Lawrance Feb. 2010	Ex-officio member	✔		✔	✔	✔	✔
	Christine Clark Safeguarding Adults Co-ordinator	Ex-officio member	✔	✔				
	Kieron Smith, Safeguarding Strategy and Risk Manager	Observer			✔			✔
Leeds Adult Social Care	Danielle Guest, Directorate Support Officer (Board Meeting minute taker)	Ex-officio member	✔	✔	✔	✔	✔	✔

Appendix C:
Current Membership of the Safeguarding Adults Partnership Board, 31st March 2010

Organisation	Invitee	Membership Status
Leeds Adult Social Care	Sandie Keene, Director of Adult Social Care	Full member
	Dennis Holmes, Deputy Director, Strategic Commissioning	Full member
	John Lennon Chief Officer, Access & Inclusion	Full member
	Michele Tynan, Chief Officer, Learning Disability	Full member
	Lynda Bowen, Chief Officer, Support & Enablement	Full member
Leeds Teaching Hospitals Trust	Al Sheward, Divisional Nurse Manager	Full member
NHS Leeds	Nigel Gray, Director of Strategic Development & Commissioning for Priority Groups	Full member
	Paul Morrin, Director of Operations, Care Services, Leeds Community Health Care	Full member
Leeds Partnership Foundation Trust	Michele Moran, Director of Service Delivery and Chief Nurse	Full member
West Yorkshire Police	Gerry Broadbent, Divisional Commander	Full member
West Yorkshire Probation Service	Kevin Ball,	Full member
West Yorkshire Fire Service	Graham Heath, Area District Manager	Full member
Leeds City Council: Community Safety	Jim Willson, Chief Officer, Substance Misuse	Full member
Leeds City Council Environment and Neighbourhoods	Bridget Emery, Head of Housing Strategy and Solutions	Full member
Leeds ALMOs	Steve Hunt, Chief Executive, ENE Homes Leeds	Associate member

Organisation	Invitee	Membership Status
Leeds Safeguarding Children Board	Bryan Gocke, LSCB Manager	Associate member
Leeds City Council Children's Services	Keith Burton, Deputy Director Children's Services	Associate member
Leeds Voice	Julia Preston, Director	Associate member
Board Sub-Groups Chairs	Graham Sephton, Chair: Training and Workforce Development Sub-Group	Associate member
	Marcus Beacham, Chair: Performance, Audit and Quality Sub-Group	Associate member
	Keith Lawrance, Chair: Serious Case Review Sub-Group	Associate member
	See entry: Hilary Paxton, Leeds Safeguarding Adults Partnership Unit	
Leeds Advocacy	Tim Whaley, Adult Operations Manager	Co-opted member
Leeds Service User and Carer Alliance	Joy Fisher, Service User and Carer Alliance, Chair	Co-opted member
Care Quality Commission	Peter Westhead	Co-opted member
Leeds City Council Legal Services	Gerry Gillen, Corporate Lawyer	Ex-officio member
Leeds Safeguarding Adults Partnership Unit	Hilary Paxton, Head of Leeds Adult Safeguarding Partnership Unit & Chair: Policy, Procedures and Protocols	Ex-officio and Associate member
	Emma Mortimer, Safeguarding Co-ordinator	Ex-officio member
Leeds Adult Social Care	Daniel Guest , Directorate Support Officer (Board Meeting minute taker)	Ex-officio member

Appendix D: Board Subgroup Chairs and Vice Chairs, 31st March 2010.

Board Subgroup	Chair	Agency	Vice Chair	Agency
Performance, Audit and Quality Assurance	Marcus Beacham	LCC: Community Safety	Richard Graham	Adult Social Care
Policy, Procedures and Protocols	Hilary Paxton	Safeguarding Adults Partnership Unit	Jackie Bolland	Age Concern
Serious Case Review	Keith Lawrance	LCC: Community Safety	Karen Newsome	St. Anne's Community Services
Training and Workforce Development	Graham Sephton	Adult Social Care	Norman Sterling Baxter	Leeds Safeguarding Adults Partnership Support Team

Appendix E. Structure of Safeguarding Adults Partnership Support Unit

Director of Adult Social Care

Statutory Lead Responsibility for
Safeguarding Adults
Sandie Keene

**Leeds Safeguarding Adult
Partnership Board**
Interim Chair: Deputy Director of Adult
Social Care
Dennis Holmes

**Safeguarding Adults
Partnership Support Unit**

Head of Safeguarding Adults

Hilary Paxton

**Safeguarding Strategy and
Risk Manager**

Kieron Smith

**Safeguarding Adult
Co-ordinator**

Emma Mortimer

**Safeguarding Administrative
Coordinator**

Post Vacant

**Independent Safeguarding
and Risk Managers**

Jayne Morrell
Sarah Philips
Suzanne Shater

**Training and Development
Officer**

Norman Sterling-Baxter

**Safeguarding Strategy and
Risk Administrators**

Loraine Danby
Minupar Parvin
Mike Sheard

Appendix F:
Mental Capacity Act & DoLS Local Implementation Network Stakeholder Group Partnership

MCA LIN Stakeholder Group

MCA/DoLS IDM Sub Group

Lead Partner LA
Deputy Director Strategic Commissioning

Lead Partner PCT
Executive Director Strategy and Commissioning

Project Management
Programme and Project Managers LCC

Leeds Partnership Foundation Trust

Leeds Teaching Hospitals Trust

Articulate Advocacy (Leeds)

LCC Adult Social Care (LA)

Commissioning Lead

Communications Lead

Organisational Development Lead

Access & Inclusion

NHS Leeds (PCT)
Commissioner & Provider Services

Police and Fire Services

Appendix G: Achievements of the Partnership against the 2009/10 Business Plan

Action Areas		Start Date	Responsible Agency/ Responsible Officers	Status/Comments	Milestone	Target Date (Actual Completion Date)
Arrangements for safeguarding vulnerable adults are effective across agencies and disciplines.	Ratify procedures through all agencies governance processes	April 09	Safeguarding Partnership / Service users and carers Emma Mortimer (Adult Safeguarding Coordinator), Hilary Paxton (Head of Safeguarding)	Complete	Procedures ratified by all partners and agencies.	Dec-09 (Jun-09)
	Ensure Memorandum of Understanding (MoU) is maintained and improved in line with the views and expectations of partners	April 09	Dennis Holmes (Chief Officer Commissioning) Hilary Paxton (Head of Adult Safeguarding)	The Memorandum has been maintained throughout the year. Multi-agency review began in March 2010, undertaken by a time-limited task group of the Board. This review will be completed in by summer 2010.	Any amendments to the Memorandum agreed by the Board.	Mar-10
Arrangements for safeguarding vulnerable adults are coordinated across agencies and disciplines	Agree protocols for Joint Working with Adult Social Care across partner agencies, and with particular regard to identified vulnerability, i.e. homeless unit, community safety, domestic violence leads, etc.	April 09	Safeguarding Partnership / Service users and carers Emma Mortimer (Adult Safeguarding Coordinator)	Partnership work to improve safeguarding of particular vulnerable groups continues. Quality assurance work is overseen by the Performance and Quality Assurance sub-group.	Protocols Agreed QA of case files evidence effective use of protocols baseline and targets to be developed and agreed.	Jun-09 (Jan-09) (Mar-09)
Increase awareness and understanding of issues and arrangements regarding safeguarding vulnerable adults.	Specify and implement a comprehensive communications and social marketing strategy in relation to adult safeguarding,	April 09	Safeguarding Partnership / Service users and carers / the public Mike Sells (Communications Manager)	Complete. Further work on public awareness has been agreed as a priority for 2010/11 Surveys and quality assurance work continues and is overseen by the Performance and Quality Assurance sub-group.	Marketing strategy is implemented Surveys and quality assurance establish baseline and targets relating to outcome measures.	Jun-09 (Jun-09) Jan-10 (Jan-10)

Action Areas		Start Date	Responsible Agency/ Responsible Officers	Status/Comments	Milestone	Target Date (Actual Completion Date)
Develop a Safeguarding Adults Charter for Leeds	Partners, agencies, service users, carers and public have information that is accurate, accessible and appropriate in terms of safeguarding standards and are able to take action to shape policy and hold the partnership to account	April 09	Safeguarding Partnership / Service users and carers / the public Hilary Paxton, (Head of Safeguarding Adults)	Agreed that this work should be progressed through the Board reference groups. This will be a priority in 2010/11.	Charter is developed by Adult Safeguarding Partnership board sub-group and ratified by board by Jan 2010 for adoption by partners	Jan-10
Everyone involved in safeguarding understands the partnership's vision and has the knowledge and skills to deliver effective safeguarding practice	Scope out training requirement at high level and secure resources across agencies.	April 09	Adult Safeguarding Partnership / HR / Practitioners / Service Users and Carers Emma Mortimer (Safeguarding Coordinator), Graham Sephton (Deputy Head of HR)	Complete	Establish and fund a plan which demonstrates a multi-agency commitment and reflects cross - agency training requirements resulting in the effective safeguarding of adults across Leeds	May-09 (Aug-09)
Everyone involved in safeguarding understands the partnership's vision and has the knowledge and skills to deliver effective safeguarding practice	Agree mandatory multi-agency training programme including training sub-group to incorporate workforce leads.	April 09	Safeguarding Partnership / HR / Practitioners / Service Users and Carers Dennis Holmes (Deputy Director, Strategic Commissioning)) Hilary Paxton (Head of Adult Safeguarding) Graham Sephton (Deputy Head of HR)	Complete	Interagency strategy for safeguarding training established. A rolling programme is implemented and targets for numbers to be trained across agencies are met. Targets to be defined and agreed.	May-09 (Aug-09)
	Identify staff who require specific competencies and training requirements	April 09		Complete		Sep-09 (Sep-09)
	Establish training frequency for all roles and partners	April 09		Complete		Sep-09 (Sep-09)
Everyone involved in safeguarding understands the partnership's vision and has the knowledge and skills to deliver effective safeguarding practice	Monitor training via the Training and Quality Assurance subgroups	April 09	Safeguarding Partnership QA sub-group/ HR - Training/ Practitioners/ Service Users and Carers. Stuart Cameron Strickland (Head of Performance) Richard Graham (QA	Monitoring will continue in 2010/11	Establish baseline and agree targets for training key staff across agencies. This evidences that all frontline internal and external staff are aware of how to identify vulnerable adults and respond appropriately to concerns. User experience surveys evidence improved safeguarding experience.	Sep-09 (Sep-09)

Action Areas		Start Date	Responsible Agency/ Responsible Officers	Status/Comments	Milestone	Target Date (Actual Completion Date)
			Manager)			
The serious care review process is effective and the partnership evidence learning and dissemination of good practice	Ensure final draft of serious case review procedure is agreed by the board	April 09	Adult Safeguarding Board Partners Dennis Holmes, (Deputy Director, Strategic Commissioning)	The procedure was adopted and used for the first two serious case reviews. Required revisions discussed by Board October 2009. Work on revising the procedure, following the two serious case reviews continues in 2010/11	The procedure is formally adopted within all partner agencies.	Sep-09 (October 2009)
	Ensure final draft of serious case review procedure is taken through governance structures of statutory partners.	April 09		To be completed for revised procedure in 2010/11	Future arrangements for the review of potentially serious cases and criteria are managed within the Serious Case Review and Professional Practice sub-group of the Adult Safeguarding Partnership Board	Mar-10 (Mar-10)
The serious care review process is effective & the partnership evidence learning and dissemination of good practice	Safeguarding Partnership Board conducts serious case reviews using new procedures and revise procedures in line with learning.	April 09	Adult Safeguarding Board Partners Emma Mortimer (Adult Safeguarding Coordinator)	Two serious case reviews were undertaken using serious case review procedure. Revised draft procedures now being developed.	A pilot of two serious case reviews will have been conducted	May-09 (Mar-10)
					Findings and action reported in report to the board	May-09 (Dec-09)
Performance of the board and its sub-groups meets the requirements of the Good Governance Standard in Public Services adopted by the partnership	The work of the Board is reported through the governance structures of the respective partners. Elected members will receive reports through the Adult Social Care Scrutiny Board. The reports to include progress against the plan, the business plan and work programme for the following year.	April 09	Safeguarding Partnership Board / NED's / Elected Members/ Service users and carers Chief Executives / Officers of safeguarding partners	Complete	Annual audits and good governance review, all sub groups have work - plans and deliver them. Annual Report is produced in May accompanied by a business plan for the following year. Quarterly Performance reports are available for examination by agency and Local Government overview and scrutiny arrangements. The work of the board is open to challenge by established group of service users and their carers.	May-09 (May-09)

Action Areas		Start Date	Responsible Agency/ Responsible Officers	Status/Comments	Milestone	Target Date (Actual Completion Date)
Performance of the board and its subgroups meets the requirements of the Good Governance Standard in Public Services adopted by the partnership	The annual report is ratified by the governance structures of safeguarding partners including the Executive Board of the Council and its Overview and Scrutiny Board(s).	April 09	Safeguarding Partnership Board / NED's / Elected Members

Adult Safeguarding Board | Complete | Annual Report contains details of volume of activity and quality of outcomes from all partners. Performance improvement and learning points are incorporated into future action plans. | May-09 (Jun-09) |

Appendix H: Business Plan 2010/11

Theme	Action Areas	Start Date	Sub-group/ Responsible Agency/ Responsible Officers	Milestone/Stages	Target Completion Date
1. Governance, Leadership and Partnership	1.1 Develop approach to ensure sub-groups work together where necessary and report in a timely way to the Board	April 2010	Sub-group chairs	Revised scheduling of meetings agreed at board	June 2010 Board
	1.2 Agree approach to funding contributions for the Board.	April 2010	Time-limited task-group	Framework included within draft Memorandum of Understanding	August 2010 Board
	1.3 Board partnership policies, protocols and procedures, including serious case review procedures, are given time to go through the requisite governance requirements in each agency before they go live.	April 2010	Time-limited task-group (Sub-group chairs to monitor)	Agreed framework within Memorandum of Understanding	August 2010 Board
	1.4 Dispute Resolution and Escalation Protocol as annex to MoU	April 2010	Time-limited task-group	Agreed protocol within Memorandum of Understanding	August 2010 Board
	1.5 Safeguarding Info Sharing Agreement consistent with 2008 Protocol	April 2010	Time-limited task-group	Agreed protocol within Memorandum of Understanding	August 2010 Board
	1.6 Memo of Understanding Multi-Agency review began in March 2010, undertaken by a time-limited task group of the Board. This review will be completed in by summer 2010. Agreement at Board Agreement in each agencies governance arrangements Sign-off at board	April 2010	Time-limited task-group	Draft Memorandum of Understanding presented to Board Memorandum of Understanding agreed at board Memorandum signed-off at board	August 2010 Board October 2010 Board December 2010 Board
	1.7 Further establish links with Crown Prosecution Service	April 2010	Time-limited task-group	Established link with Board	October 2010 Board
	1.8 Agree protocols for Joint Working with Adult Social Care across partner agencies, and with particular regard to identified vulnerability, i.e. homeless unit, community safety (inc. anti-social behaviour and substance misuse), domestic violence leads, children safeguarding	April 2010	Sub-group chairs	Draft protocols presented to board	December 2010 Board
	1.9 Further develop joint working with Safer Leeds and between children and adult safeguarding	April 2010	Sub-group chairs	Established links between agencies.	December 2010 Board

Theme	Action Areas	Start Date	Sub-group/ Responsible Agency/ Responsible Officers	Milestone/Stages	Target Completion Date
2. Policies and Procedures	2.1 Develop framework of standards and timescales in relation to the various stages of the safeguarding process.	April 2010	Policies and procedures sub-group	Draft framework of standards presented to board	August 2010 Board
	2.2 Development of further guidance on institutional (Type 4) investigations ensuring a continued focus on the most vulnerable, that is those in long-term care settings	April 2010	Policies and Procedures sub-group	Draft Guidance presented to board.	October 2010 Board
	2.3 Review implications of ministerial statement and the role of ACPO in relation to financial abuse	April 2010	Policies and Procedures Sub-group (with specific reference to the police)	Report to board detailing implications and action planning required	October 2010 Board
	2.4 Guidance on Coordination of Safeguarding investigations when other investigations are ongoing (incident investigation, disciplinary, criminal)	April 2010	Policies and Procedures sub-group	Draft Guidance presented to board.	December 2010 Board
	2.5 Further guidance on Advocacy and an understanding of when to use advocacy	April 2010	Policies and Procedures sub-group	Review partnership policy/guidance in relation to advocacy/IMCA involvement	December 2010 Board
	2.6 Improving Clarity about the IMCA role in Safeguarding	April 2010	Policies and Procedures sub-group	Review partnership policy/guidance in relation to advocacy/IMCA involvement	December 2010 Board
	2.7 Review of Policies and Procedures following the learning from the first year.	April 2010	Policies and Procedures sub-group	Review of partnership policies/ procedures	Feb 2011 Board
	2.8 Review Multi-agency Policy, Procedures and forms	April 2010	Policies and Procedures sub-group	Review Multi-Agency Safeguarding Procedures (Review earlier if new National Guidance issued)	Feb 2011 Board
3. Training and Workforce Development	3.1 Continued implementation of training framework ensuring partner targets are achieved.	April 2010	Training and Workforce Development sub-group	Review of achievements and areas of development required	Bi-Monthly report
	3.2 Identify learning from sub-groups and reference groups and incorporate into development planning.	April 2010	Training and Workforce Development sub-group	Report on learning and action planning required.	Bi-Monthly report
	3.3 Specific tailored safeguarding training for those responsible for the corporate governance of partner organisations, such as chief executives, chief officers, directors, board members and elected members, to ensure that safeguarding is given the priority it	April 2010	Training and Workforce Development sub-group	Draft report presented to board.	August 2010 Board

Theme	Action Areas	Start Date	Sub-group/ Responsible Agency/ Responsible Officers	Milestone/Stages	Target Completion Date
	requires within organisations.				
	3.4 Workshop for Board members on the Outcomes of the No Secrets Consultation	April 2010	Training and Workforce Development sub-group	Agreement of date and content of workshop at Board	August 2010 Board
	3.5 Agree content and delivery of specialist training.	April 2010	Training and Workforce Development sub-group	Draft model presented to board	August 2010 Board
	3.6 Board agreed resources model for delivering safeguarding training	April 2010	Training and Workforce Development sub-group	Draft model presented to board	October 2010 Board
	3.7 Assessment of capability and capacity amongst partner staff teams.	April 2010	Training and Workforce Development sub-group	Draft assessment report presented to board	December 2010 Board
	3.8 Developed endorsed standard training materials and content across partner agencies	April 2010	Training and Workforce Development sub-group	Draft report presented to board.	December 2010 Board
	3.9 Review of induction processes within partner agencies to ensure safeguarding is fully included.	April 2010	Training and Workforce Development sub-group	Draft report presented to board.	December 2010 Board
	3.10 Training for vulnerable adults (inc. carers) in relation to safeguarding awareness.	April 2010	Training and Workforce Development sub-group	Establishment of training model. Report to board.	February 2011 Board
4. Serious Case Review	4.1 Prioritise action planning following a serious case review (Ensuring that if a single action could have prevented the harm, it must be done as a first priority)	April 2010	Serious Case Review and Professional Practice sub-group	Report to board on prioritised actions.	Bi-Monthly report
	4.2 Monitor achievement of action plans for each serious case review.	April 2010	Serious Case Review and Professional Practice sub-group	Update to board on action plans	Bi-Monthly report
	4.3 Report delayed/unmet action plans issues to the Board on an exceptional basis	April 2010	Serious Case Review and Professional Practice sub-group	Update to board on action plans if required.	Bi-Monthly report
	4.4 Revise serious case review procedure and bring to the Board for sign-off	April 2010	Serious Case Review and Professional Practice sub-group	Draft report presented to board.	August 2010 Board
5. Performance and Quality Assurance	5.1 Provide analysis to the Board of regular performance data	April 2010	Performance and Quality Assurance sub-group	Performance data reports	Bi-Monthly report
	5.2 Ensure audit of partner agencies is repeated in late spring 2010 to provide evidence of	April 2010	Performance and Quality Assurance sub-group	Draft report presented to board.	August 2010 Board

Theme	Action Areas	Start Date	Sub-group/ Responsible Agency/ Responsible Officers	Milestone/Stages	Target Completion Date
	development since baseline audit				
	5.3 Develop approaches to evaluating improvement in practice following training and workforce development initiatives. Work with Training and Workforce Development sub-group to develop "Value added" and "Return on investment" measures.	April 2010	Performance and Quality Assurance sub-group / Training and Workforce Development sub-group	Draft framework reported to board.	October 2010 Board
	5.4 Monitor achievement of standards and timescales in relation to the various stages of safeguarding process.	April 2010	Performance and Quality Assurance sub-group	Draft quality framework presented to board.	October 2010 Board
	5.5 Develop approaches for monitoring alleged victim and family experience of safeguarding process. Work with reference groups to ensure relevance to alleged victims and carers	April 2010	Performance and Quality Assurance sub-group	Draft quality framework presented to board.	December 2010 Board
6. Communication and Community Engagement, Voice and Influence of Stakeholders	6.1 Ensure the user and carer reference group inform work with victims, to help them to protect themselves	April 2010	User Reference Group/Carers Reference group	Reference group report to board (inc. subgroup chairs)	Bi-Monthly report
	6.2 Communications strategy to include public awareness and public information	April 2010	Head of Safeguarding/ Reference groups	Communications strategy report presented to board.	August 2010 Board
	6.3 Establish and embed reference groups: • User Reference Group • Carer Reference Group • Third Sector Reference Group	April 2010	Head of Safeguarding	Report on progress Bi-Monthly Groups established by the respective timescale:	• August Board • December Board • October Board
	6.4 Work with ASC and PCT commissioners to ensure that the advocacy gaps are filled to support victims of abuse and neglect, particularly in the context of Self Directed Support	April 2010	Head of Safeguarding	Draft report on identified gaps and action plan.	October 2010 Board
	6.5 Develop approaches to consultation with Key Stakeholders, in particular Mental Health service users	April 2010	Reference groups	Consultation framework presented to board.	December 2010 Board
	6.6 Develop a Safeguarding Adults Charter for Leeds to ensure citizens of Leeds have information that is accurate, accessible and appropriate in terms of safeguarding standards and are able to take action to shape	April 2010	Head of Safeguarding/ User Reference group/ Carers Reference group	Draft Charter presented to board	February 2011 Board

Theme	Action Areas	Start Date	Sub-group/ Responsible Agency/ Responsible Officers	Milestone/Stages	Target Completion Date
	policy and hold the partnership to account				
	6.7 Ensure the third sector reference group develops a framework for the engagement of the Third sector in safeguarding	April 2010	Third Sector Reference group	Draft framework presented to board	February 2011 Board

Appendix I: Leeds Safeguarding Adults Partnership Statement of Purpose

Leeds Safeguarding Adults Partnership Statement of Purpose

"Leeds - A Safe Place for Everyone"

The Principles

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

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

This includes:

- Knowing that all citizens have a responsibility to 'look out' for each other, as friends, relatives, good neighbours and attentive citizens and professionals.

- Empowering and informing individuals so that they know how to "talk to someone" if they suspect that any person or group who may be vulnerable is, or may be, a target for abuse, and how to get something done about it, without fear of reprisal.

The Board's vision of what it wants to achieve:

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

- Achieve effective, respectful and valued safeguarding outcomes for:

  o *Potential victims of abuse,* for example, by developing new and innovative preventative and supportive services to help those who may be at risk of abuse to recognise this and to take action to reduce the likelihood of such abuse.

  o *Victims of abuse,* for example, by making sure they have the ability to speak out and the services are in place to ensure they are rendered safe and to support them in the recovery from such abuse, including recovering trust where care services may have failed them, and regaining the ability to feel safe in their neighbourhoods.

  o *Perpetrators of abuse*

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

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

- Learn and develop from national policy and reports, for example, by undertaking Serious Case Reviews, Post Incident Reviews and Serious Untoward Incident Reviews and including the learning from these in the development of Safeguarding in Leeds; and reflecting our experiences in government consultations.

- Monitor, review and continuously improve the services we provide, commission and hold responsibility for; by, for example, robust performance and quality assurance processes and by involving those at risk in the review and development process.

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

1. At the first stage, preventing abuse from happening; through the development of new and innovative services guided by continuous research into the likely sources and locations of abuse, through partnership with other statutory and voluntary organisations.

2. At the second stage, ensuring that abuse is promptly identified, and referred to professionals who will develop and monitor interventions to stop the abuse and promote recovery

3. At the third stage, supporting people who have suffered abuse to recover from that abuse and to regain trust in those around them

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

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

Appendix J

The Leeds Safeguarding Adults Partnership Training &

Workforce Development Framework

Key safeguarding roles

Training Level	Safeguarding Role
1	**Alerter** *The duty to pass on safeguarding concerns appropriately*
2	**Referrer** *How to deal with concerns and refer appropriately*
3	**Investigator** *Responding to, and investigating abuse*
4	**Safeguarding Coordinator (and Other Specialist Roles)** *Coordinating enquiries and overseeing the safeguarding assessment and its outcome*

Accountabilities and competencies map for key safeguarding adults roles

Training Level	Safeguarding Role	What you are accountable for	Knowledge and skills you need
1	**Alerter** *The duty to pass on safeguarding concerns appropriately*	*All Alerters must:* • Recognize the potential causes and indicators of abuse • Fulfil duty to pass on any disclosures or allegations • Fulfil duty to pass on any concerns about potential abuse or neglect • address any immediate safety or protection needs • record incidents in workplace records, including decisions made under the Mental Capacity Act (2005)	*You can explain* • What 'abuse' , 'safeguarding', and 'vulnerable adult' are • How institutional abuse can occur and how it can be tackled and prevented • The circumstances in which you would raise concerns with your supervisor/manager • types of abuse and how to recognize them within your work environment • what to do if you witness or suspect abuse is taking place • your individual responsibilities within Safeguarding procedures • Why you record decisions made on peoples behalf *Critical skills* • risk awareness • taking decisions • acting positively • communication • recording information

Training Level	Safeguarding Role	What you are accountable for	Knowledge and skills you need
2	**Referrer** *How to deal with concerns and refer appropriately*	*All referrers must:* • Assess the initial alert and decide whether to make a referral • Take forward safeguarding adult cases beyond initial reporting • Make referrals • Put in place support for the member of staff dealing with the situation • Identify if disciplinary procedures are necessary • Take disciplinary action where appropriate • Understand the implications of the Mental Capacity Act (2005) and its links to Safeguarding • Record incidents in workplace records, including decisions made under the Mental Capacity Act (2005) and decisions about referral/non-referral	*You can explain* • All of Level 1 plus • the complexities of abuse situations • the process for verification and preservation of evidence • how safeguarding adult investigation, disciplinary procedures and any criminal proceedings interface – and which should take priority • the types of support your staff might need • consent and capacity issues in relation to safeguarding • Legislation, including MCA, to a sufficient level to apply safeguarding procedures • When and why it is appropriate to involve the police *Critical skills* • Risk assessment • Taking decisions • Acting positively • Communication • Gathering information • Recording information

Training Level	Safeguarding Role	What you are accountable for	Knowledge and skills you need
3	**Investigating Officer** *Responding to, and investigating abuse*	*All investigators must:* • Collect information about alleged abuse or neglect • Interview people relevant to the investigation • Share information – safely and effectively • Use criminal and/or disciplinary investigations, in conjunction with the Police as necessary • Develop an effective initial safeguarding response • Prepare a report to inform a safeguarding case conference	*You can explain* • All of levels 1 and 2 plus • The principles, processes and best practice skills involved in undertaking investigative work, including interviewing • Legal and other frameworks for safeguarding • The joint and organizational roles and responsibilities for investigating safeguarding concerns • How collaborative working can improve the investigation process • How to manage evidence effectively • The protocols and agreements for information sharing between agencies *Critical skills* • Risk assessment • Risk management • Taking decisions • Acting positively • Communication • Interviewing • Recording information and decisions • Analysing information • Team working • Planning and prioritizing • Report writing

			• Working collaboratively

Training Level	Safeguarding Role	What you are accountable for	Knowledge and skills you need
4	**Safeguarding Co-ordinator** *Co-ordinating investigations and overseeing the investigating officer*	*All Safeguarding Co-ordinators must:* • Make decisions on the need to investigate • Decide if the person is a vulnerable adult, meets the threshold for safeguarding procedures • Allocate a case to an investigator • Identify alternative responses to an investigation, and making sure that this decision is recorded • Co-ordinate investigations into alleged abuse and neglect • Consult the police regarding safeguarding incidents • Convene and chairing strategy meetings • Coordinate and monitor investigations • Oversee the set up of safeguarding case conferences • Provide information about activity and outcomes to Independent Safeguarding and Risk Managers • Develop interim protection plans • Present a safeguarding plan in a report	*You can explain:* • All of levels 1, 2 and 3 plus • The role and responsibilities of Safeguarding Co-ordinators • The thresholds for entering safeguarding procedures • The different types of response in safeguarding adults • When suspension would be appropriate and how it would be carried out • When it would be appropriate to contact the police on a safeguarding incident • The purpose of strategy meetings, case conferences and reviews • How to conduct a safeguarding strategy or strategy review meeting • The information that should be provided to Safeguarding Adults Co-ordinators • The factors that need to be considered in setting up protection plans *Critical skills:* • Risk assessment and Risk management • Taking decisions • Acting positively • Communication • Interviewing • Recording information/decisions • Analysing information • Team working • Planning and prioritizing • Report writing • Working collaboratively • Chairing strategy meetings