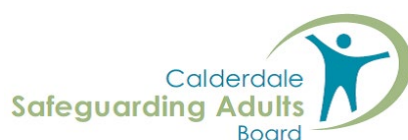




Calderdale Safeguarding Adults Board

**Annual Report
2021 to 2022**



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1. Calderdale Context



Calderdale is home to an estimated 211,400 residents

Male Life expectancy is 78.3 years compared with 79.4 for England. Female life expectancy is 82.5 years compared with 83.1 for England (3 year average: 2018-2020)

The gap in life expectancy is 10.6 years for males and 9.1 years for females between the most and least deprived neighbourhoods in Calderdale. (2018-2020). It is estimated that Calderdale's population will increase from 210,100 residents in 2018 to 212,400 in 2024. The fastest growing age group is projected to be those aged 75 and over.

The median age of residents is 42 years compared to the UK average of 40 years

10.3% of Calderdale residents are from a minority ethnic background.

The top five countries of origin for residents born overseas are Pakistan, Poland, Ireland, India, and Germany

Calderdale is currently ranked 66th most deprived borough (out of 317) nationally according to the 2019 Index of Multiple Deprivation (it was 89th in the 2015 edition)

18% of Calderdale residents have a long-term health problem or disability that limits their day-to-day activities; for 8%, day to day activities are limited a lot.

2. The Calderdale SAB Approach to Safeguarding Adults

The Calderdale Safeguarding Adult Board (CSAB) contributes to how adults are safeguarded in Calderdale by providing strategic leadership to embed the principles of safeguarding and contribute to the prevention of abuse and neglect.

The CSAB has a legal responsibility to ensure that agencies work together to safeguard and protect adults at risk.

The CSAB comprises of appropriate senior leaders of Adult Services and Wellbeing, West Yorkshire Police, the Integrated Care Partnership (previously Calderdale Clinical Commissioning Group), as well as health, housing, voluntary and community services who are all held to account for their safeguarding practice. The Board Members are responsible for ensuring key partners across all sectors, including domiciliary care, care homes, housing providers and community workers are engaged with safeguarding messages and learning.

The Board provides leaders, front line practitioners and volunteers with safeguarding policies, procedures, guidance, and tools for safeguarding practice. The Board seeks assurance, monitors risk and impact, applies quantitative, qualitative, and independent scrutiny to provide key messages from learning about how adults in Calderdale are safeguarded.

The Board develops alignment and arrangements with other local and regional strategic partnerships to attempt a more collaborative and effective use of resources in response to emerging safeguarding themes.

The CSAB is proud to have engendered a culture of openness and transparency where members of the Board are able to challenge each other and there is a culture of continuous improvement.

During 2021-2022 the members of the Calderdale Safeguarding Adult Board remained focussed on safeguarding, whilst recovering from COVID pressures, maintaining professional standards and developing new services. The Safeguarding Adult Board continued to seek assurance about the effectiveness of safeguarding practice in Calderdale alongside carrying out its statutory duties through Safeguarding Adult Reviews.

This Annual Report details and comments on some of that work, and we, the Safeguarding Business Unit and Independent Chair, are appreciative of the time, effort and resource committed to the CSAB through Board Membership, Subgroup involvements, Safeguarding Adult Review activity and numerous workstreams. These commitments have meant the CSAB is able to carry out functions to review safeguarding practice in Calderdale and have contributed to keeping adults in Calderdale safe by improving safeguarding practice.

Some of the continued focus for the Board has been on people with multiple complex needs, a trauma informed approach, and the development of protecting the most vulnerable in our society. Concerns around poverty, social deprivation and demand for specialist services have not abated since we wrote the 2020-2021 report. And it is envisaged that in the next year these concerns, and the impact of them, will be exacerbated greatly due to the energy, fuel and other crises.

Annually the CSAB develops a Business Plan to support the delivery of learning and priorities. CSAB Members are involved in directing the Business Plan priorities and actions through development sessions, subgroups, and Board activity and in addition this year, an independent Peer Review of the

CSAB was commissioned at the end of 2021, and the findings fed into the Business Plan. P. The structure of the CSAB and its subgroups can be found in Appendix 1.



The CSAB is supported by the Independent Chair, Marianne Huison who is a retired Detective Superintendent from neighbouring police force and has no direct links to Calderdale agencies. A business unit is managed by Julia Caldwell and shared with the Calderdale Safeguarding Children Partnership and Domestic Homicide Review team.

3. Safeguarding Adult Activity between April 2021 & March 2022

The Care Act stipulates that a Safeguarding Adult Board must publish a report on—

1. what it has done during that year to achieve its objective,
2. what it has done during that year to implement its strategy,
3. what each member has done during that year to implement the strategy,
4. the findings of the reviews arranged by it under section 44 (safeguarding adults reviews) which have concluded in that year (whether or not they began in that year),
5. the reviews arranged by it under that section which are ongoing at the end of that year (whether or not they began in that year),
6. what it has done during that year to implement the findings of reviews arranged by it under that section, and
7. where it decides during that year not to implement a finding of a review arranged by it under that section, the reasons for its decision.

This report provides detail about the response to these areas, starting with what has been done to achieve objectives.

3.1 Achievements

- Ø Undertaken Independent Peer Review of the CSAB activity
- Ø Supported and challenged progress and development following the Thematic Safeguarding
- Ø Adult Review into the deaths of five men who lived complex lives - Burnt Bridges?
- Ø Received evidence of how Burnt Bridges? has improved services and outcomes for users
- Ø Launched Trauma Informed Approaches and Practice
- Ø Commenced a pilot Fatality Review Procedure which reviews the deaths of people who have been homeless
- Ø Delivered hybrid training which can be face to face with some attendees virtually, alongside e-learning and virtual offers.
- Ø Developed a new dataset which identifies those at disadvantage so we can start to get a clearer picture of the safeguarding activity in Calderdale and how we can better target interventions and resource to meet those most in need
- Ø Developed how we are able to collect feedback about making safeguarding personal in safeguarding processes
- Ø Developed an online West Yorkshire Safeguarding Assessment Checklist to seek assurance from organisations about how effective their safeguarding arrangements are
- Ø Introduced 'Horizon Scanning' at every meeting to seek areas for concern outside of the usual quality assurance processes
- Ø Considered the impact of COVID and Poverty in two Safeguarding Adult Reviews
- Ø Delivered an extensive Safeguarding Week programme, with resources, videos and tools



3.2 Implementation of Strategy

There continues to be an increasing focus on the profile of safeguarding adults work. It is clear from national developments that partnerships are a critical aspect in sustaining the impetus for improvement and hence the importance of pressing ahead with a local vision.

The Vision for the Calderdale Safeguarding Adults Board (CSAB) is aligned with the Borough of Calderdale to be **kind and resilient**; a safe place to live for all its citizens, regardless of their circumstances. We want to hear **the voices that were unheard** in the past and ensure all Citizens of Calderdale, irrespective of age, race, gender, religion, disability or sexual orientation live in a community that protects their rights and freedoms and allows them to live a **'larger life'**, free from abuse and neglect, and the fear of abuse and neglect. We want all our Citizens to **realise their potential** and live a life **full of hope**.

Our Strategic Objectives

Realise Potential: CSAB is assured that adults are empowered and engaged with safeguarding processes in line with the 6 safeguarding principles. (Empowerment, Prevention, Proportionality, Protection, Partnership, Accountability)

Kind and Resilient: CSAB is assured that services are supporting the recovery from Covid-19 in relation to safeguarding people.

Voices are heard: CSAB gains assurance that adults are supported with timely and proportionate responses to concerns of neglect or abuse.

Living a larger life: CSAB provides strategic leadership, initiates effective joint working practices and gains assurance of the effectiveness of partners' safeguarding arrangements.

Full of Hope: CSAB creates a learning culture which consistently improves outcomes for adults at risk.



To make this vision a reality it is essential that agencies work together to:

1. Prevent harm and reduce the risk of abuse or neglect to adults

2. Ensure that they safeguard adults in a way that supports them in making choices and having control about how they want to live
3. Proactively take steps to stop abuse or neglect
4. Learn from good practice and Safeguarding Adults Reviews
5. Ensure there is common understanding and belief of what to do when abuse happens, embedding the principles of 'Making Safeguarding Personal'
6. Ensure they have a competent and able workforce
7. Raise public awareness recognising the valuable role that local communities can play in prevention and early intervention
8. Engaging with and being responsive to the needs of all stakeholders, including adults at risk, carers, service providers and the wider community, is essential to promote the CSAB vision.

The CSAB implements this strategy through:

- Providing strategic leadership to embed the principles of safeguarding and contribute to the prevention of abuse and neglect.
- Ensuring robust mechanisms and appropriate seniority of people representing their agency are in place so that partners are held to account for their safeguarding practice.
- Developing arrangements with other Boards to be responsive and adapt to emerging safeguarding themes.
- Ensuring key partners across all sectors, including homecare, residential and nursing care homes, and housing providers are engaged with safeguarding messages and learning.
- Monitor risk and impact when statutory or voluntary services are changed.
- Apply qualitative, quantitative, and independent scrutiny methods to seek assurance of how adults in Calderdale are safeguarded.
- Develop multi-agency safeguarding policies and procedures and deliver quality training to support the workforce to be equipped to safeguard adults appropriately and proportionately where abuse or neglect is suspected.
- Creating networks to build stronger links with the community and enable the voice of local people to be heard in relation to safeguarding.
- Ensure learning from reviews is effectively embedded into practice, and to facilitate organisational change across agencies.
- Ensure a culture of openness and transparency is adopted, to promote learning and celebrate success around safeguarding.
- Ensure clear and transparent annual budget plans are in place for all CSAB activities.



The following sections detail how Partners, Safeguarding Adult Review activity, Training, Performance Management, Quality Assurance, and Engagement activity have all helped to deliver and implement against this strategy.

4. CSAB Members

a) Adult Services and Wellbeing

Although the last two years have been an unprecedented challenge for all colleagues across public services, the wider community and particularly our more vulnerable citizens, it has also demonstrated how strong, resilient, compassionate, innovative, and caring people have been to each other in so many different ways. As a Directorate working in partnership with our statutory and non-statutory partners and particularly those who receive our services, our commitment in harnessing this energy remains undiminished. We will continue to focus on developing a stronger, more vibrant and engaged approach to everything we do, underpinned by good safeguarding practice.

Prior to Covid, Adult Social Care and Wellbeing Services (ASC&WS) had already been preparing and restructuring services to reflect the new and creative ways we would need to work with communities and those who use our services. The key purpose being to enable people to live more fulling, safer and larger lives by reducing and preventing deteriorating health and care needs. Without the confidence to live a safe live, the scope for anyone to fulfil their potential and ambitions regardless of background is so much more limited.

Although delayed by the pandemic, operationally, ASC&WS is now moving to a more comprehensive multi-agency approach to adult safeguarding. What this will mean is that community and residential safeguarding will be combined, and the function will move to early help and prevention services. All aspects of the safeguarding function from current practice, processes and systems have been reviewed and a multi-agency team will be in place later this year with additional health resources and closer links to the Police and other statutory partners. This will ensure that when ASC&WS is contacted, clear and timely responses to safeguarding alerts and referrals are in place. An important element to this will be the closer links we are developing with Quality colleagues within the Council and the West Yorkshire Integrated Care Board (WY ICB) (formerly CCG) from June 2022. This will allow greater focus on the identification of quality concerns at an early-stage with providers that can be addressed quickly to prevent such concerns developing into areas of significant harm. Similarly, in the community, closer links are continuing to be made to ensure vulnerable adults who have complex lives are supported by the development of a model of multi-disciplinary support to reduce the potential of harm and exploitation, in response to the recommendations of the [Burnt Bridges report](#).

Adult Social Care and Wellbeing will continue to be a key and active member and partner of the CASB to drive and deliver the above in partnership other agencies that place safeguarding at the heart of good, proactive multi-agency practice.

b) Calderdale Clinical Commissioning Group – (CCG). (West Yorkshire Integrated Care Board – Calderdale Care Partnership as from 1st July 2022)

The CCG safeguarding team's work encompasses a range of workstreams including Child and Adult Protection, Mental Capacity Act, Deprivation of Liberty Safeguards, Domestic Abuse, Modern Day Slavery and Human Trafficking and Prevent.

The CCG has a legal responsibility to ensure that the principles and duties of safeguarding children and adults at risk are fulfilled for both the CCG and the providers through which it commissions services.

The CCG safeguarding functions continued during the Covid19 pandemic, albeit some delivered in different ways. Highlights for 2021-22 include:

- Supportive safeguarding advice: The CCG Safeguarding team offered advice to support professionals in the CCG and primary care and extended the offer to include staff in commissioned health providers
- Safeguarding Adults Reviews and Domestic Homicide Reviews: ensuring that any learning is shared quickly to protect children or adults who may be at risk. The CCG Safeguarding Team have continued to support the work on these cases throughout the year.
- Leadership and involvement in all CSAB subgroups and Business Group. The CCG Designated Nurse chairs the Performance and Quality Subgroup
- Commissioned a report into the benefits of health input into a proposed Multi-Agency Safeguarding Hub (MASH) in Calderdale
- Facilitating training sessions on the CSAB Multi-agency training programme
- Led the development of CSAB safeguarding policies and guidance including revised Falls Policy and Covert Medication guidance
- Supported primary care and other partners with pertinent safeguarding information: Supportive guidance for both safeguarding and adherence to the Mental Capacity Act during the pandemic have been produced by the team and distributed to primary care colleagues.
- Calderdale CCG, in partnership with other CCGs across West Yorkshire, has developed Safeguarding and Mental Capacity Act standards to seek assurance that commissioned providers across Calderdale and the rest of West Yorkshire continue to prioritise and deliver safe and effective systems for safeguarding.
- Following the publication of the “Burnt Bridges?” Safeguarding Adult Review into the death of 5 men living “street-based lives”, the safeguarding team have worked increasingly closely with multi-agency partners to understand and respond to safeguarding needs in the context of health inequalities and the experience of trauma. A group of CCG Senior Managers meet regularly to drive forward and monitor the CCG’s Burnt Bridges? action plan. Trauma Informed training has been rolled out across all GP practices and the CCG has further developed commissioning arrangements of health services to better meet the needs of those facing Multiple Disadvantage.
- In preparation for changes under the Health and Care Bill, the Calderdale CCG safeguarding team have developed close collaborative working arrangements with other CCG safeguarding teams across West Yorkshire. A “do once and share” approach has resulted in greater consistency of approach and improved sharing of learning from safeguarding reviews.
- The CCG has established and led a Liberty Protection Safeguards (LPS) Local Implementation Network that brings together Responsible Bodies across Calderdale. This group aims to ensure that the health and care system across Calderdale is able to successfully implement the proposed replacement for the Deprivation of Liberty Safeguards.

c) West Yorkshire Police

West Yorkshire Police are committed to delivering the best possible service to the public of Calderdale and to protecting those most vulnerable within society.

Safeguarding the vulnerable remains a key priority for West Yorkshire Police and the Force have undertaken a review which has resulted in an investment of an additional five Sergeants and 25 Constables dedicated to safeguarding investigations within Calderdale District. This investment will allow for West Yorkshire Police to provide an enhanced service to victims of crime, will allow us to work more closely with our partners and will lead to a greater number of offenders being held to account through the criminal justice system.

West Yorkshire Police continue to work jointly with our partners to provide support services to victims of domestic abuse throughout the criminal justice journey and beyond through our work with Independent Domestic Violence Advisors (IDVA's) and Independent Sexual Violence Advisors (ISVA's).

The Police at Calderdale continue to make innovative use of civil orders that place restrictions upon those who perpetrate abuse to allow for effective engagement allowing opportunities to address offending behaviour whilst ensuring vulnerable victims are appropriately safeguarded.

We are embarking on a challenging and exciting journey to reshape the District approach to our Daily Risk Assessment (DRAM) and Multi-Agency Risk Assessment Conferences (MARAC) processes which will lead to greater multi-agency information sharing and problem solving all of which will enhance the product we offer to victim's abuse.

We have recently reshaped our approach to offender management and have created a team of Police Officers whose role is to work with offenders to prevent reoffending through enforcement, engagement and support allowing the opportunity to understand the root causes of behaviour and offending and to break the cycle of abuse.

We look forward to working with our partners to ensure Calderdale has a collective, collegiate and effective multi-agency response to safeguarding adults.

d) Calderdale & Huddersfield Foundation Trust

CHFT is committed to protecting the safety and wellbeing of vulnerable adults, which is at the heart of everything we do and is fully committed to Safeguarding regardless of gender, gender reassignment, race, disability, age, sexual orientation, religion or religious/ philosophical belief, marital status, civil partnership.

During the pandemic, we have continued to support staff to enable them to feel empowered; to speak up and act when they see or suspect there are safeguarding concerns. Our training figures have remained above 90% in relation to safeguarding adults, Prevent, Mental Capacity Act and Deprivation of Liberty Safeguards. In areas where we have dipped below 90%, we have continued to work with our divisions to look at how we can increase this compliance at a time where we have faced significant operational pressures.

We have fulfilled all partnership requests for information and have contributed towards several safeguarding reviews during this period. Significantly the learning from a local safeguarding adult review (SAR), which identified health issues of people with multiple and complex needs, including those leading street-based lives has resulted in CHFT working alongside the partnership to consider trauma informed practice approaches and along with the Making Every Adult Matter (MEAM), should improve the health outcomes of patients with such complex needs and may address some local health inequalities. Calderdale Safeguarding Adult's Board have recognised the work in relation to wound clinics/ sexual health clinics and the High Intensity User Group that has taken place in response to this review. Work is also underway to support the implementation of a Trauma navigator pilot within our emergency departments who support people, usually affected by violence, to live more safe and positive lifestyles and to try to reduce violence.

Self-neglect has been a significant theme in SARS, and we continue to promote the use of the self-neglect pathways. SAR reports have identified the use of the Mental Capacity Act (MCA) with patients who may have difficulties with their executive functioning (an umbrella term used to describe a set of

mental skills, which if impaired it can inhibit decision making). We have updated the MCA policy to reflect this area and have raised this through divisional meetings and supervision to ensure that recent case law is drawn to the attention of staff working with people with complex needs. Our bespoke face to face training programme also includes information relating to this.

We have seen several complex mental health patients over the last year and continued to be involved pro-actively with other departments within this trust, and with our partner agencies to ensure these are managed safely.

We have continued to maintain a business as usual functionality continuing with day to day operational work and attendance at multi-agency virtual adult safeguarding board meetings and their sub-groups.

Discharge quality improvement work with partner agencies (under the SAFER service improvement agenda) is ongoing to support the improvement of the quality of our hospital discharges.

Our staff have continued to make Deprivation of Liberty applications throughout this period ensuring the rights of our patients are safeguarded. These have continued to increase during this period, demonstrating a maintained awareness amongst our staff to ensure the Human Rights of our patients are protected. We are working towards the implementation of the Liberty Protection Safeguards.

We have representation at the Prevent Channel meetings and have worked with the PREVENT co-ordinator to address some concerns raised by our BAME network in relation to the content of the online Prevent training.

Policy and procedures have been reviewed to reflect national and local guidance and the learning from safeguarding adults' reviews. Our Was Not Brought policy is now available on the intranet and early indications show that this is having a positive impact on the welfare of our patients.

e) South West Yorkshire Partnership Foundation Trust

Safeguarding remains a key priority within South West Yorkshire Partnership NHS Foundation Trust (SWYPFT). Statutory safeguarding duties have been maintained and data flow (internally and externally) has continued in a timely manner. The Safeguarding Team have continued to provide supervision and support across the organisational footprint. Safeguarding training levels 1 and 2 have been accessed via e-learning with all mandatory courses (including PREVENT) reported well above the 80% mandatory training target. The Safeguarding Team continued to be responsive to the changes in Covid restrictions, adapted to new ways of working and delivered all Level 3 training via Microsoft Teams. The Team will be responsive to the changes of possible hybrid working of virtual and face to face interaction as the restoration and recovery phase progresses.

The Safeguarding Team have continued to provide advice and support through the safeguarding advice line. The advice line can be accessed Monday to Friday 9-5 (excluding Bank Holidays). The advice line continues to be utilised across the Trust. Due to an increase in demand from Trust colleagues requesting safeguarding advice, the Team developed a Standard Operating Procedure (SOP) for duty and advice. The SOP's aim is to achieve a timely and consistent response to duty calls.

The Sexual Safety Initiative has been re-energised following the pause during COVID. The Sexual Safety Project Group has now been developed: in reviewing the data for the sexual safety the project group have noted that over the past eight months, South West Yorkshire Partnership NHS Trust has experienced an increase in the number of sexual safety incidents reported via the internal incident

reporting mechanism (Datix). The Safeguarding Team are part of the project group driving the initiative forward which will be reported through subsequent annual reporting.

The Team provides information through the Safeguarding Newsletter, promoting the Safeguarding agenda. Supported the Trust Wide Learning Forum, disseminating information regarding the learning from Domestic Homicide Reviews and Safeguarding Adult Reviews. The Team have produced and disseminated a leaflet on values-based work and professional boundaries. This was shared via employees' electronic payslips and is shared within training delivered by The Safeguarding Team. Currently, July 2022, there is work underway with Peoples Directorate (previously known as Human Resources) and the Nursing, Quality and Professions Directorate, to support the whole workforce to understand the boundaries of working in a position of trust.

Nationally, there has been a recognised increase in domestic abuse cases. The review of the national collection of Safeguarding Adult Reviews also identified that self-neglect was an increasing area of concern. This information has been shared and there has been an increase in practitioners wanting to access the West Yorkshire Quality Mark Training for Domestic Abuse, which the safeguarding team have been delivering to clinical teams. The training has also been adapted to reflect changes brought about by the introduction of the Domestic Abuse Act. The Safeguarding Team also continue to promote and educate around the use of the Self-Neglect Policy and Risk Matrix.

The Team continues to support the embedding of learning from Domestic Homicide Reviews, Child Safeguarding Practice Reviews and Safeguarding Adult Reviews through learning forums, Joint Academic Psychiatric Seminars, supporting safeguarding weeks, link practitioner forums, safeguarding newsletter and through bespoke training and supervision as required.

f) West Yorkshire Fire Service

Through our Safe and Well Programme delivered in homes and our community engagement activities, West Yorkshire Fire and Rescue Service continue their commitment to safeguarding both children and adults in the communities of Calderdale.

The Safe and Well Programme allows us to observe both people and homes, giving us a unique opportunity to assess risk based around individuals, and/or families and their surroundings which allow Crews and Prevention Officers to feel empowered to report safeguarding concerns, allowing swift action to be taken where necessary and where possible, this process is done with discussion and consent of those involved.

This year has seen a rise in referrals made to Gateway to care & children's services by WYFRS, likely a biproduct of the pandemic easing. 54 cases were referred for support, the majority of these were linked to self-neglect.

An enhanced training programme for Operational and Prevention staff within WYFRS has enabled further knowledge and confidence in using the referral process internally. This is reflected in the information being shared by those first on the scene allowing the safeguarding manager to share facts of concern.

2022/23 will see WYFRS revising their current internal reporting tool to further support teams to deliver this service.

The Calderdale Hoarding Panel, now in its third year, has a strong link to safeguarding and all cases heard at Panel have passed through the safeguarding process. Well established partnerships allow services to work together to provide a best possible outcome to those affected by hoarding.

The Calderdale Hoarding Panel reports to Safeguarding Adult Board and an annual document is submitted every December outlining its progress and challenges.

A fire fatality in 2020 raised a Safeguarding adult review in 2021 that WYFRS attended. The outcome of findings meant that positive changes were implemented into partnership working and specifically a change in the Hoarding Framework to allow a less rigid approach to referrals and a greater degree of flexibility based on the working knowledge of those attending the Panel meetings.

g) Housing Services CMBC

Through the pandemic and over the last year, the Homelessness Service has responded to an increased number of households who are either threatened with homelessness or who are homeless and remain committed to safeguarding vulnerable people. The priority for the service continues to be to prevent homelessness and to support some of the most vulnerable households to remain in their home or in securing alternative accommodation.

Safeguarding has continued to be at the forefront of the service and is fundamental to the support that is provided. The service has had to reflect and respond to the learning from the Burnt Bridges review and now supports those with complex needs through taking a trauma informed approach. The pandemic required the service to provide support to everyone who was homeless through the “Everyone In” response and has provided learning and an opportunity to reflect on how we support people impacted by homelessness.

Additional funding we have secured will strengthen the Homelessness Services safeguarding responsibilities and offer additional support. The Rough Sleeper Initiative 2022-2025 and Rough Sleeper Accommodation Programme has provided support for people who sleep rough with accommodation and staff on site, including the service at Craven Mount, which provides a real opportunity for people to access the right support and an opportunity to recover. The funding also has provided longer term accommodation through Horton Housing called Next Steps. As well as providing support in tenancies, outreach services and accommodation for those who are destitute.

In the coming year, additional funding will also enable an increase in safe accommodation for victims of domestic abuse and provide dedicated support in the accommodation. Additional roles will also strengthen our support to those with complex needs and ensure a coordinated approach with other agencies.

h) Together Housing

Once again, it has been an extremely busy year in terms of safeguarding, as we know is the case for all partners, with the additional challenges that the pandemic continued to bring for our customers facing abuse and harm. However, drawing on the strength of the Calderdale partnership, which we consider we are privileged to be very much part of, we continued to ensure safeguarding remains a key priority for Together Housing, both strategically and operationally.

Our key areas of focus over the last twelve months have included further strengthening of our operational arrangements. This has included bringing in a second specialist colleague to join our existing safeguarding manager. Our specialist team plays a key role, both in designing and delivering safeguarding training, tailored to be relevant to the very diverse team we have in Together, as well as providing advice and support to front line colleagues and managers. Having a second member in the team has been invaluable to ensure we can sustain supporting, training and learning for our front-line teams, given the increasing numbers of concerns being picked up, including customers facing multiple

and complex disadvantage. Heightened by the pandemic and the increasing challenges many of our customers face, including financial hardship, poor mental health and domestic abuse.

We have also improved how we work more effectively as *one Together team* as part of our response to safeguarding concerns. The Together team is very diverse and works across a large geographical area and we recognised that we needed to strengthen “joining our own dots” as well as with our multi agency partners. Our specialist team have therefore been leading the change to bring our teams together through case management meetings. Not only does this mean we are now working more effectively together but has also built resilience through additional support and insight from other colleagues too.

We have developed bespoke procedures and training for more specialist parts of our business. This includes for our sales team, whom through their increased awareness, are now raising concerns in relation to tenants applying to buy their homes. Additional guidance has also been developed for our Repairs team who are invaluable “eyes and ears”, given they are working in tenants’ homes and in our communities. The additional guidance was developed to further build the confidence of our Trades colleagues on what to do when they spot a concern including, if appropriate, having a conversation with the customer. As well as *passing the baton* about concerns more effectively onto our neighbourhood team.

Following the pandemic and changes to new ways of working, our safeguarding team has been further redesigning our training programme. This has included e-learning modules to cascade learning from formal case reviews, followed up with reflective team discussions.

We were also part of the Burnt Bridges review and again, like all partners involved, were privileged to be part of the learning, and committed to making fundamental changes to support those facing multiple disadvantage. We also welcome that the review highlighted that those living street-based lives and those at risk of losing their home is much more than just a “housing problem”. We have been building up our frontline teams understanding of the multidisciplinary team meetings (MDTs) to access support for customers. Like all partners, we implemented our own agency learning. Our frontline housing management staff have attended the trauma-informed practice training, coordinated by the WY Housing partnership. Our commitment to cultural change, including being a trauma-informed organisation, continues.

At the strategic level, our safeguarding learning group has been further developed to strengthen the strategic oversight of all our safeguarding activities and performance, for both staff and customers. Most recently we have set up a Performance and Quality subgroup to support the strategic group and strengthen the oversight of performance collectively by key operational managers. Our Board committees have continued to receive reports of all statutory and formal reviews, highlighting the learning for Together Housing.

As we all know, safeguarding is everyone’s responsibility. I hope that the snapshot of some of the work over the last twelve months at Together Housing shows our ongoing commitment to play our part and work together to help keep customers safe from abuse and harm.

i) Voluntary Sector Services

Voluntary Sector Infrastructure Alliance are a partnership of 6, with 4 delivery partners (Voluntary and Community, North Bank Forum, West Yorkshire Community Accounting Service, Locality, West Yorkshire

Integrated Care Board, and Calderdale Council) and 2 commissioners, Calderdale Clinical Commissioning Group and Calderdale Metropolitan Borough Council.

Dedicated Team Managers sit at each the Children & Young People's partnership and the Adults board

Safeguarding support to any of our 500+ community voluntary and social enterprise groups across the district is offered by the team. This could be to Trustees, Volunteers, and staff.

Support can include policy development, Section 11 audits, training, guidance about designated officer roles and Safer Recruitment. In the last year 29 groups have accessed this.

Bespoke VCS focused training is offered regularly to all groups and there is the option to provide specific one to one sessions. In the last year 11 training sessions have been delivered with approximately 90 attendees.

During the pandemic the team has seen more complex safeguarding issues arise including complaints and whistleblowing situations. As a result, a regular 'due diligence' partnership has been established between VSI Alliance, CMCB commissioners and Community Foundation for Calderdale to ensure confidence in groups when public money is being spent, particularly on services to individuals/communities with more complex lifestyles.

[West Yorkshire VCS infrastructure project.](#)

VSI Alliance are members of a West Yorkshire project that shares good practice, training, policy updates. This was a National Lottery funded project in partnership with NCVO (National Council for Voluntary Organisations)

[VCS Safeguarding Forum.](#)

Every 6 months a themed meeting is called of members. An e-distribution list of all members has been created and regular e-bulletins are shared containing useful updates and information.

j) Women's Centre

WomenCentre provides a wide range of support services to adults across Calderdale including the commissioned Domestic Abuse Support Services to all victims. Our approaches are trauma informed and we seek to share our learning across the CSAB and with wider Calderdale partnership boards, including the Making Every Adult Matters and the Domestic Abuse Strategic boards.

Alongside other voluntary and community sectors organisations, WomenCentre is keen to ensure that our knowledge and expertise helps to shape the planning and the work of the Calderdale Safeguarding Adults Board.

k) Healthwatch

Healthwatch Calderdale has been a member of Calderdale Safeguarding Adults Board since 2016, Healthwatch is the local health and social care champion; the team in Calderdale gather feedback on any publicly funded health and care services, such as GP's, hospitals, dentists, day services and care homes, trying to understand what is working well and where things could be improved. When issues are identified, Healthwatch ensures that peoples voices are heard in the right forum to make change happen. For Healthwatch, one of those forums is the Safeguarding Adults Board.

Throughout our involvement with Calderdale Safeguarding Adults Board we have reflected back whether the concerns, issues and complaints we hear from people are having an impact on adults at risk

in Calderdale and we'll continue to do so. Championing the voice of those who find it most difficult to be heard is always one of our top priorities.

Our Director has Chaired the Communication and Engagement Subgroup, which has enabled us to share our skills in this field and has provided opportunity for keep people's views and experiences as a key focus for Calderdale Safeguarding Adults Board.

1) National Probation Service

On 26 June 2021 a new reunified Probation Service was created consisting of 12 regions across England and Wales. The probation service is a department of Her Majesty's Prison and Probation Service (HMPPS) - an executive agency of the Ministry of Justice. As a statutory body, the probation service is responsible for providing recommendations to sentencing courts and supervising individuals who are in custody and in the community.

Each region has its own Director and comprises several Probation Delivery Units (PDUs). The Bradford and Calderdale (BAC) PDU sits in the Yorkshire and the Humber (YatH) region and is led by a Head of Service (HoS) who is responsible for the delivery of local probation services. As Bradford and Calderdale is not one homogeneous area the two Deputy Heads have been assigned to predominantly cover each vicinity supporting the HoS alongside other areas of responsibility.

The commissioning and co-commissioning of rehabilitation and resettlement services plays a key role in addressing the needs, and managing the risks presented by service users in Probation Service. In BAC there is a commitment to working with partners to protect the public and help people lead healthy, satisfying and law-abiding lives.

One of the new commissioned resettlement services is Personal Wellbeing which will operate alongside other Adult Safeguarding interventions in Calderdale. This is a holistic service which addresses frequently occurring rehabilitative needs including emotional wellbeing, family and significant others, lifestyle and associates and social inclusion.

Services will be available for adult males on probation on a community/suspended sentence order with a RAR or on licence/post-sentence supervision. The social inclusion 'mentoring' service will also be delivered pre-release for those who will be released on licence.

A range of approaches will be used including direct delivery of interventions, support and advocacy, and advice and guidance. Interventions will be tailored to reflect the complexity of an individual person on probation's needs.

5. Learning and Improvement Activity

5.1 Safeguarding Adult Reviews

The CSAB has not published any new Safeguarding Adult Reviews (SARs) during the year, however, there has been much activity. The Burnt Bridges? Thematic Review about the deaths of five men who lived Street Based Lives has continued to be the most impactful review undertaken in Calderdale. The impetus, energy and professional drive following this Calderdale review has been astounding. Whilst there are still lots of actions to complete, practices to embed, and frameworks to be finalised; there is already a wealth of evidence of improved outcomes for people.

The CSAB will continue to monitor progress against these actions and will test out how the culture change is being embedded through Challenge Events. The CSAB will also, using the renewed focus around engaging with communities, consider the experiences of people with lived experience and how this has changed during and following this reviewing period.

The CSAB has also been working on two SARs which are due to be published in 2022. The learning from these SARs have and will continue to be embedded across the partnership through Learning Briefings, through multi-agency training and in communications with front line practitioners from across the partnership.

Nationally, the SAR Quality Markers have been written and key messages have been absorbed by the business unit staff and SAR Subgroup Members, however, at the time of writing they had yet to be published.

5.2 Learning & Improvement

e-Learning

A total of 1015 e-Learning courses were completed by professionals and volunteers in Calderdale in 2021-22. The following courses were completed by professionals who work in 'Adult services', you may notice that some courses are child focussed which shows how professionals look holistically and transitionally at their safeguarding approach.

Course	Total 2021-22
Awareness of Domestic Violence and Abuse	41
An Introduction to FGM (FM & HBA)	17
Awareness of Forced Marriages	5
Radicalisation and Extremism	32
Child and Adult Sexual Exploitation	31
Child Poverty	14
Modern Slavery and Trafficking	16
Gang Related Issues and County Lines	17
Toxic Trio	10
Hate Crime	13
An Introduction to Infection Prevention and Control	5
E-safety	15
Level 1 Safeguarding Adults	16
Level 1 Safeguarding Children	32
Level 1 Safeguarding Everyone	326
Level 2 Safeguarding Adults	83
Level 2 Safeguarding Children	24

Level 2 Safeguarding Everyone	31
Level 3 Safeguarding Adults	30
Level 3 Safeguarding Children	25
Level 3 Safeguarding Everyone	16
Learning From Serious Case Reviews	18
Prevent COVID	4
Medication Awareness	24
Reducing Parental Conflict Module 1	5
Reducing Parental Conflict Module 2	3
Reducing Parental Conflict Module 3	4
Reducing Parental Conflict Module 4	4
Safeguarding Children Refresher	5
Safeguarding and Leadership	4
Safer Recruitment	3
Safer sleeping for Babies	2
Safer Working Practices	6
Self-neglect	20
Supporting Teenagers and Young People	9
Self-Harm	19
Safeguarding in Education	6
Suicidal Thoughts	27
Working with Children with Learning Difficulties and Disabilities	5
Understanding the Importance of the Mental Capacity Act and Liberty Protection Safeguards	45
Understanding Animal Welfare in Violent Homes	3

Face to Face Training

315 people attended virtual / face to face training 2021-22

Event name	2021-22
Alcohol Brief Interventions Training	3
Basic Drugs Awareness, Brief Interventions, Identifying and Supporting Young People who use Substances	1
Challenges Facing Children and Adults in an Online World	9
Child Mental health - Anxiety in Young People	8
Child Mental Health: Depression in Young People	1
Child Mental Health: Introduction	6
Child Mental Health: Young People and Self-Harm	2
Connections in the Brain that Shape Children and Young people	9
Cyber Security Awareness - Addressing Risk & Reducing Vulnerabilities	5
Domestic Abuse: Impact on Children and Young People Briefing	0
Domestic Abuse: Older People	10
Domestic Abuse Briefing: Recognising Coercive Control	6
Domestic Abuse: What's Risk Got To Do With It?	8
Early Help Pathway	15
Introduction to ACE, Trauma and Resilience	31
Liberty Protections Safeguards - formerly Deprivation of Liberty Safeguards	29
Mental Capacity – Manager and Professionals	15
Mental Capacity- Introduction for Frontline Staff	13
Forced Marriage/Honour Based Abuse	9
Safeguarding Supervision – Child	6

Safeguarding Supervision – Adult	13
Multiple Disadvantage and MEAM	17
Multi Agency Contribution to the Child Protection Conferences	1
Parental Mental Health – Impact on Children	9
Safeguarding Adults and Self-Neglect Awareness	27
Sexual and Criminal Exploitation including County Lines	21
Enhanced Child Exploitation Training	8
Trauma Informed Care -Raising Awareness- Workshop	5
The Role and Responsibilities of the Designated Safeguarding Lead	5
Working Together and Meet the Teams	12
Grand Total	315

On 14th December 2021 the **Burnt Bridges Learning Event** had 67 people booked through Enable however 96 people joined the guest speakers on the day of the event. The Learning is continuing to be offered through 3 briefing sessions throughout 2022.

Additional Training for 2022-23

The Domestic Abuse Strategic Board commissioned a comprehensive needs assessment as well as a review of local Domestic Homicide Reviews (DHR) which will be used to identify learning for the 2022-23 period. Further learning will be developed from the current DHR and Safeguarding Adult Reviews.

Training on trauma informed practices will continue and gather strength, Calderdale is working with the WY & H Adversity, Trauma and Resilience Collaborative who have begun the roll out of single agency training in Calderdale, with a strategy for multi-agency training and train the trainer offers. They are developing the WY Trauma Informed kitemark and Fellowship programme. We will continue to work together to ensure the training offered across Calderdale is in line with these standards.

Working with Resistance and Professional Curiosity has been re-written to apply equally to adult and child safeguarding reflecting the learning from the Burnt Bridges thematic review.

Summary

There have been several courses added to the programme specifically aimed at the adult work force, these includes 3 courses offered by the Local Authority Mental Capacity Team (Mental Capacity - Managers and Professionals, Mental Capacity- Introduction for Frontline Staff and Liberty Protections Safeguards - formerly Deprivation of Liberty Safeguards), and Introduction to Multiple Disadvantage and the MEAM Approach.

Links have been made through the Council Contracts Team to promote the programme to home care and residential care providers to try to broaden the uptake of the recipients of the training . This year a more interactive brochure was produced to try and promote sessions as well as direct prompts through the Board members and the Learning and Improvement Subgroup membership. However, the numbers attending training are lower than expected. This is believed to be due to staff shortages from COVID which impacts on the ability for staff to be released. This is also reflected in the numbers booking onto courses and then having to cancel. We know that the Adult Workforce has been affected nationally with staff shortages, and whilst we anticipate that this will improve, all Board members have been asked to reiterate the importance of attendance at MA training and the attendance will continued to be monitored through the year.

There is a duty in each agency, to ensure that staff are adequately trained and are supported to complete their roles and we know that much single agency and 'in-house' training takes place on top of the multi-agency offer.

This is the final year of the current contract with our e-learning and event management system so work will begin on reviewing the future needs for Calderdale.

A further priority will be reinstating the evidencing of impact of training through the Learning and Improvement Subgroup to establish how training is making an impact on practice and on outcomes for children and families.

5.4 Safeguarding Week



Calderdale held its second virtual safeguarding week once again due to the Covid-19 outbreak. It was agreed to focus on a 'topic per day', which included:

- Monday: Safeguarding is everyone's business
- Tuesday: Mental Health, Substance Misuse, and Stress of Carers
- Wednesday: Domestic Abuse with a focus on hidden abuse
- Thursday: Trauma Informed Practice
- Friday: Online Safety, Exploitation, Scams and Radicalisation

The virtual programme included a launch event, over 40 online learning sessions, live chats, podcasts, research reports, academic articles, resources, useful links, and videos aimed at practitioners and managers and was available via the Safeguarding Adult Board website. Contributions were received from across the multi-agency partnership and included a good mix of resources for practitioners who work with Adults and/or Children.

The launch event was well received with approximately 77 participants attending the introductory messages. The Marketplace stalls were not as well received and need to be done face to face in the future.

The CSAB website was viewed 4845 times from the 'go live' date, to one week after the event; Monday 21st June was the most popular day to access the resources on offer with approximately 750 hits, and Tuesday's webpage was the most popular webpage with 710 hits. The most popular method of learning was the live sessions on offer. The videos and other resources were not as well accessed as last year.

From the 22 social media posts throughout the week, this generated a total of:

- 59,315 Impressions (*Impressions: The social media post has been delivered to someone's social media feed*)
- 481 Engagements (*Engagements: a measure of the number of public shares, likes and comments on the social media post*)

The total number of Twitter impressions was 42,076 and the total number of engagements was 287; the total number of Facebook impressions was 17,239 impressions, and the total number of engagements was 194.

Survey Monkey was used to gather evaluation from practitioners, about the live sessions, videos, and resources available and the virtual method of learning, receiving 102 responses in total. Overall, the

virtual week was evaluated as very positive; practitioner knowledge increased because of accessing the live sessions, and practitioners said it would enhance their practice now, and in the future.

Evaluation has shown that virtual learning works well for those with busy schedules but does not offer personal interactions that face-to-face events offer. Suggestions of how to improve Safeguarding Week for 2022 included considering spreading the events out over a month period, having shorter, but more sessions, being more careful with the timing of the sessions to avoid overlap.

The plan for the 2022 Safeguarding week will include a combination of both face-to-face events, and the use of online resources.

6. Performance and Quality Assurance

6.1 Data and Performance Intelligence

The Performance and Quality Assurance (P&QA) subgroup of the CSAB revised the dataset for 2021/22 to include additional data on the number of concerns raised that meet the S42 (Care Act) criteria, safeguarding outcomes, mental capacity to consent to safeguarding concern being raised and advocacy support, safeguarding concerns by Indices of Multiple Deprivation (IMD), ethnicity, further breakdown of S42 data, and comparison data (where available) to benchmark against other geographical areas. Much of this information has become available this year due to changes to the Local Authority Adult Service IT system (CIS).

The Performance Assurance Report is used to gather the data, and to pull together detailed stories behind the data as well as the status of each item gathered. The collection, analysis and interpretation of this data occurs on a quarterly basis. Members of the P&QA subgroup explore and amend how the system collects the data, analyse what the data means and how it informs the CSAB about the effectiveness of safeguarding arrangements in Calderdale.

The subgroup focuses on identifying themes, trends and any areas of good practice or concern and highlights areas which may require further action or deep dive, and this is reported to the CSAB through a highlight report.

A very significant change was made at the start of 2021/22 to the Client Information System. These changes have allowed additional data to be gathered that are in line with the national guidance than before; these changes have allowed the stages of Section 42 (stage 1 which is S42(1) and stage 2 which is S42(2)) to be gathered. In addition, the gathering of Making Safeguarding Personal outcomes data for S42(1) and S42(2) is now possible and has added a very important strand of data and the story behind the data.

The ADASS peer review of the Calderdale Safeguarding Adults Board in Nov 2021 commended the subgroup: "The Performance and Quality subgroup is well attended with the right people involved and attending meetings. There are adequate resources for the subgroup to perform well, and the function of the structure to enable good performance reporting seems to be going well. The CSAB should be proud of this. The Board have full trust in the Chair and the group to provide a detailed exception report".

Number of Safeguarding Concerns reported and the S42 Assessment

Chart 1 shows that after a significant drop in the number of safeguarding concerns reported in 2020/21 compared to 2019/20 (likely to be related to Covid-19) the number of safeguarding concerns received this year rose again.

Chart 1

Number of safeguarding concerns reported in Calderdale 2015-2022

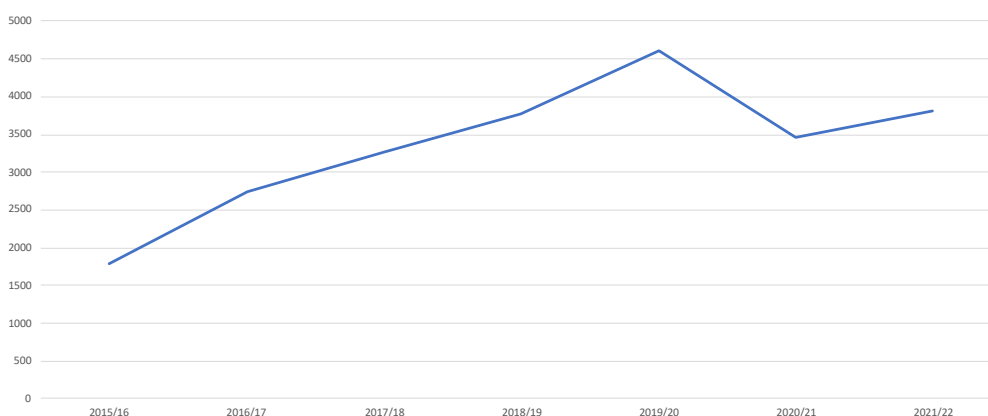
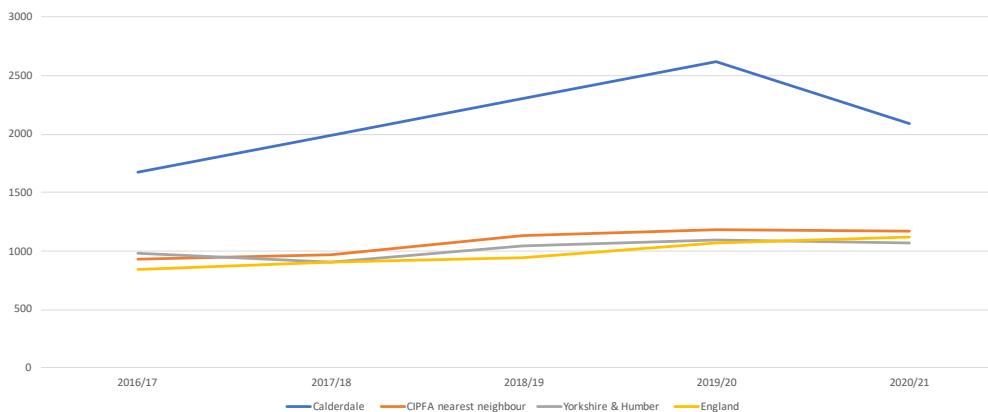


Chart 2 shows that Calderdale received about twice the number of safeguarding concerns per 100k population than comparators from 2017-18 to 2020-21 (comparable data is not yet available for 2021/22).

Chart 2

Number of Safeguarding Concerns per 100k population



Due to the new reporting of the Section 42 (2) concerns (which are cases requiring a large amount of information gathering, management, decision making and support), there were only 100 concerns, which meet the S42 Stage 2 enquiry compared to 2051 concerns that meet the S42 stage 1 enquiry (which are cases requiring very little additional input after initial information gathering). This type of detailed analysis was not possible in the data gathered from the old screens and allows Calderdale to have a much clearer picture of the end point for the overall number of concerns reported. Going forward, and once national comparator data is received the CSAB will be able to compare local and national indicators more accurately.

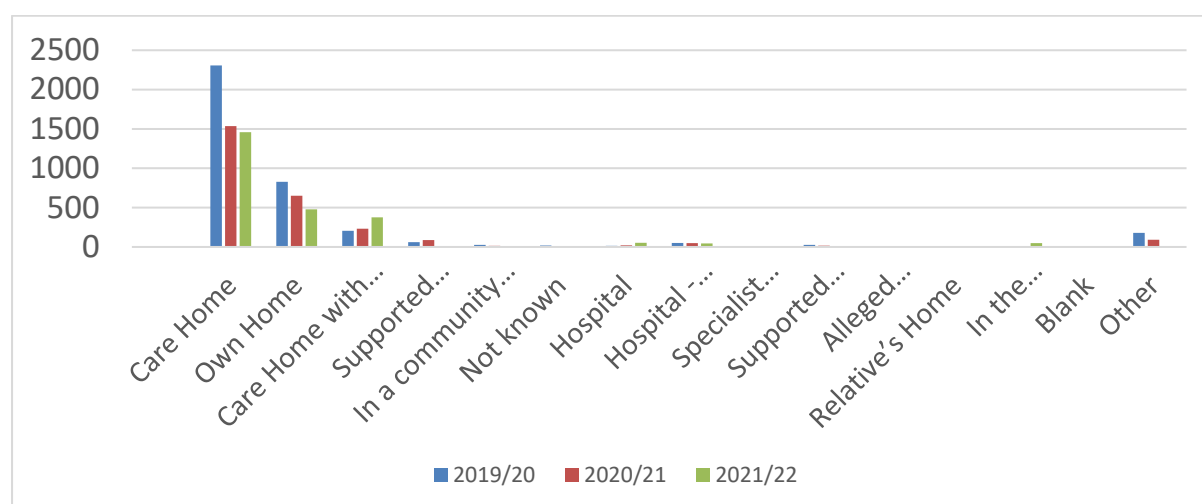
Table 3 demonstrates a reduction in the number of concerns managed in stages 1 and 2

	Stages for the concerns meeting S42 criteria	2019/20	2020/21	2021/22
S42	S42(1) Stage 1 Enquiry	3019	2212	2051
S42	S42(2) Stage 2 Enquiry	714	488	100

Section 42s by location of abuse

The location of abuse data demonstrates that 74% of all concerns that meet the S42 criteria involve people living in a Care Home (with or without nursing). S42 Referrals from Care Homes with nursing rose by 62%. 19% of concerns that meet the S42 criteria are where the abuse has occurred in the person's own home (In England in 2020/21 this figure was 50%). In about 5% of S42 referrals the abuse happened in a hospital (either acute or mental health), in England in 2020/21 this was 6%. There were no S42 referrals from Supported Living as this is now recorded as either "community" or "own home". The number of S42 cases from Supported Accommodation has reduced significantly in 2021/22; again this is now likely to be reported in a different category which is being looked at by the Service Managers. Chart 4 shows the Section 42 Location of Abuse data.

Chart 4



Making Safeguarding Personal (MSP) Outcomes for S42 (1) and S42 (2)

The following chart shows the number of clients that have MSP outcomes documented for each quarter and the year to date. The changes to the Adult Services IT screens have allowed this data to be captured for the first time.

Chart 5

Outcomes for S42

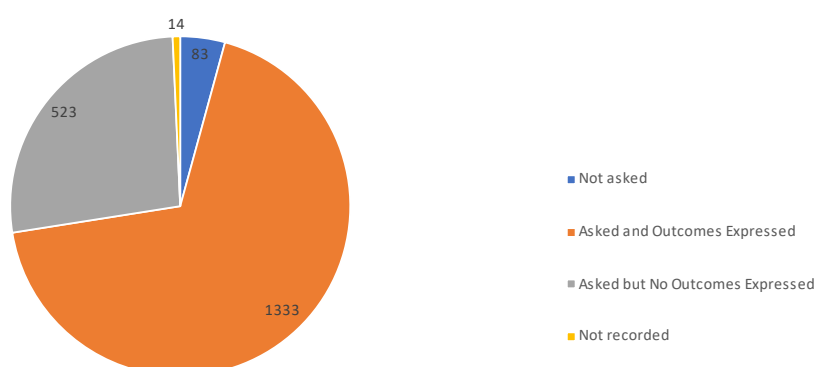
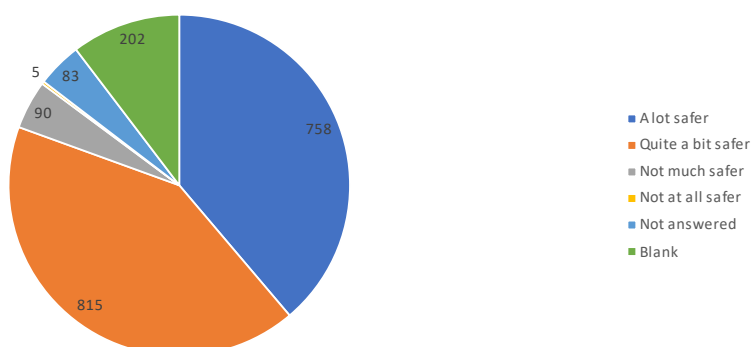


Chart 6 shows the number of people who feel safer after their intervention. This is the first year of collecting this data and comparison information is not available. 81% of adults in Calderdale who had received a safeguarding intervention felt a lot safer or quite a bit safer after intervention.

Chart 6

Number of who feel safer after intervention

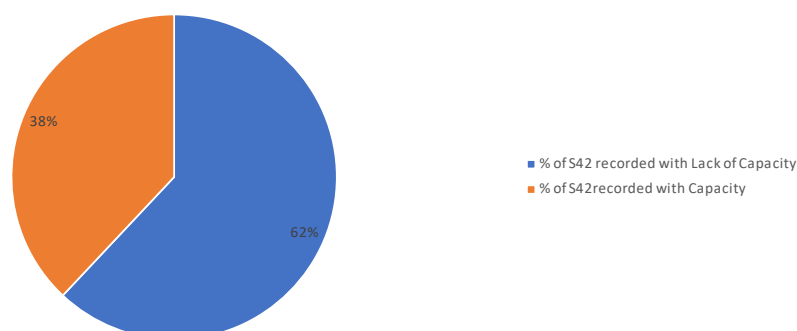


Percentage of Section 42s with / without capacity

Chart 7 shows a greater number of capacity assessments stating a lack of capacity of those meeting the S42 criteria (62% vs 30% for England). This is likely to reflect that in Calderdale safeguarding referrals are more likely to be received about people who live in care homes and are older than England as a whole.

Chart 7

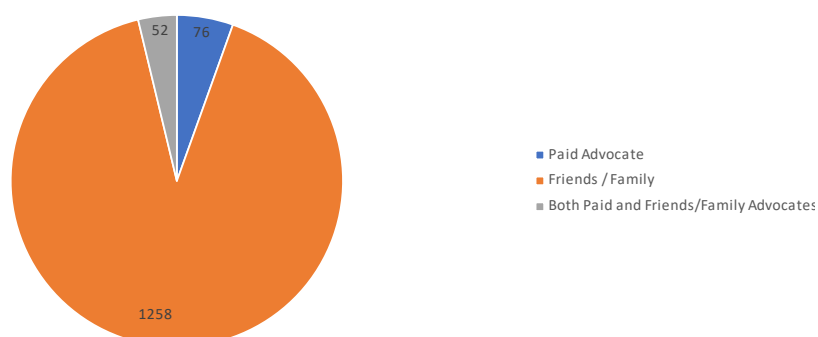
Percentage of S42 with / without capacity



When a person lacks mental capacity to fully engage in the safeguarding process, advocacy support is required. Chart 9 shows the majority of advocates are friends or family, with a small percentage supported by a paid advocate or by both paid and friends / family advocacy.

Chart 8

Paid / Family / Friends Advocates



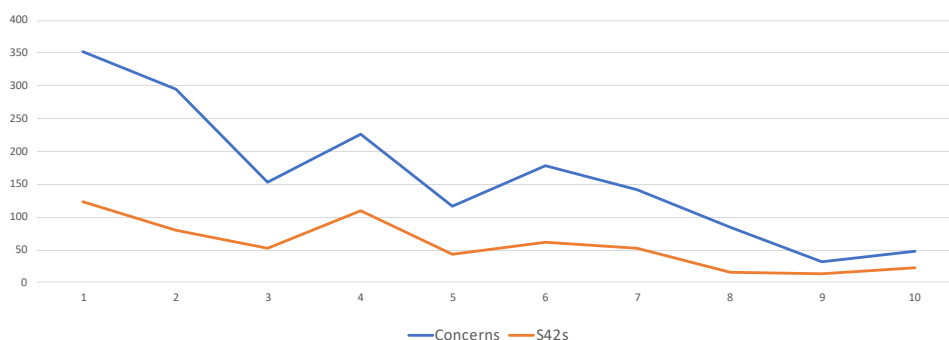
Index of Multiple Deprivation (IMD) for Community Safeguarding Concerns

This is the first year that this data has been collected. The data shows a greater number of safeguarding concerns raised and those that meet the S42 criteria are from areas of higher deprivation. It is interesting to note that the gap between the numbers of concerns raised and concerns that meet the S42 criteria narrows as level of deprivation declines (i.e., a concern is more likely to meet the S42 criteria if the concern is raised about someone in a more affluent neighbourhood). The subgroup will do some further work on this in 2022/23 to understand how many people in Calderdale live in each IMD group. The data shows that in the year to date, 45% of concerns raised were from the community and 557 of the Safeguarding Concerns were from IMD 1-5 which are the higher levels of deprivation. When the concerns became S42 referrals, 27% of the total number of S42 referrals were from the community and 186 of S42 referrals were from IMD 1-5. For both concerns and S42 there are several unknown IMD deciles so this needs to be investigated.

Chart 9 has been included to show both the number of concerns and the number of S42s in each IMD from 1, being the highest level of multiple deprivation including lowest income, lowest employment, highest health and disability deprivation, lowest education skills and training, highest crime, highest barriers to housing and services and lowest standard of living environment. 10 is the lowest level of deprivation or the areas with highest income and employment, lowest health and disability deprivation, highest achievements in education, skills and training, lowest crime, lowest barriers to housing and services and highest standard of living environment.

Chart 9

Numbers of Concerns and S42s by Indices of Multiple Deprivation (IMD)



Other data collated and analysed by the Performance and Quality Subgroup

The Performance and Quality Assurance Group also collects information regarding missing persons from the Police, and Safeguarding Incidents within both the Hospital and Mental Health Trusts. The Group seeks assurance and receives reports from these agencies about what is being done to mitigate risk and keep people safe.

Managing risk of harm to vulnerable missing people

The police report a process for managing risk of harm to vulnerable/missing people. Data remains stable with no significant disparities in reporting. During the year the Adult Safeguarding Team at Calderdale Police have improved their data analysis tools in consultation with analysts. They can now quickly produce management information to identify patterns/risk areas.

Daily and weekly scanning processes identify missing/vulnerable adults in Calderdale communities and officers ensure referrals are made where necessary to other partner organisations and followed up on to check case workers/professionals have been allocated.

Calderdale Police are developing an Adult Early Action approach to missing adults which incorporates the wider safeguarding and Integrated Offender Management teams. The group will be monitoring this work as it has been highlighted by the rest of the force as good practice. Work is continuing to build on this work – particularly by bringing a partnership-led approach to it through existing processes including the NHS high intensity user group, Making Every Adult Matter (MEAM) / Multi-Disciplinary Team (MDT) meetings, collaborative care plans and other methods.

Data collected by Health Trusts

The Calderdale NHS hospital trust have previously identified a rise in discharges which could have been more effectively managed; the Adult Safeguarding Team responded to this, and the issue was escalated. At a strategic level, the Safer Quality Improvement Group have oversight of this work stream and has been addressing continual improvement. The initial safeguarding data appears to confirm that the medication issues on discharge have decreased, and it is anticipated that this improvement will be sustained. Additionally, the Standard Operating Procedure introduced in the Emergency Department has made some improvements with the quality of discharges.

6.2 Post Covid

During the Covid pandemic Calderdale regularly submitted real time safeguarding activity data to the Local Government Association (LGA). This enabled the Board to see any changing national picture as a consequence of the pandemic and benchmark our activity with other local authority areas.

Whilst the Covid pandemic led to reduced capacity for safeguarding audits the subgroup was still able to conduct an audit in relation to safeguarding supervision – this found a diverse understanding of safeguarding supervision across the partnership which the Safeguarding Adult Board and its partners are addressing through recommendations, action plans and training.

Due to the pressure on safeguarding professionals during the Covid pandemic and the development of a West Yorkshire tool, the Board decided to defer the annual partnership assurance audit until 2022/23. The Board did undertake a COVID assurance audit and focussed on five business priorities: Service Changes; Multi-Agency Working; Learning & Improvement; Engaging with Service Users; Long Term Consequences.

The Covid Assurance Audit Report produced allowed the Board to be assured that all 5 business priority areas showed good assurance that safeguarding work continued to be given priority and changes made as necessary. There was an unprecedented speed of development of new ways of working and IT changes; some improvement in engagement by services users; better attendance and less cost associated with virtual meetings; much greater understanding of staff wellbeing and their

personal risks; and use of new processes. The pandemic highlighted how good partnership working is in Calderdale with some forced changes seemingly have been seen to be improvements e.g., better information sharing, virtual meetings, virtual communications producing better information flow, homeworking, and streamlined practice maintenance.

Also reported were issues such as unpredictable demand and staff illness or absence made it hard to prepare for. Fewer face to face visits made risks harder to identify (as is seen by the data intelligence); feedback to referrers didn't always take place; and engaging with service users has been hard for some. Due to remote working, the reduction in the ability to offload or reflect on traumatic cases may have compounded vicarious trauma for staff. There have been negative impacts from court delays and to staff wellbeing (e.g., weariness and stress).

In collaboration with other safeguarding boards across West Yorkshire a new electronic and updateable system has been developed for partnership assurance audit which has been launched in 2022 and is known as the Organisational Safeguarding Assessment.

7. Peer Review of the Calderdale Safeguarding Adult Board

In November 2021, the CSAB Commissioned an Independent Peer Review of the work of the CSAB for an external view of safeguarding arrangements in Calderdale. The scope of the Peer Review was:

1. How the Board can more effectively communicate and engage service users
2. Effectiveness of the Board – review CSAB and Subgroup activity
3. Visiblensness of CSAB activity – what is the value of Calderdale SAB

The findings from this review highlighted strengths and areas for further improvement.

Leadership, Strategy and Working Together in Partnership

Strengths

- Clearly articulated vision shared by CSAB and Council, and recommendations from “Burnt Bridges” have been widely heard, gained commitment and acted upon
- Relationships are a real strength, remember to support and challenge
- High degree of confidence in the work of the sub-groups
- Training and development, there is rigour in it, trauma informed culture developing and learning from SARs into children’s.
- Multi agency audits are shared, key messages are communicated via newsletters, response to SARs are distributed on a partnership basis
- Commitment to incorporating lived experience into the CSAB
- The restructuring of safeguarding in ASC to provide a more equal and proportionate service

Areas for consideration

- Consider the scope of the Board and it’s relationship with other partnerships and their effectiveness in keeping people safe
- The Board vision could be more effectively used, to help the front line through the pandemic.
- Take the community and voluntary sector with you on your journey.
- Consider the structure of the Board to ensure that it can work strategically with appropriate representation so that voices are better heard.
- There is a need to settle on a common language and approach to co-production and design

Outcomes for and the experiences of people who use services.

Strengths

- Lots of good practice models and toolkits being used (trauma informed, self-neglect, MSP)
- Going live with a new data system for reporting outcomes
- Burnt bridges, a focus on community safeguarding particularly with those individuals with multiple and complex needs
- Reach to communities during safeguarding week was good
- Pockets of gathering lived experience exist in Calderdale, not starting from a blank slate - build on what you've got. Use various ways to capture and share lived experience

Areas for Consideration

- Develop an approach to hear the voice of people with lived experience, be innovative and build on what you already have, be brave, don’t worry about failure.

- A distance to go to harness engagement.
- Ensure that outcomes are always captured at every opportunity.
- Use the new place and strength based approach to take account of inequalities when undertaking safeguarding work.
- Consider how other partnerships can play a fuller role in safeguarding adults at risk and reducing inequalities.

Visiblens of SAB activity – what is the value of Calderdale SAB?

There are a good number of ways in which CSAB activity has become visible and demonstrated value. There is a good deal of effort made in a number of ways, these are:

- Safeguarding week – with good reach into communities and CSAB members ensuring visibility at events and training
- Newsletters and 7-minute briefings – providing up to date information about the important areas of change during the pandemic, presented in an accessible format. The peer team were impressed particularly with the 7 minute briefings format, due to the layout which was eye catching. The briefings felt like a good way to get a message across very simply and clearly, which in turn means that staff are more likely to take the time to read and absorb it.
- Burnt Bridges has raised the profile of the Board with strategic partners – there was no doubt that this report has been well received by partners, the media, Cabinet and Scrutiny. This has raised the profile of the CSAB and brought the important issues and gaps in provision for people living on the street with complex lives to the fore
- Workforce development – understanding the different elements of practice between children's and adults' services and developing a joint training programme has worked well. The CSAB should consider building on this good practice and widening the offer to partners so that it becomes more multi agency and multi professional. If you do this, then the wider understanding of the work in this very complex area will increase the knowledge of the different areas of accountability for different agencies, and the different legal frameworks that people are acting under. In turn this will highlight and clarify who has the authority to act and to be able to make a difference. Achieving a mature understanding between partners of the limits and possibilities of the legal frameworks under which everyone operates, both together and separately, will increase broader teamwork and cooperation. This is a theme in the SARS that you will want to take forward and this way of working will enhance a system response to keeping people safe.
- Safeguarding champions – the peer team heard of the proposal to create safeguarding champions across the borough. This, done well, will improve the visibility and understanding of safeguarding work. Think creatively of how champions could work in different organisations, but more importantly on how they connect to the Board and are able to feed into it, how safeguarding is managed and experienced in community settings. The main issues with creating or expanding the Champions network is to be very clear what you expect of the role of champion and what their main function will be. Champions, along with their understanding of the direct experience of people as a result will bring people's lived experience to life in a Board setting. A direct connection with the Board will also allow champions to feed directly back into their organisations about the work that the Board is doing. Champions would be the CSABs eyes, ears and intelligence.

The findings aligned with the CSAB approach to improvement and the following areas were agreed to be focussed on during 2022-2023:

- How can we strengthen our interface with other Strategic Partnerships in Calderdale? Perhaps a joint chairs group would be helpful to join up agendas?
- How can we ensure the frontline are aware of the work of the CSAB and our Vision? How can we better harness their experience to drive future developments? Would a practitioners forum help us to achieve this?
- How can we strengthen our ties with the very vibrant and varied Voluntary and Community Sector here in Calderdale? Could the Engagement Network help us in this aim?
- Do we need to change the structure of CSAB so we can hear from those with lived experience?

8. Comment from the Independent Chair – Marianne Huison

2021 to 2022 has been another exceptional year for Safeguarding Adults in Calderdale. Keeping people safe throughout the Covid pandemic has continued to put pressure on individuals, families, communities and services however as CSAB Chair I am very proud to report that the work of the Board and that of its partner agencies and organisations has continued to be 'Business as Usual', albeit with many meetings taking place virtually. Again, I would like to thank those working at the front line and those supporting them for all they do, day in, day out to keep the most vulnerable in our communities safe.

Highlights for me this year have been: -

- The restructure and reform of Adult Services and Wellbeing which will facilitate a more comprehensive Multi Agency approach to adult safeguarding in both the community and residential care settings.
- The work commissioned and undertaken by the CCG to inform and influence the development of an Adult Multi Agency Safeguarding Hub as part of the reforms of Adult Social Care and Wellbeing.
- The significant investment of 2 Detective Sergeants and 25 Constables into the safeguarding investigation team at Calderdale to further strengthen their work in this important field.
- The recruitment of a second Safeguarding specialist by Together Housing.
- The improvement in the Local Authority IT systems that now allow us to collect outcome data in relation to safeguarding concerns and that have allowed us to probe into the relationship between deprivation and safeguarding concerns. This has been an aspiration since before I took up my post as Chair last year, so it is a very welcome improvement and will mean that the CSAB can seek assurance that support is targeted to those who are at the greatest need.
- Another very successful Safeguarding week.
- The significant part that Healthwatch play in our Multi Agency arrangements by 'holding up a mirror' to service commissioners and providers by bringing to us the voice of the Service User.

Specific initiatives following on from the Burnt Bridges? Thematic Review: -

- The development of the multi-disciplinary team working with those people with multiple and complex needs and the roll out of Trauma Informed Practice training.
- The introduction of wound clinics and High Intensity User Group by CHFT as part of the Self Neglect Pathway that have been further developed in line with the findings from the Burnt Bridges? Thematic Review.
- The introduction of Together Housing 'One Together Team' case management meetings to ensure all safeguarding issues are addressed in response to the learning from the Burnt Bridges? Thematic Review.

As chair I was reassured by the very positive findings of the Association of Directors of Adult Social Services (ADASS) Peer Review Team. As a relatively new Chair I did have some trepidation about 'baring all' to a team of experts in the field, however that was tempered with an overriding sense that this was the right thing to do if we are to strengthen as a Board and improve outcomes for

people in Calderdale. However, there are some key areas where we aim to improve, and I will ensure that is a priority over the next year.

We have developed some excellent training, both in person and online in Calderdale. I was disappointed to see that take up this year has declined and whilst I appreciate the impact Covid has had on staffing resilience, we can only be successful if our frontline staff are properly trained and resourced to do their job effectively. The matter has been discussed at Board level and ensuring that those booked on courses do attend will be focus this year.

Safeguarding is a difficult and complex area of business and one which cannot be tackled by a single agency. Our strength as a Board is where we can work collaboratively together to improve outcomes for both individuals, their families, communities, and society as a whole. I am proud to be part of such a forward thinking authority where all agencies and organisations are keen to try innovative ways of working to really make a difference to a person's quality of life, as has been evidenced from the impact of the Burnt Bridges Thematic Review.

I hope you have found this report informative and that you are reassured that the members of the CSAB in Calderdale are very proactive in seeking to continuously improve how adults in Calderdale are Safeguarded, and supported are to live a larger life, one full of hope.

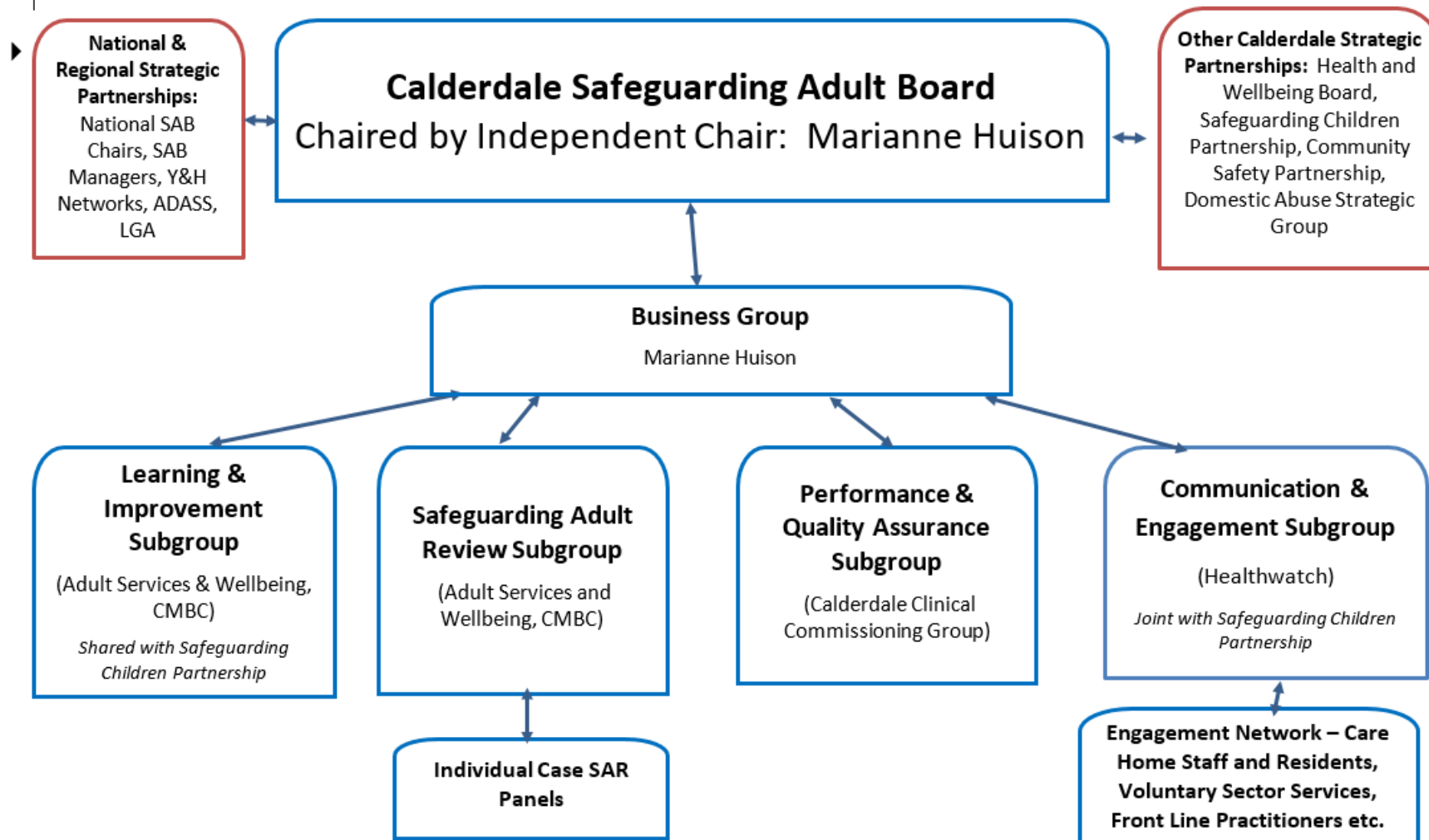
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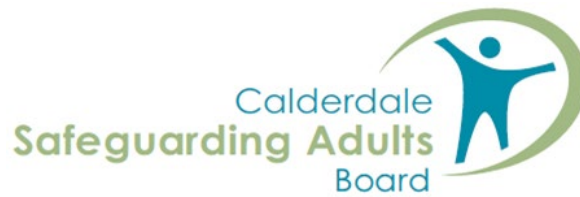
Marianne Huison

Independent Chair

Calderdale Safeguarding Adult Board

Appendix 1: Safeguarding Adult Board Structure Chart





This report will be published on the [Calderdale SAB website](#).

As required by the Care Act 2014, it will also be shared with the Chief Executive and Lead Member of the Local Authority, the Police and Crime Commissioner (now the West Yorkshire Mayoral Authority) and the Chief Constable, the local Healthwatch organisation, and the Chair of the Health and Wellbeing Board. A copy will also be shared with the Chief Officer of the Clinical Commissioning Group.

For further information about this report contact Julia Caldwell,

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www.calderdale-safeguarding.co.uk

If you need safeguarding guidance or advice, call Gateway to Care on 01422 393000

To report adult abuse or neglect, call Gateway to Care on 01422 393000

To contact out of office hours, call the Emergency Duty Team on 01422 288000

[Guidance on making a referral](#) can be accessed from the [Safeguarding Board Website](#)