

Adult Safeguarding

improvement tool

Overview

This improvement tool based on the Adult Safeguarding Standards has been refreshed in March 2015. It has been developed in partnership by:

- **Association of Chief Police Officers (ACPO)**
- **Association of Directors of Adult Social Services (ADASS)**
- **Local Government Association (LGA)**
- **NHS Confederation**
- **NHS Clinical Commissioners**

Developed by the sector, the key areas of focus below have been used in numerous peer reviews and challenges and as a means of self-assessment. The characteristics of a well-performing and ambitious partnership are described, particularly in relation to the three key partners in safeguarding adults: the council, NHS and Police.

There are four key themes for the standards, with a number of sub-headings as follows:

Themes	Outcomes for, and the experiences of, people who use services	Leadership, Strategy and Working Together	Commissioning, Service Delivery and Effective Practice	Performance and Resource Management
Elements	<p>1. Outcomes</p> <p>2. People’s experiences of safeguarding</p> <p>This theme looks at what difference to the outcomes for people there has been in relation to Adult Safeguarding and the quality of experience of people who have used the services provided.</p>	<p>3. Collective Leadership</p> <p>4. Strategy</p> <p>5. Local Safeguarding Board</p> <p>This theme looks at:</p> <ul style="list-style-type: none"> • the overall vision for Adult Safeguarding • the strategy that is used to achieve that vision • how this is led • the role and performance of the Local Safeguarding Adults Board • how all partners work together to ensure high quality services and outcomes. 	<p>6. Commissioning</p> <p>7. Service Delivery and effective practice</p> <p>This theme looks at the role of commissioning in shaping services, and the effectiveness of service delivery and practice in securing better outcomes for people.</p>	<p>8. Performance and resource management</p> <p>This theme looks at how the performance and resources of the service, including its people, are managed.</p>

Outcomes for and the experiences of people who use services

This theme looks at what has actually been achieved by Adult Safeguarding and the quality of experience for people who have used the services and support.

	Ideal Service	Probes and Questions	Possible sources of evidence
1. Outcomes	<p>1.1 People at risk of abuse and neglect are safeguarded in the community and in establishments such as care homes and hospitals.</p> <p>1.2 The council and its partners' approach to safeguarding clearly has an outcome based focus.</p> <p>1.3 Partners demonstrate improved safeguarding outcomes alongside wider community safety improvements.</p> <p>1.4 People have access to effective criminal, civil or social justice, to resolution and recovery.</p>	<ul style="list-style-type: none"> • There is a shared approach to outcomes between the Council, NHS, Police and other partners so that all know what difference they are making. • Officers and Members, executives and non-executives work across individual service and agency boundaries, and beyond traditional definitions of their roles, to improve outcomes. • Outcomes for safeguarding are coherent with outcomes relating to work on domestic abuse, hate crime, anti-social behaviour and community cohesion. • Outcomes are consistent, regardless of how old people are, whatever their disability or mental health problems, who pays for their care and their eligibility for care and support under the national eligibility criteria (FACS until April 2015). • The public (including under-represented groups and adults at risk of abuse and neglect), is aware of Adult Safeguarding issues and how to raise concerns. • Effective prevention and early intervention is in place. • Prosecution levels are improving. 	<ul style="list-style-type: none"> • There is an emphasis on outcomes throughout all strategies, plans and progress reporting and in interviews and case records. • Performance reporting includes outcomes measures . • Case files. Local Safeguarding Adults Board (LSAB) reports. • Serious Case Reviews, Domestic Homicide Reviews, Serious Untoward Incidents, Mental Health Inquiries, Coroners reports. • Reports to the Council, Clinical Commissioning Group, Health and Wellbeing Board, Community Safety Partnership and Local Strategic Partnership. • LSAB, council and management reports. • Council and LSAB publicity and reports. • Consideration is given, and appropriate action is taken, in relation to information received from the public. • Prosecution rates for MCA section 44 offences

<p>2. People's experiences of safeguarding</p>	<p>2.1 Partners have achieved high levels of expressed, positive experiences from people who have used safeguarding services.</p> <p>2.2 Partners have fully engaged people who use services in the design of their services.</p> <p>2.3 Delivery accords with the public sector Equality Duty.</p> <p>2.4 Safeguarding is personalised.</p>	<ul style="list-style-type: none"> • People experiencing safeguarding services are treated sensitively and with dignity and respect. • Advocacy is available and used appropriately for people who are (or may have been) experiencing abuse, including independent advocates for Mental Capacity (IMCA), Domestic Abuse (IDVA) and Mental Health (IMHA). • There is support available for people who have experienced abuse. • Victims of neglect and abuse and witnesses are supported through the criminal justice system. • Outcomes are defined by the individuals concerned or, where people lack decision-making capacity, by their representatives or advocates. • The safeguarding process is proportionate, puts individuals in control and where this is not possible (for instance where criminal investigation and action is undertaken or where there is concern that an individual or organisation could harm others) this is fully discussed and the person's views taken into account as much as possible. • The Mental Capacity Act is embedded in organisations and forms part of commissioning activity. 	<ul style="list-style-type: none"> • Feedback from people who have used safeguarding services and actions taken as a result. • Aggregated reports from reviews. • Protocols, strategies, examples of user involvement. • Documentation and protocols that use respectful language. • A range of methods for engaging with people about safeguarding e.g. a focus group or forum of people who use care services and their carers. • Policies and procedures related to safeguarding such as restraint, MCA are in place • File audits. • Management information. • Deprivation of Liberty Standards (DoLS) reports. • Reports on MCA activity such as training, Best Interests meetings, referrals to IMCA.
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| | | <ul style="list-style-type: none">• Deprivation of Liberty Safeguards are applied appropriately where an individual lacks capacity.• There are services available to support informal carers, to support the improvement of relationships, and for abusers to address their behaviours where appropriate.• Wider family members, friends and neighbours are engaged in safeguarding adults at risk when this is appropriate. | |
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Leadership, Strategy and Working Together

This theme looks at the overall vision for Adult Safeguarding; the strategy that is used to achieve that vision and how this is led at all levels in the organisations involved.

	Ideal Service	Probes and Questions	Key documentation and evidence
3. Leadership	<p>3.1 There is recognised and active leadership to safeguard adults in each of the statutory partner organisations.</p> <p>3.2 There is joint and coordinated leadership with and by other key partners.</p>	<ul style="list-style-type: none"> • The council has a strong lead. Additionally, there is strong collective leadership within and between the key partners. • Senior officers/managers (in the council, NHS and Police), key councillors and non-executive board members, Police and Crime Commissioners communicate to their organisations how Adult Safeguarding contributes to the well-being of individuals and communities. • There are clear and agreed structures, accountabilities, roles and responsibilities at member and officer leadership level for Adult Safeguarding. • Leaders make it known that safeguarding is core business for their organisation and the community, and clearly communicate the overlays and distinctions between Adult Safeguarding and a range of other activities including quality and safety, domestic abuse, hate crime, anti-social behaviour and community cohesion. • Officer leaders communicate clearly the legislative frameworks within which safeguarding sits, including in relation to mental health and capacity, regulation, domestic abuse etc. 	<ul style="list-style-type: none"> • Leadership responsibilities have been allocated and are actively discharged. • Evidence of safeguarding in governance processes and reports. • Evidence of organisational executive responsibilities. • Cabinet and Scrutiny reports and report to the boards of partner organisations. • Interviews. • Stated cross-party support for the improvement of Adult Safeguarding. • Minutes of Community Safety Partnerships. • Examples of support and training for leaders.

		<ul style="list-style-type: none"> • Key councillors, non-executive board members and officers are knowledgeable about safeguarding and keep abreast of local and national developments and learning, including enquiries, serious case reviews and reports. • Partners actively champion the key principles as set out in the public duties on race, gender and disability. • Leaders are supported by appropriate training and resources. 	
4. Strategy	<p>4.1 Safeguarding is embedded in corporate and service strategies across the council and partners.</p> <p>4.2 Partners have a clear vision, priorities, strategies and plans for Adult Safeguarding.</p>	<ul style="list-style-type: none"> • The Adult Safeguarding, Think Local Act Personal, Community Safety (including domestic abuse, anti-social behaviour and hate crime), Policing, Health, Equalities and Diversity and Community Cohesion and Capacity Building Strategies dovetail with each other. • The council's plans integrate personalisation and safeguarding including helping people needing care and support to stay safe and in control of their lives and services, managing risk and choice. • The process of developing strategies has been inclusive and includes the Council, NHS, Healthwatch, Police, CPS, voluntary and community sectors, and people using services etc. 	<ul style="list-style-type: none"> • Corporate, ASC and Partners' strategies and plans. • Commissioning and contracting documentation. • LSAB reports. • Policies and procedures. • The vision is articulated by the leaders and all employees across the Council and by its partner organisations. • Joint Strategic Needs Assessment (JSNA) and Joint Health and Wellbeing Strategies (JHWS).

		<ul style="list-style-type: none"> • There is a Joint Strategic Needs Assessment with robust information about the needs of the full range of adults requiring care and support who are at risk of abuse and neglect, and a strategy that is based upon those needs. • There is a clear strategy for improving Adult Safeguarding outcomes. • Partners know what the views and experiences of people who have used services are and have incorporated these in its vision, strategies, plans and priorities. These are also incorporated into commissioning processes. 	
5. Local Safeguarding Adults Board (SAB)	<p>5.1 There is multi-agency commitment to safeguarding.</p> <p>5.2 Safeguarding is effective at all levels (prevention and intervention).</p>	<ul style="list-style-type: none"> • The Safeguarding Adults Board (SAB) demonstrates effective leadership and co-ordinates the delivery of Adult Safeguarding policy and practice across all agencies, with representatives who are sufficiently senior to get things done. • Partners contribute human and financial resources to the SAB to enable it to function effectively. • The SAB provides challenge and support on the outcomes for, and experiences of, people needing services and the impact and effectiveness of service delivery to its member organisations. 	<ul style="list-style-type: none"> • SAB reports and minutes. • Council Executive and Scrutiny reports and minutes. • CCG, NHS Trust, NHSE, Police Authority and other board papers and minutes.

- The SAB has a clear understanding of how well it is performing and what difference it makes through regular self-assessment and benchmarking and has a positive attitude to learning and improving across partners.
- The SAB safeguards adults both proactively, through awareness raising and prevention of abuse and neglect, and responsively, by creating frameworks to effectively respond once concerns are raised.
- The SAB uses data, information and intelligence to identify risk and trends and formulates action in response to these.
- The SAB has good quality legal, medical, nursing, social work and other advice available to it as necessary.
- There are strong links between the Safeguarding Adults Board, Health and Wellbeing Board, Community Safety Partnership, Children's Safeguarding Board.
- There are clear protocols in place that integrate different agency procedures – for instance between Serious Untoward Incidents and Safeguarding, Children's and Adults Serious Case Reviews, Domestic Homicide Reviews, Mental Health Reviews etc.
- There are mechanisms in place to ensure that the views of people who are in situations that place them at risk of abuse, and carers, inform the work of the SAB.

- Reporting mechanisms (to the SAB and from the SAB to the Council and the boards of partner organisations) are clear and effective.
- Partners work in an atmosphere and culture of co-operation, mutual assurance, accountability and ownership of responsibility.

Commissioning, Service Delivery and Effective Practice

This theme looks at how services are commissioned in relation to local needs and then how they are actually provided, including the involvement of people using services.

	Ideal Service	Probes and Questions	Key documentation and evidence
6. Commissioning	<p>6.1 The council and the NHS commission safe and cost-effective services.</p> <p>6.2 The council and the NHS have developed mechanisms for people who are organising their own support and services to manage risks and benefits.</p>	<ul style="list-style-type: none"> • Commissioning and contracting (by the council and NHS) set out quality assurance and service standards that safeguard people and promote their dignity and control. Clear expectations and reporting requirements are placed on providers. • Contract monitoring has a focus on safeguarding and dignity and any shortfalls in standards are addressed. • Providers meet essential/ fundamental standards and quality improvement is tracked and acted on. • Commissioning and contracting with regulated providers functions alongside the Care Quality Commission (CQC) and Healthwatch. • Reporting across providers is tracked and under or over-reporting patterns addressed. • Quality in health and social care services is managed across the NHS, Council and CQC (with links to Quality Surveillance Groups) so that abuse and neglect is prevented. • Actions take place to safeguard individuals (whether funded by the host or other local authorities, or by individuals themselves) to safeguard people when standards in services put people at risk. • There are options for the use of accredited and managed Personal Assistants for people with Direct Payments and Personal Budgets. 	<ul style="list-style-type: none"> • Specifications and contract monitoring reports. • Management and SAB reports. • Case files. • Documented accreditation schemes. • CQC, QSG and Healthwatch reports. • Information for the public about how to choose services and supports that meet their needs and give them a fair deal.

<p>7. Delivery and effective practice</p>	<p>7.1 Partners have robust and effective service delivery that makes safeguarding everybody's business.</p> <p>7.2 Domestic abuse, hate crime, anti-social behaviour and community cohesion work includes adults needing care and support.</p> <p>7.3 Safeguarding activity is improving outcomes for people and enables them to reach justice, resolution and recovery.</p> <p>7.4 Safeguarding is personalised and meets the requirements of law and guidance.</p>	<ul style="list-style-type: none"> • The council and its partners can clearly demonstrate good policies, practices and procedures in the delivery of Adult Safeguarding, which are understood and followed by staff at all levels. • People do not fall through the net (and are not passed from pillar to post) between complaints, safeguarding, commissioning, care management, police action, personalisation, community safety and/or community support services. • The public, voluntary sector, all council and partner staff are clear what abuse is and how to respond to it. People are clear what a safeguarding alert is. • Contact arrangements are clear and responses are timely and proportionate. • There are effective arrangements for making enquiries that ensure the right professionals or agencies are involved and that the proposed action is effective and appropriate. • Social Services and partners support people to weigh up and manage benefits and risks whilst choosing care and supports. • A range of social work and psychology support methodologies are being developed (such as counselling, assertiveness support, family group conferencing and family/ couples therapy etc.) to enable people to reach resolution and recovery from abuse or neglect. 	<ul style="list-style-type: none"> • Policies and procedures and the awareness and utilisation of them by staff. • Guidance for staff and partners (including such tools as flow charts). • Information and advice for the public. • File audits. • Interviews. • Practice observation. • Any staff surveys. • Staff views of support from safeguarding 'specialists'. • Safeguarding Adult returns including comparative information. • Safeguarding training statistics.
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- Care and protection plans are clear and incorporate requirements for monitoring and review and their effectiveness is monitored.
- There are regular social care or health reviews of individuals that identify any potential safeguarding concerns.
- People who are, or may be, experiencing abuse are involved in all decisions about them.
- People's rights are safeguarded through proper application of the law, including the Care Act, Mental Health and Mental Capacity Acts, Police and Criminal Evidence Act, Domestic Abuse and Human Rights legislation.
- People in the community and which responds to concerns in institutions.
- Specialist safeguarding staff/ safeguarding teams support others in identifying and addressing safeguarding issues.
- Adult Safeguarding staff are alert to when there are children in the household and there is joint work with Children's Services with families where both adults and children may be experiencing abuse.
- Information sharing protocols are clear so that information is shared appropriately across agencies and is effectively acted on. Staff are confident in using these arrangements.

- Partners have a range of proportionate, appropriate and effective responses to safeguarding concerns, with the right professional input.

Performance and Resource Management

This theme looks at how the performance and resources of the service, including its people, are managed.

	Ideal Service	Probes and Questions	Key documentation and evidence
8. Performance and Resource Management	8.1 Services are held accountable through performance measures, including quality measures, towards the outcomes for people in the strategy.	<ul style="list-style-type: none"> • There is a performance management framework that runs across council and partner agency functions. • Local workforce and training plans provide people with the right skills for Adult Safeguarding. • All staff have regular supervision that facilitates good decision-making support and an appraisal scheme that operates at all levels and which addresses development and performance. • There is cross-sector training and development including equality awareness training. • There is effective post-qualifying training and support that enables professionals to practice to advanced standards and effectively work with complex cases. • There is effective legal advice and the criminal and civil law is used to effectively safeguard people. • There is a range of systems that improve the quality of services on the front line, including through quality assurance, performance reporting and mechanisms (such as file and practice audits, customer feedback, practice forums and mystery shopping). 	<ul style="list-style-type: none"> • A suite of indicators including quantitative and qualitative measures of performance that is reported regularly to senior and team managers . • Summaries of training activity. • Skills and confidence as demonstrated in interviews and through file audits. • Serious case reviews. • Overview and scrutiny agendas and reports with evidence of follow up.

- The outcomes people want are defined by them and the extent to which they are realised is measured and aggregated.
- A learning culture is evident. Partners learn from both best practice and from things that don't go well. Safeguarding adults reviews/ serious case reviews are used as the basis of improvement for the future.
- Arrangements for the role and process of overview and scrutiny are clear and effective, with council resources devoted to them to ensure effectiveness.

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