

Making Safeguarding Personal 2013/14

Summary of findings

Making Safeguarding Personal (MSP) began in 2009 and continues to be motivated by the need to understand what works well in supporting adults at risk of harm and abuse. It is a programme led by the Local Government Association (LGA) safeguarding adults programme and by the Association of Directors of Adult Social Services (ADASS). The work in 2013/14 was undertaken with funding from the Department of Health and the Local Government Association. A number of partners and academics have also engaged with the work.

The intention is to facilitate person-centred, outcomes-focused responses to adult safeguarding. The key focus is on developing and/or re-establishing the skills to facilitate effective conversations in order to gain a real understanding of what people wish to achieve. Then it is about recording those desired outcomes and seeing how far they have been realised. Making Safeguarding Personal 2013/14 also continues to explore how best to support people at risk of harm to resolve the circumstances that put them at risk.

The purpose of these findings is to:

- disseminate the experience and learning from work on Making Safeguarding Personal in 2013/14
- support councils who have been involved in the project to develop and sustain their efforts towards embedding an outcomes focus in practice
- inform councils who want to adopt a Making Safeguarding Personal approach who have not been engaged so far.

There are four key documents associated with this summary:

- Making Safeguarding Personal - 2013/14 Report of findings
- case studies contributed by councils participating in the project
- a selection of tools used by participating councils to support practice and recording
- a Practice Guide intended to support councils who wish to embark on a Making Safeguarding Personal approach.

These are available on the safeguarding adults pages on the LGA website:

http://www.local.gov.uk/adult-social-care/-/journal_content/56/10180/3877757/ARTICLE

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Summary of findings

Making Safeguarding Personal 2013/14

In 2013 /14, 53 councils responded to an invitation to engage in the work.

Councils were invited to engage in work on one or more of three levels:

- Bronze: working with people (and their advocates or representatives if they lacked capacity) at the beginning to identify the outcomes they wanted and then looking at the end at the extent to which they were realised.
- Silver: the above, plus developing one or more types of responses to safeguarding and/ or recording and aggregating information about responses.
- Gold: the above, plus independent evaluation by a research organisation.

There were 43 councils who submitted an impact statement and engaged in the project as outlined in the initial guide for participating councils. Four further councils did not quite manage to implement MSP, although the work they did had value in its own right. 22 councils stated the number of cases that they had worked with. These were a total of 546, an average of 24.8 per council. Using this figure, it can be extrapolated that were all councils to have worked at this average then around 1067 cases were worked with across all participating councils within a period of around three months. The impact statements reflect the enthusiasm with which practitioners and managers have engaged with the work.

Councils varied in the extent to which they effected change:

- Some enabled people needing safeguarding to be much better informed about how professionals would take forward the safeguarding process and to identify what outcomes they wanted.
- Some enabled people to identify what outcomes they wanted and to influence the process that professionals would follow.
- Some enabled people to negotiate both the outcomes they wanted and the process that would then follow.

Key Findings

All 43 **councils state that they have begun to see real benefits to people** who needed the support of safeguarding services **as well as better social work practice**.

Most participating councils have said that introducing person-centred, outcome-focused practice to safeguarding **is a cultural change that needs wide ownership**. It feeds into a much broader context and strategies for safeguarding, risk enablement and social work practice as a whole.

The **majority of councils identified impacts on workload and capacity, particularly in the initial stages of working with people**. However, some also reported opportunities to release time and resources at other stages of the process, as a result of investing more time in the early stages. For example, some reported resolving matters more quickly through more focused, intensive input and empowering people to take action on their own behalf. The timescales involved in the work have not enabled this to be tested more broadly.

All 43 councils intend to continue the work that they started as part of the project, in some way.

The following descriptions have been used to show prevalence of each key statement:

- all 43 councils
- the majority 22 or more councils mentioned this
- a significant number 11-21 councils mentioned this
- a number between five and ten councils mentioned this.

The key findings from the project have implications for people supported by safeguarding services, for staff, for organisations and for partnerships.

Core benefits of Making Safeguarding Personal which were recognised by all 43 councils

1. People felt more empowered and in control of their safeguarding experience when they and / or their representative were involved from the start.

Councils reported real benefits for people when they are involved from the outset in conversations about the outcomes they want through safeguarding support. Those benefits included:

- improved effectiveness and resilience in dealing with a situation
- better relationships with professionals
- key elements of the person's quality of life and wellbeing can be protected.

2. Benefits to social work practice

Benefits to social work practice included:

- social workers feeling more positive, motivated and enthusiastic

- the ability to assess effectiveness from the perspective of people who use services
- tools to support practice have been put in place
- clearer, more transparent plans and recording in place
- clearer endings to safeguarding support.

What worked well for councils in adopting an outcomes focus

3. The majority of councils have begun to include outcomes discussion and recording prior to and/or during key safeguarding meetings. Many have also put dedicated time, processes and supports in place to enable people to participate in safeguarding meetings about them, in a meaningful way.

In respect of involvement of people in safeguarding meetings this has meant:

- there has been increased involvement of people at strategy meetings
- documentation for and of meetings includes an outcomes focus
- councils are investing effort in supporting people to participate in meetings and in ensuring staff have the skills to make this work well
- meetings are sometimes being held in people's own homes
- councils report real benefits to achieving outcomes.

4. A significant number of councils referred to the need to simplify the language used in conversations with people about safeguarding. Many of these councils have produced guides for people about what safeguarding is and what they can expect from the support offered.

Councils have underlined the need for and developed:

- clearer explanation for people of what we mean by 'safeguarding' and 'outcomes'
- printed information to guide people through safeguarding support.

5. The majority of councils have been able to gather and report on both quantitative and qualitative evidence to some extent, to demonstrate that good outcomes have been achieved for people.

The range of data that councils have used during the project include:

- reports from management information systems
- anonymised case studies
- feedback questionnaires
- case file audits
- focus groups of people experiencing services, and staff.

6. A significant number of councils recognised the importance of reviewing outcomes and developed their understanding of the extent to which outcomes can change throughout safeguarding support.

In the context of reviewing outcomes councils found:

- reviews keep everyone on track with what needs to be done
- reviews help to keep the person at the centre
- reviews help to support the person in reviewing risk and rethinking outcomes
- reviewing outcomes helps to clarify the ending of safeguarding support.

7. A significant number of councils report that the project has helped key partners, such as the Police, NHS and providers, to understand and see the benefits of an outcomes-focused approach to safeguarding.

This has happened through:

- being part of safeguarding meetings
- being engaged at management and Board level
- seeing the results of person-centred safeguarding.

8. A number of councils reported that their MSP project led to activities to support prevention and awareness raising in their local areas, perhaps with specific groups of people who were under-represented or difficult to contact.

Prevention was being facilitated through:

- empowering people within safeguarding support
- linking an outcomes focus in practice to wider engagement initiatives.

What the majority of councils highlighted as important to address for a successful outcomes focus in practice

9. Involving the person and / or their representative from the start of safeguarding also increases consideration of involvement of an advocate, IMCA and/or significant others.

Councils are taking this forward in a number of ways:

- highlighting where necessary a shortfall in the use of advocates
- raising awareness of staff as to when and how to involve advocates
- considering how best to commission advocacy.

10. Sound practice in applying the Mental Capacity Act (MCA) and Deprivation of Liberty Safeguards (DoLS) in safeguarding adults is important.

The project has underlined the need for competence in these areas of practice in the following ways:

- identifying MCA and DoLS issues as central to safeguarding
- using independent mental capacity advocates (IMCA)
- making sure that people who lack capacity are still offered a person-centred safeguarding service.

11. Assessment and management of risk alongside the person is integral to MSP and practising a person-centred approach to working with risk can support risk enablement.

Reviewing approaches to risk and developing risk enablement:

- is central to an outcomes focus
- supports a focus on what is important to the person
- supports proportionate responses
- can support negotiation of outcomes.

12. Existing recording systems need to be improved, or new ones created , in order to help record and measure outcomes, and support the change to person-centred practice in safeguarding.

Actions which might be considered to improve recording systems include:

- amending or updating existing systems
- setting up new systems
- capturing the voice of the person in case records
- aggregating outcomes.

13. Safeguarding policies and procedures need to be revised and changed to reflect MSP and remove potential barriers to person-centred safeguarding practice.

Areas thought to need particular attention are:

- making policies and procedures person-centred, not process-driven
- supporting risk-enabling practice
- revising time-scales
- the role of professional judgement.

14. The development of core practice skills, and having the tools to support good practice, are essential to introducing MSP.

The findings suggest that safeguarding practice needs to be underpinned by:

- a good evidence base
- solid social work skills
- a working understanding of the legal framework
- tools to support good practice
- training and development opportunities to support the shift in practice.

15. Supporting practitioners and front-line managers to achieve a shift in practice is a key component of introducing person-centred practice in safeguarding.

Councils found the following helpful:

- staff briefings
- supervision
- reflection on practice
- identifying champions
- addressing barriers to change
- helping to increase confidence in complex situations.

16. Introducing person-centred, outcomes-focused practice to safeguarding is a cultural change that needs wide ownership and feeds into a much broader context.

- Some of the ways this has been approached are:
- ensuring partner agencies are well-informed
- recognising that partnership engagement in this culture shift is crucial
- providing clear leadership
- developing a deeper understanding of what outcomes mean in safeguarding and how they could be misinterpreted.

Resources

Bonnerjea, L. (January 2009). Safeguarding Adults: A Consultation on the Review of the 'No Secrets' Guidance. London: DH.

Briggs, M. (March 2013) Safeguarding Adults: Advice and Guidance to Directors of Adult Social Services. London: ADASS; LGA

Carr, S. (Nov 2010). Enabling risk, ensuring safety: self directed support and personal budgets. London: SCIE

Cooper, A. Norman, S. Williams, C. (July 2012). Adult Safeguarding: Standards and Performance Summary: London: LGA/ADASS

Department of Health. (2010). Nothing Ventured, Nothing Gained: Risk Guidance for dementia.

Department of Health. (2007) Independence, choice and risk: a guide to supported decision making.

Griffiths, R; Nieland, K. (October 2013) Deprivation of Liberty Safeguards: putting them into practice. London: SCIE

Klee, D; Williams, C. (March 2013). 'Making Safeguarding Personal', the report of the work done in 2012-13. London: LGA; ADASS; SCIE.

Lewis, S; Williams, C. (December 2011) Safeguarding Adults: Outcomes and Effectiveness Framework. ADSS Cymru; SSIA; WLGA

Mowlam, A; Tennant, R; Dixon, J; McCreadie, C. (August 2007). UK Study of Abuse and Neglect of Older People: Qualitative Findings. London: King's College, London; National Centre for Social Research

Munby, J. (July 2010). What Price Dignity? Keynote address by Lord Justice Munby to the LGA Community Care Conference: Protecting Liberties, 14 July 2010

Ogilvie, K; Williams, C. (December 2010): Making Safeguarding Personal: A Toolkit for Responses. London: Local Government Association

Sanderson, H; Stirk, S. (2012). Creating Person-Centred Organisations. London: Jessica Kingsley Publishers.

SCIE. (September 2011) User involvement in adult safeguarding

There is a wealth of additional information available about adult safeguarding on the Adult Safeguarding Community of Practice on the LGA Knowledge Hub.

The information it holds is constantly updated and contributed to by councils and other professionals leading on adult safeguarding. It is the first port of call to find up to date information about best practice and new developments. The group can be found by going to: <https://knowledgehub.local.gov.uk> and joining the Adult Safeguarding Community of Practice.



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