



**Leeds Safeguarding
Adults Board**

Strategic Plan 2016/19



Leeds – A safe place for everyone

Updated April/July 2018

Foreword:

Over the last 18 months we have engaged in extensive consultations with citizens and partners from across the third sector, independent sector and statutory organisations in Leeds.

As we move into 2018/19 we are able to start shaping our new approach, with the ambition to work more closely with citizens and partners in the development of safeguarding in Leeds.

This is reflected in the new actions and challenges we have set ourselves for 2018/19, in particular in relation to:

- Developing multi-agency policy and procedures (Objective 5.5)
- Developing our approaches to learning and developments (Objectives 1.3b-d)
- Developing our links and involvement with citizen groups (Objectives 1.1)
- Working more closely with partner strategic boards (Objectives 4.1d, 5.4)

Collectively, these new actions should help us to take significant steps forward over the coming year.

We were pleased during 2017/18 to welcome the Mental Capacity Act Local Implementation Group to our Board; a multi-agency group that promotes best practice in the city to safeguard the rights of citizens in Leeds. This helps to strengthen us as a partnership. We have this year included their work plan for 2018/19, as together this helps show more of the work being undertaken across agencies to make Leeds a Safe Place for Everyone.

As always, I look forward to working with our partners and citizens over the coming year, to help move forward together with each of our ambitions for Leeds.



Richard Jones,
Independent Chair
Leeds Safeguarding Adults Board



Our Vision:

Leeds – A safe place for everyone

The Leeds Safeguarding Adults Board is a statutory body made up from a range of organisations across the city, including:

- the police
- the local authority and
- NHS organisations.

The Board works together and with partners to end abuse of adults in Leeds.

Together we will:

- Prevent abuse
- Challenge abuse wherever it is found
- Campaign to raise awareness
- Reach out to provide people with the help they need
- Enable people to have choices and control over how they want to live
- Help people to recover from their experience of abuse and neglect
- Continually learn and improve how we work to safeguard people in Leeds.

Our Ambitions for 2016/19



Ambitions for 2016/19

The Board's Strategic Plan sets out how the Board will work towards achieving its Vision, Leeds – A safe place for everyone.

Four key ambitions will be the focus of our work over the next three years.

1. Talk to me, hear my voice
2. Improve awareness of safeguarding across all our communities
3. Improve responses to domestic abuse
4. Learn from experience to improve how we work

Each year we will set out the actions we will take to achieve each of these ambitions.

Ambition 1:
Talk to me, hear my voice



*"I am asked if I feel safe and what help I want,
and this informs what happens."*

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

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

Ambition 2:
Improve awareness of safeguarding across all our communities



*"I receive clear and simple information about what abuse is,
and how I can get help"*

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

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

Ambition 3:
Improve responses to domestic abuse



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

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

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

Ambition 4:
Learn from experience to improve how we work



*'I am confident that my feedback and experience
will help others'*

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

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

Our Plans for 2018/19

The Annual plan sets out specific actions each year, that help the Board achieve its Ambitions:

1. Talk to me, hear my voice
2. Improve awareness of safeguarding across all our communities
3. Improve responses to domestic abuse
4. Learn from experience to help others

Alongside these ambitions are Annual Development Objectives, new arrangements we need to put in place to support the ongoing development of safeguarding in Leeds.

This plan is reviewed at each Board meeting to make sure we are on track to achieve our aims.

Progress is rated on the following scale, as a quick guide to our progress:



Progress rating			
Green Action Complete	Green Action on Track	Green Action Delayed	Red Action not being achieved


If any person feels an important action has been missed out of this plan, they may make recommendations to:

Richard Jones, Independent Chair of the Leeds Safeguarding Adults Board,
c/o Safeguarding Adults Board, Strategy Unit, 2nd Floor, 2 Great George Street, Leeds, LS2 8BA


Email: LSAB.Chair@leeds.gov.uk

1. Talk to me, hear my voice


Year 3 objectives: 2018/19	Actions	Measures	Target	Lead	Progress (comments and rating)	
<p>1.1 Include</p>  <p>"I am asked for my views and this informs what happens"</p>	<p>a. Develop the Leeds Safeguarding Adults Board approach to involving citizens in the on-going work of the board.</p>	<ul style="list-style-type: none"> Model considered and approved by the Board 	<p>March Board 2019</p>	<p>Executive Group</p>	<p>Green</p>	
<p>1.2 Listen</p>  <p>"I am asked what would make me feel safe and this directly informs what happens."</p>	<p>a. The adult at risk is always asked what outcomes/changes they want to achieve from the support provided within the multi-agency safeguarding procedures.</p>	<ul style="list-style-type: none"> Annual audit Year on year improvement 	<p>March Board 2019</p>	<p>Quality Assurance and Performance Sub-group</p>	<p>Green</p>	
	<p>b. The outcomes/changes people want to achieve are defined by them.</p>	<ul style="list-style-type: none"> Annual audit Year on year improvement 	<p>March Board 2019</p>	<p>Quality Assurance and Performance Sub-group</p>	<p>Green</p>	
	<p>c. Safeguarding practitioners will always ask if we have achieved the changes the person wanted.</p>	<ul style="list-style-type: none"> Annual audit Year on year improvement 	<p>March Board 2019</p>	<p>Quality Assurance and Performance Sub-group</p>	<p>Green</p>	

<p>1.3 Involve</p>  <p>"I am involved in safeguarding, as much as I can be and as much as I want to be"</p>	<p>a. Develop the Leeds Approach to Multi-Agency Safeguarding Adults Policy and Procedures around citizen expectations and experiences.</p>	<ul style="list-style-type: none"> Revised approaches approved by the Board 	<p>July Board 2019</p>	<p>Executive Group</p>	<p>Green</p>
	<p>b. Develop a Leeds Approach to Safeguarding Learning and Development Framework</p>	<ul style="list-style-type: none"> Framework approved by Board 	<p>March 2019</p>	<p>Learning and development Sub-group</p>	<p>Green</p>
	<p>c. Ensure the principle of '<i>talk to me, hear my voice</i>' is a core message in safeguarding adults learning activity in Leeds. All activity will promote an approach that is focused on the person's views and wishes; safeguarding practice is built on appreciation of the person's lived experience.</p>	<ul style="list-style-type: none"> Guidance issued Member assurance reports received 	<p>March Board 2019</p>	<p>Learning and Development Sub-group</p>	<p>Green</p>
	<p>d. Work with Safer Leeds and Leeds Safeguarding Children Partnership to develop holistic Think Family, Work Family approaches and guidance.</p>	<ul style="list-style-type: none"> Guidance produced and published. 	<p>March Board 2019</p>	<p>3 Board Task and Finish Group</p>	<p>Green</p>


2. Improve awareness of safeguarding across all our communities

Year 3 objectives: 2018/19	Actions	Measures	Target Date	Lead	Progress (comments and rating)	
<p>2.1 Spread the word</p>  <p>"I receive clear and simple information about what abuse is, and how I can get help"</p>	<p>a. Support citizens and communities to understand safeguarding</p> <p>Review key messages and develop a range of materials that support engagement across diverse communities, including black, asian, minority, ethnic communities.</p>	<ul style="list-style-type: none"> Revised materials updated and published 	<p>March Board 2019</p>	<p>Citizen Engagement Sub-group</p>		<p>Green</p>
	<p>b. Develop networks</p> <p>Establish links and relationships with diverse communities in Leeds</p>	<ul style="list-style-type: none"> Key links and networks to identified 	<p>March Board 2019</p>	<p>Citizen Engagement Sub-group</p>		<p>Green</p>
	<p>c. Strategic partnerships:</p> <p>Work with Safer Leeds and Leeds Safeguarding Children Board to raise citywide awareness of safeguarding.</p>	<ul style="list-style-type: none"> Jointly host Safeguarding Week Support Leeds Domestic Abuse Campaigns 	<p>March Board 2019</p>	<p>Citizen Engagement Sub-group</p>	<p>See 2.1(a)</p>	<p>Green</p>
	<p>d. Promote the work of the Board</p>	<ul style="list-style-type: none"> Use a range of media to promote positive messages 	<p>March Board 2019</p>	<p>Citizen Engagement Sub-group</p>		<p>Green</p>

3. Improve responses to domestic abuse

Year 3 objectives: 2018/19	Actions	Measures	Target Date	Lead	Progress (comments and rating)
<p>3.1. Skilled responses</p>  <p>"I am confident that professionals will work in the best way to support me with domestic abuse"</p>	a. Provide specific guidance as to how domestic abuse concerns should be managed within the multi-agency safeguarding adults procedures	<ul style="list-style-type: none"> • New guidance approved and published 	July Board 2018	Executive Group	Work being progressed as part of developing the Leeds Approach to Multi-Agency Safeguarding Adults Policy and Procedures Green
	b. Develop and disseminate a safeguarding adults / domestic abuse learning pack based on lessons from Leeds DHRs concerning people with care and support needs and SARs.	<ul style="list-style-type: none"> • Learning Pack issued • Member assurances received 	October Board January Board	Learning and Development	Green
	c. Leeds Approach to Safeguarding Learning and Development Framework to provide for informed responses in relation to domestic abuse. (See 1.3b)	<ul style="list-style-type: none"> • Framework agreed 	March Board 2018	Learning and Development	Green
	d. Ensure that all safeguarding learning activity provides practitioners with key messages about the interface between safeguarding adults and domestic abuse, enabling them to respond effectively.	<ul style="list-style-type: none"> • Member assurance reports received 	September 2018	Learning and Development	Green
	e. Monitor and support the development of the Front Door Safeguarding Hub, which provides multi-agency responses to domestic abuse	<ul style="list-style-type: none"> • Evaluation reports received and considered 	March Board 2019	Board & Member organisations	Green

4. Learn from experiences to improve how we work

Year 2 objectives: 2018/19	Actions	Measures	Target Date	Lead	Progress (comments and rating)	
<p>4.1 Find out people's experience of safeguarding</p>  <p>"I am confident that my feedback will help others"</p>	a. The views of the adult at risk are sought in relation to their experience of safeguarding.	<ul style="list-style-type: none"> An Independent Service is commissioned to gather feedback 	March Board 2019	Executive Group		Green
	b. Provide/support network events for third sector / care providers and practitioners, to share learning, gather feedback and support practice development.	<ul style="list-style-type: none"> Schedule of ongoing network events established 	March Board 2019	Safeguarding Strategy Unit		Green
	c. Develop the Leeds Approach to Multi-agency Safeguarding Adults Policy and Procedures using learning and feedback from across the partnership.	<ul style="list-style-type: none"> Multi-agency workshop events held 	July Board 2018	Executive Group		Green
		<ul style="list-style-type: none"> Leeds multi-agency guidance / procedures produced 				Green
	d. Development of a protocol between the LSAB, Safer Leeds and the LSCP setting out an agreed approach to joint dissemination of learning from reviews across the City's safeguarding workforce.	<ul style="list-style-type: none"> Protocol agreed by each Board 	March Board 2019	Learning and Development		Green
	f. Develop Multi-Agency Reflective Practice Sessions to support the development of safeguarding practice.	<ul style="list-style-type: none"> Framework agreed by sub-group 	March Board 2019	Quality Assurance & Performance Sub-group		Green

5. Annual Development Objectives

Year 3 objectives: 2018/19	Actions	Measures	Target Date	Lead	Progress (comments and rating)
5.1 The Board to develop a revised approach to reducing vulnerability in the city.	a. Revised approach to Board Meetings includes its wider strategic role.	<ul style="list-style-type: none"> Revised approach, developed and implemented 	March Board 2019	Executive Group	Green
5.2 Provide improved clarity on the scope of the multi-agency safeguarding adults procedures.	a. Review and re-issue guidance on which concerns should be reported within the safeguarding adults procedures.	<ul style="list-style-type: none"> Guidance published. 	July Board 2018	Executive Group	Work being progressed as part of developing the Leeds Approach to Multi-Agency Safeguarding Adults Policy and Procedures Green
5.3 Develop a broader understanding of vulnerability issues in the city.	a. Develop multi-agency, intelligence-led approaches to identifying Board priorities.	<ul style="list-style-type: none"> Develop approach through sub-group action plan 	March Board 2019	Quality Assurance & Performance Sub-group	Green
5.4 Work with other strategic Boards to identify shared priorities and opportunities to work together in the interests of people in Leeds.	a. Develop a joint working protocol across each Board setting out agreed priorities and shared approaches	<ul style="list-style-type: none"> Protocol agreed by each Board. 	June Board 2019	Independent Chair / Executive Group	Green
5.5 Implement the Leeds Approach to Multi-Agency Safeguarding Adults Policy and Procedures	a. Formal consultation to be conducted in relation to proposed multi-agency policy and procedures	<ul style="list-style-type: none"> Ambassador model established 	Board 2018	<ul style="list-style-type: none"> Board Member Agencies 	Green

	b. Member agencies to advise on implications, challenges and proposed solutions to implementation	<ul style="list-style-type: none"> • Feedback report provided 	October Board 2018	<ul style="list-style-type: none"> • Board Member Agencies 		Green
	c. Consultation with Third Sector, Independent Providers and Citizen Groups	<ul style="list-style-type: none"> • LSAB, Strategy Unit 	October 2018	<ul style="list-style-type: none"> • LSAB, Strategy Unit 		Green
	d. Multi-agency policy and procedures considered for approval by the Board	<ul style="list-style-type: none"> • Policy and Procedures considered for approval 	October 2018	<ul style="list-style-type: none"> • LSAB Board 		Green
	e. Learning and Development Plan informed by individual agency implementation plans and partnership audit	<ul style="list-style-type: none"> • LAS Multi-agency policy and procedures; L&D Plan considered for approval 	October 2018	<ul style="list-style-type: none"> • LSAB Board 		Green
	f. Implementation date to be agreed	<ul style="list-style-type: none"> • Implementation date agreed 	October 2018	<ul style="list-style-type: none"> • LSAB Board 		Green
	g. Review undertaken	<ul style="list-style-type: none"> • Review held (3 – 6 months) after implementation 	Date to be agreed	<ul style="list-style-type: none"> • LSAB Board 		Green

Progress rating			
Green Action Complete	Green Action on Track	Green Action Delayed	Red Action not being achieved

Associated Action Plans:

Mental Capacity Act Local Implementation Network (MCA LIN)

The work of the Mental Capacity Act Local Implementation Network to promote the safeguards of the Mental Capacity Act and the rights, safety and wellbeing of citizens in Leeds, both informs and complements the work of the Leeds Safeguarding Adults Board.

Objectives of the Mental Capacity Act LIN for 2018/19 are included here:

- Implementation of the Deprivation of Liberty Safeguards (DoLS) Audit Action Plan implementation
Plan has been developed from an audit of the Supervisory Body's role and responsibilities in relation to Deprivation of Liberty Safeguards, and comprises quality assurance and system changes.
- Develop guidance and promote best practice in relation to Advanced Care planning
- Establishment of Best Interest Assessment Hub
- Host two events during 2017/18 promoting best practice in relation to Mental Capacity Assessments, setting out for practitioners "what good looks like"
- Oversee a Mental Capacity Act Champions forum with bi-annual feedback to the MCA LIN feedback to inform the ongoing work and priorities of the LIN.
- Completion of Deprivation of Liberty Safeguards Annual Report
- Implementation of Recommended Summary Plan for Emergency Care and Treatment (RESPECT). This pilot is a national project which includes end of life care, advanced decisions of which Leeds is going to be a national pilot (LTHT)
- Implementation of pilot with regards to working with individuals who are abusive in relationships, this is a joint initiative with ASC, Safer Leeds and Organisational Development, to commence September 2018.