Briefing on working with risk for Safeguarding Adults Boards

Contents

1   Introduction

This briefing paper is produced by the Local Government Association (LGA) and the Association of Directors of Adult Social Services (ADASS) in collaboration with Making Connections, Isle of Wight Ltd. It is based on work at two LGA/ADASS workshops (facilitated by Making Connections in April/May 2018) on working with risk in the context of Making Safeguarding Personal. It draws on input at the workshops from over 100 representatives from Safeguarding Adults Boards (SABs). Examples of guidance on working with risk are highlighted in section 3 and in the footnotes. These are made available on the LGA website: www.local.gov.uk/our-support/our-improvement-offer/care-and-health-improvement/making-safeguarding-personal/working-risk

What is the purpose of this briefing and who is this for?

This paper is intended to provide support to SABs and partner organisations in producing and gaining a shared commitment to partnership guidance on working with risk and then supporting its implementation in front line practice.

It is not intended as guidance to prescribe exactly what must be done. Rather, it sets out core considerations identified at the workshops. Workshop participants established that "the range of responses to the same issues showed that different options are available. There is no value in a 'one size fits all' response. All sectors and organisations work to visions and values which embrace common themes that can support effective working with risk."

Key message

There are fundamental requirements and principles for effective working with risk that are held in common across sectors and across existing risk guidance and frameworks. SABs must establish the common ground and build on this as a basis for their local guidance.

Making Safeguarding Personal

The starting point for developing guidance and practice for working with risk must be a focus on the person. This briefing builds on key messages in the Making Safeguarding Personal (MSP) programme which highlight that the development of multi-agency working with risk is central to effective safeguarding.[1] The briefing paper draws on the MSP resources published in December 2017.[2]

The core resource for SABs (LGA/ADASS, 2017)[3] refers to key requirements:

- 'Agreed partnership principles for working with risk, positive risk taking and person-centred approaches. This gives permission to staff to work in risk enabling ways.'

- 'Front line staff [need] to have a clear framework within which to achieve a balance between wellbeing and safety. [SABs should] promote high level organisational support for person-centred outcomes focused working, linking training to strategic planning objectives.'

- 'SABs to seek assurance that risk aversion and paternalistic cultures are addressed'.

Key messages

Emphasise the importance of embracing positive risk taking and person-centred approaches.

High level organisational and partnership support and assurance are needed to address risk aversion and paternalistic cultures.

1   See Making Safeguarding Personal Temperature Check 2016; Making Safeguarding Personal 2014/15 - Evaluation report - executive summary; Making Safeguarding Personal 2013-14 Executive Summary
2   www.local.gov.uk/topics/social-care-health-and-integration/adult-social-care/making-safeguarding-personal/resources
3   www.local.gov.uk/making-safeguarding-personal-safeguarding-adults-boards

2. Rationale, background and context

SAB support for and assurance on effective approaches to risk is important.

The statutory framework

A focus on the outcomes people want and understanding what makes for wellbeing in their lives is central to the Care Act (2014). This means moving away from a focus on risk management from the perspective of organisations.

> ### Key message
>
> The aim should be to work with people to achieve their expressed outcomes; achieving the right balance between safety and wellbeing.

The language of risk

'Risk' is often associated with potential harm. This needs to be addressed.

The LGA/ADASS workshops (during April/May 2018) generated comments including: 'Risk aversion closes your life down'; 'Stay safe – nothing happens!' Risk taking is enriching!'

> ### Key message
>
> Guidance should recognise the positive contribution risk can make in people's lives. It needs to look at strengths in the person and their context; at what is to be gained for their wellbeing as well as what might go wrong.

Responding to relevant research and Safeguarding Adults Reviews

A thematic review of Serious Case Reviews/ Safeguarding Adults Reviews (SCRs/SARs)

(Preston–Shoot, 2017) in the South West shows that 25 (96 per cent) of the SCRs and nine (82 per cent) of the SARs offer learning about risk assessment and management; the most common theme for learning about direct practice.[4]

Recent research on SARs relating to self-neglect draws attention to a range of issues, also raised in the risk workshops (April/May 2018). These apply to working with risk more generally and include (Summarised from Preston-Shoot, 2018)[5]:

Areas identified in research that need to be included in risk guidance:

- balancing autonomy and duty of care
- practice in the context of the Mental Capacity Act (MCA)
- person-centred, relationship based approaches
- the importance of multi-agency approaches and meetings (integrated responses, drawing on all available information, mutual understanding of what each player is/is able to contribute)
- information sharing
- consideration of all legal options that might support risk management plans
- the significance of the organisational contexts within which practitioners operate (workforce supported by workplace development).

Regional reviews of SCRs/SARs in the South West (Preston-Shoot, 2017)[6] and London (Braye and Preston-Shoot, 2017)[7] reflect similar priorities.

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4   http://ssab.safeguardingsomerset.org.uk/wp-content/uploads/SW-SCRs-SARs-Report-Final-Version-2017.pdf

5   Preston-Shoot, M Journal of Adult Protection, Vol20 No 2 2018; Learning from safeguarding adult reviews on self-neglect: addressing the challenge of change

6   http://ssab.safeguardingsomerset.org.uk/wp-content/uploads/SW-SCRs-SARs-Report-Final-Version-2017.pdf

7   Braye, S. and Preston-Shoot, M. (2017) Learning from Safeguarding Adult Reviews: A Report for the London Safeguarding Adults Board. London: London Safeguarding Adults Board. http://londonadass.org.uk/wp-content/uploads/2014/12/London-SARs-Report-Final-Version.pdf

3.   What must a SAB focus on in establishing partnership guidance to support effective working with risk?

Alongside this briefing, examples of good practice guidance on working with risk were presented at the workshops in April/May 2018 and these offer support to SABs. These are from: Birmingham SAB, 2018);[8] Solihull SAB, ;[9] Southampton, Hampshire, Isle of Wight and Portsmouth LSABs (joint guidance), March 2016[10] and a risk framework (White and Lawson, 2018)[11] based on White E (2017.)[12]

They reflect necessary core ingredients. They include a range of approaches and emphases. All stress the importance of focusing on balancing wellbeing and safety for the person. They emphasise the six statutory principles for safeguarding adults from the Care and Support Statutory Guidance, Chapter 14 (Department of Health, 2018)[13]

The four essential steps for Making Safeguarding Personal (see diagram below) provide a framework within which core ingredients for risk guidance are presented in section 4. SABs and partner organisations need to take action under all of these steps.

In section 5, key messages are set out from the workshops (during April/May 2018) about what is important, along with signposting to relevant advice and suggestions, about how to support effective practice and implement the guidance.

Content in sections 4 and 5 is designed to support SAB action plans and self-audit with reference to resources set out in appendix 1.

A mind map produced following the risk workshops in April / May 2018 is provided alongside this briefing in PowerPoint format (to assist accessibility) and is highlighted in appendix 2.

Leading MSP, including defining & embedding principles and measuring effectiveness

Supporting and developing the workforce

Early intervention, prevention and engaging with people

Engaging across organisations in MSP

The MSP resources (December 2017) set out essential steps for SABs for **Making Safeguarding Personal** under four key headings

8   Birmingham SAB, 2018, Risk and Safeguarding Adults with Care and Support Needs; Birmingham Safeguarding Adults Board Position Statement and Guidance, www.bsab.org/professionals/policy-procedures-and-guidance/risk-enablement/

9   www.local.gov.uk/sites/default/files/documents/1%29%20Solihull%20SG%20risk%20screening%20tool.pdf

10   Southampton; Hampshire; Isle of Wight and Portsmouth LSABs (March 2016) 4 LSAB Multiagency Risk Management Framework www.hampshiresab.org.uk/wp-content/uploads/Multi-Agency-Risk-Management-Framework-16-02-16.pdf

11   White, E and Lawson, J. A Framework for Understanding and Responding to Risk www.local.gov.uk/sites/default/files/documents/1%29%20A%20framework%20for%20understanding%20and%20responding%20to%20risk.pdf

12   White, E (2017) Assessing and Responding to Risk, in, Cooper, A and White E (eds) Safeguarding Adults under the Care Act, Jessica Kingsley Publishers

13   Department of Health, 2018 Care and Support Statutory Guidance, Chapter 14

4 Summary of core ingredients for inclusion in risk guidance (identified at risk workshops during April/May 2018)

Making Safeguarding Personal requires a focus on[14]	What needs to be included in partnership risk guidance?

Step 1: leadership within clear principles (including measuring effectiveness)

Leadership within the principles set down in statutory guidance	A clear reflection of core principles and values that all partners sign up to and against which all can be held to account. There needs to be a shared culture that supports risk enablement.
	The principles should include: A human rights approach – promoting human rights, rather than solely a protective approach;
	Making Safeguarding Personal – putting the person at the centre, empowering and working in partnership with them;
	The wellbeing principle – a focus on wellbeing alongside safety, making sure the different dimensions of risk are embraced. ('I feel safe and in control of my life');
	Application of all the principles of the Mental Capacity Act (MCA 2005); and
	Application of the six statutory principles for Safeguarding Adults (Department of Health, 2018)[15xii].

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14 www.local.gov.uk/topics/social-care-health-and-integration/adult-social-care/making-safeguarding-personal/resources
15 Department of Health, 2018 Care and Support Statutory Guidance, Chapter 14

Leadership and culture shift	The SAB and partner organisations must provide the necessary context for effective working with risk in front line practice. This includes an emphasis on the importance of, and support for, a culture of positive risk taking that helps practitioners to work in risk enabling ways, where the person is 'at the centre.' It includes leadership and a culture that supports front line staff in balancing sometimes conflicting principles (for example empowerment and protection).
	Transparency about principles and underlining the need to maintain the profile of these core principles. Strong leadership, support and mutual challenge across the SAB and partner organisations which should review the extent to which these principles are evidenced in front line practice.
	Support for a learning culture and a 'no blame' culture. This includes empowering staff to work in risk enabling ways. This should be reinforced in communications with front line staff. These should openly support staff who have made and documented transparent and defensible decisions, even where these do not go to plan. There must be clear acceptance that there is responsibility at organisational level not just with front line staff. These messages should also be communicated to stakeholders and residents.
	An emphasis on quality of approach rather than process, recognising that there is responsibility for this at every level. (The SAB can refer to the principle of defensible decision making, which is set out in examples of guidance cited in this briefing, for example, White and Lawson, 2018.[16]
	Transparency in balancing legal responsibilities, priorities and duties of organisations with the outcomes that individuals want and this should be promoted in communications and recorded in case notes.
Measuring effectiveness	There should be a statement about how risk work is integrated into the SAB quality assurance framework, including qualitative and quantitative assurance. For example: case studies, audit tools and data; making use of the Making Safeguarding Personal Outcomes Framework, (2018).[17] Provide mechanisms for assurance in the form of partners' self-assessments on safeguarding adults and mutual challenge of this at SAB level. Seek feedback from staff and service users and review practice alongside service users, families and carers; using this feedback to inform improvement.

16 White, E and Lawson, J. A Framework for Understanding and Responding to Risk www.local.gov.uk/sites/default/files/documents/1%29%20 A%20framework%20for%20understanding%20and%20responding%20to%20risk.pdf

17 ADASS, LGA, RiPFA, Institute of Public Care, May 2018, Making Safeguarding Personal Outcomes Framework www.local.gov.uk/sites/default/files/documents/msp-outcomes-framework-final-report-may-2018.pdf

Step 2: Supporting and developing the workforce

Support and development of the workforce	Emphasis on supporting and developing the workforce in fundamental principles and values in developing their approach to risk. (In risk guidance; in all aspects of learning and development).
	Underline the crucial links between workforce development and organisational context/leadership in order to support the necessary culture and practice change.
	Promote the use of research and practice experience to inform development and support of staff in their approach to risk and improvement in practice.
	Promote the use of tools to support front line practice that are a means for considering risk alongside people, not an end in themselves (see White, 2017, p117).[18]
	Promote legal literacy as a priority and support a view that front line staff should have direct access to legal advice when working with risk in complex scenarios.
	Be clear about information sharing (towards a shared understanding of risk) in the guidance. Support staff in understanding this in practice.
	Indicate the importance of multi-agency development opportunities to support holistic practice regarding risk.
	Indicate the importance of competent practice in applying the Mental Capacity Act and core principles.
	Support the need for clear escalation policies, ensuring that staff know how and when to access management support.

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18 White, E (2017) Assessing and Responding to Risk, in, Cooper, A and White E (eds) Safeguarding Adults under the Care Act, Jessica Kingsley Publishers

Step 3: a focus on early intervention/prevention and on engaging with people

Early intervention and prevention... including engaging with people	Reference to the significant prevention and early intervention area of the SAB's responsibilities.
	Acknowledgement that successful prevention of risk starts ahead of section 42 enquiries, when concerns are raised. Risk guidance should include engaging with people and communities to co-produce support for the person at risk, where it is needed.
	A focus on empowerment in the context of prevention; supporting people to themselves become more resilient and avert risks or recognise them early on.
	SABs need to listen to and engage with staff, local residents and communities, integrating their needs and priorities into the risk guidance and into the ongoing development of practice and responses. This should start at the stage of co-production of the guidance. (See for example, Birmingham SAB, 2018).[19]

Step 4: a focus on engaging with organisations across the partnership

Engaging with organisations across the partnership	Bring together different perspectives: 'what can we all agree on?' Identify shared principles across the partnership as a basis for the guidance. Start with core values and principles. (See step 1).
	Establish the importance of clear and shared accountability across the SAB partnership: of mutual understanding of what each partner can contribute and who will take the lead in any given situation.
	Be clear that multi agency support must be organised in such a way that the individual is not overwhelmed with too many people being directly involved with them.
	Value the contributions and inclusion of all SAB partners, including front line provider staff and those working and volunteering in the voluntary and community sector.
	Be clear that when working with risk, true partnership maximises impact. Emphasise how it does this.
	Provide clarity about sharing information regarding risk for front line staff and volunteers.

19 Birmingham SAB, 2018, Risk and Safeguarding Adults with Care and Support Needs; Birmingham Safeguarding Adults Board Position Statement and Guidance, www.bsab.org/professionals/policy-procedures-and-guidance/risk-enablement

5   What did workshops (April/May 2018) emphasise as important? How can this be implemented and supported?

In the context of leadership and workforce support and development:

What's important?	Outcome	What will help to support this?
Putting core principles into practice	SAB members understand how to translate principles into practice. The SAB seeks assurance of and supports putting principles into practice at the front line.	Use of audio visual (AV) resources highlighted in appendix 1(i and ii). Promote the MSP resource for SABs[20] and, in particular, the tools set out in appendix 2 and 3 of that resource. Promote the Making it Real guidance (see Appendix 1,i).
Balancing in front line practice sometimes conflicting principles	Front line staff are supported in balancing principles (for example, empowerment and protection).	Refer to support offered in existing examples of SAB risk guidance (listed in section 3 of this briefing). See appendix 1 (v). Refer to research on working with Self Neglect, including SARs on self-neglect.[21]
Improve connections and communication between the SAB and service users and frontline practitioners	The SAB understands what is happening to the person and to practitioners.	First-hand accounts, case audits, SARs Reference to the MSP resource 'Supporting increased involvement of Service Users' (Dec 2017) (see appendix 1,vi).
Lead organisations in responding to these messages from staff and service users	People's experiences are different because the SAB responds to what they say.	Direct communication (service users and staff) to and from the SAB.
Encourage and support opportunities at every level for open discussion of risk	Transparency is promoted. Learning culture is fostered. Mistakes are learnt from.	Critical reflection; supervision; audit; Serious Incident Learning; appreciative inquiry; sharing good news stories.
Assurance that organisational risks are openly recorded in risk assessments alongside risks to individuals	Challenge is possible (including from service users, carers and families) where it is required.	See for example Islington Safeguarding Adults Board, 2016, SCR BB/CC.[22]

20 www.local.gov.uk/making-safeguarding-personal-safeguarding-adults-boards

21 Preston-Shoot, M Journal of Adult Protection, Vol20 No 2 2018; Learning from safeguarding adult reviews on self-neglect: addressing the challenge of change

22 Islington Safeguarding Adults Board (2016) Safeguarding Adults Review in respect of the care and support of two adults Ms BB and Ms CC. Ms BB died in October 2015. Abridged Report www.islington.gov.uk/~/media/sharepoint-lists/public-records/healthandsocialcare/information/guidance/20162017/20170308sarabridgedreportmsbbandmsccfeb2017.pdf

What's important?	Outcome	What will help to support this?
The organisational context for effective front line practice	There is shared understanding across the SAB of what that context needs to provide. There is mutual challenge across partners.	Use SAB challenge events based on organisations' self-audits, as well as case audits/discussions to support review and challenge. (See for example, NHS London, 2013)[23]
Making the links between risk guidance based on this briefing and core business/all aspects of delivery of care and support	Risk is understood by all organisations who work with people with care and support needs as a result of the work of the SAB. They make relevant links to core business.	For example, links might include: • Care Quality Commsion (CQC) and clinical commissioning groups (CCGs) commissioning intentions include this model when inspecting and commissioning services • incident and complaints management • learning in higher education establishments.
Assurance and measuring effectiveness of approaches to working with risk	There is emphasis on defensible decision making and quality of approach in all work carried out by members of the SAB.	SABs should make use of the Making Safeguarding Personal Outcomes Framework, published in 2018, to support collection of information on working with risk. The outcomes framework https://www.local.gov.uk/sites/default/files/documents/msp-outcomes-framework-final-report-may-2018.pdf (May 2018) includes the following question. SABs should choose to request this information: 'To what extent was the individual or individual's representative involved in understanding and responding to levels of risk?'
Assurance directly informs improvement	Assurance directly supports staff and their development and feeds into practice improvement.	Include and promote case studies and audit processes as ways in which to directly involve staff and support practice development.
Learning from best practice and good news stories	Good new stories/good practice examples that highlight personalised practice and positive approaches to risk are shared and influence practice.	Use AV resources and case studies in appendix 1 (iii and v). Promote reflective practice opportunities.

23   NHS London, March 2013, London-wide Overview Report from the 2012 Safeguarding Adults At Risk Self-Assessment Assurance Framework

What's important?	Outcome	What will help to support this?
Emphasis on tools, not as an end in themselves, but as supporting people to make decisions about risk in their lives	Tools reflect core principles and there is an emphasis on the person at the centre being involved in using them.	Use examples of tools highlighted in this guidance as a basis to develop and implement local tools. (Examples from existing SAB risk guidance, see section 3) and in appendix 1, ii.
A learning culture and SARS informing development of staff and practice	The SAB brings SARs to the attention of the partnership and makes these 'come alive' for staff.	Use resources in appendix 1 v and SARs referenced in the footnotes in this briefing. Establish case studies for staff development from SARs.
The MCA is applied really well in practice	Staff understand how MCA principles work in practice. There is evidence in case audit that the MCA principles are applied in working with risk.	Make use of, for example, resources set out in Appendix 1 iii, as well as relevant range of SARs/SCRs including Ms ZZ SCR, Camden, 2015)[24] Have a focus on questions on MCA (2005) which are included in SAB self-assessment assurance frameworks (See for example, NHS London, 2013, standard 2.5).[25]
Multi-agency development opportunities	There is holistic, joined up practice; mutual understanding of roles across the partnership. There is evidence in case audit that joined up working is happening.	Joint training; shadowing across organisations to promote mutual familiarity of roles.
Develop risk practice in the context of learning and research on working with self-neglect	Learning from SARs and research[26] on self neglect is embedded in guidance and practice on working with risk.	Highlight the importance of developing aspects of practice in this context, including: exercising professional curiosity; compassion, persistence; being proactive especially where it is challenging to engage with people and where support is declined.

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24 Camden Safeguarding Adults Partnership Board, July 2015; Serious Case Review in respect of ZZ
25 NHS London, March 2013, London-wide Overview Report from the 2012 Safeguarding Adults At Risk Self-Assessment Assurance Framework
26 Preston-Shoot, M Journal of Adult Protection, Vol20 No 2 2018; Learning from safeguarding adult reviews on self-neglect: addressing the challenge of change

In the context of prevention and early intervention; engaging with people; engaging across the partnership:

What's important?	Outcome	How to support this?
Recognition that prevention is a core aspect of risk work	The SAB makes links in its risk guidance to the prevention agenda. It identifies and supports local initiatives that make an effective contribution in this respect.	Recognition of the significance and value of voluntary and community sector partners in prevention and early intervention in risk situations. The partnership supports and values this sector particularly underlining its value as a first point of contact for people and in a position to identify risk and offer support early on before risks escalate.
Involve people in co-producing ways of preventing risk and enhancing resilience	Local communities are engaged in identifying and tackling local issues and the SAB facilitates this and makes links to these.	For example, a publication (Broad, 2015)[27] on Local Area Coordination offers individual stories in section 3 of the publication and in sections 4 and 5 gives examples where councils are taking this agenda forward (for example, Thurrock and Derby). Local area coordination is described as supporting individuals, families and carers to stay strong, connected and to contribute to local communities; reducing demand and dependence on formal services. www.centreforwelfarereform.org/uploads/attachment/463/people-places-possibilities.pdf SAB resource MSP; supporting increased involvement of service users[28] Co-production example – "The Parable of Blobs and Squares" https://vimeo.com/42332617

27 Broad, R, 2015, People, Places, Possibilities; progression in Local Area Coordination in England and Wales. Centre for welfare Reform
    www.centreforwelfarereform.org/uploads/attachment/463/people-places-possibilities.pdf
28 Droy, R and Lawson, J, December 2017, Making Safeguarding Personal; supporting increased involvement of service users, LGA/ADASS

What's important?	Outcome	How to support this?
The importance of developing strengths based approaches and resilience	Members of the SAB hold a shared commitment to this across the partnership and new ways of working are tried out. Tools and guidance emphasise this and it is evidenced in practice.	Make use of resources in appendix 1(i,ii,iii,v) in respect of: putting principles into practice (including in relation to the MCA); having person centred conversations. See above (LAC), appendix 1 and SCIE, 2015.[29] Examples of strengths based approaches are offered in Cooper and White (2017)[30], including the Signs of Safety Approach (Stanley, 2017)[31] and family group conferencing (Taylor and Tapper, 2017)[32] The 'three conversations' model and examples of council areas where this has been implemented is explored in Cole (1 November 2016) www.theguardian.com/social-care-network/2016/nov/01/the-three-conversations-model-turning-away-from-long-term-care Guardian newspaper article, The 'three conversations' model: turning away from long-term care. The article refers to a 'chief architect' of the three conversations model, Sam Newman, director of consultants Partners for Change, which has worked with a range of councils to put the model into practice. The website offers further insights into the approach.

29 SCIE, March 2015, Strengths-based approaches for assessment and eligibility under the Care Act 2014 www.scie.org.uk/care-act-2014/assessment-and-eligibility/strengths-based-approach/
30 Cooper, A and White E (eds) 2017, Safeguarding Adults under the Care Act, Jessica Kingsley Publishers
31 Stanley, T, 2017, Working more Reflexively with Risk; Holding Signs of Safety and wellbeing in Mind, in, Cooper, A and White E (eds) Safeguarding Adults under the Care Act, Jessica Kingsley Publishers
32 Taylor, M and Tapper, L, 2017 Participative Practice and Family Group Conferencing, in, Cooper, A and White E (eds) Safeguarding Adults under the Care Act, Jessica Kingsley Publishers

What's important?	Outcome	How to support this?
Support for people to participate in considering risk in their own lives	People are supported and empowered in their understanding and management of risk so that they manage risk in their own lives.	Accessible risk assessment tools. For example, as set out in SAB guidance listed in section 3 and tools in appendix 1, ii of this briefing. Effective advice, support and advocacy put in place including providing accessible formats and giving sufficient time for people to participate in a meaningful way. See Lawson, 2017,[33] (developing advocacy and measuring its effectiveness). Being clear about everyone's responsibilities and managing expectations so that outcomes can be negotiated. Links to lessons from SARS and research (appendix 1, v).
Utilising the expertise of family members, carers and service users	Families, carers, service users are recognised as experts by experience.	An emphasis on principles and person centred approaches. See appendix 1i, ii and vi. Including strengths based approaches,, working with the person, identifying their family and social networks, building on and developing these.
Identification of common ground across sectors as a starting point for risk guidance	There is agreement on shared principles that form a basis for partnership guidance.	See for example CQC fundamental standards. These were offered at the risk workshops (LGA, April/May 2018) as an example of the way in which core values (which we hold in common across sectors) can be a starting point for a shared vision and guidance on working with risk. See www.cqc.org.uk/what-we-do/how-we-do-our-job/fundamental-standards

33 Lawson, J, December 2017, Making Safeguarding Personal; what might good look like for advocacy. LGA/ADASS?

What's important?	Outcome	How to support this?
Recognition of the added value partnership working brings to risk work	There is clarity about what the benefits of partnership working are, including: mutual understanding of roles/legal options/what each organisation can contribute (including specialisms)/ range of possibilities for engaging with the individual.	Reference to effective examples of partnership working or lessons from SARs. See for example Preston Shoot, 2018[34] Reference to examples of effective multi-agency meetings in high risk cases. For example, an approach to risk enablement panels is offered by Coventry City Council www.coventry.gov.uk/info/158/ safeguarding_adults/2785/my_ safeguarding_experience is on the Making Safeguarding Personal section of their website and in step with MSP principles.
Valuing and including front line staff in provider services	The SAB can evidence the involvement of providers in joint working with risk because they often know the person best and can gain their trust.	See appendix 1, ii and v for example.

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34   Preston-Shoot, M Journal of Adult Protection, Vol20 No 2 2018; Learning from safeguarding adult reviews on self-neglect: addressing the challenge of change

Appendix 1:
A range of resources to support SABs/organisations to translate core ingredients for risk guidance into front line practice.

i) Supporting putting statutory safeguarding adults principles into practice (including an emphasis on wellbeing and person centred practice)

• Strengths based approaches including: 'Signs of Safety and Wellbeing' practice framework, Dr Tony Stanley[35]

• Guidance published by Think Local Act Personal (TLAP), March 2013. It includes guidance and practice examples to help make the shift to wellbeing and strengths based approaches[36] www.thinklocalactpersonal.org.uk/Latest/Developing-a-Wellbeing-and-Strengths-based-Approach-to-Social-Work-Practice-Changing-Culture/

• Partners 4 Change; 3 Conversations Model http://partners4change.co.uk/ helping to deliver on the Care Act (2014).

• Tools from Helen Sanderson Associates are used by some SABs and councils, for example by Solihull SAB. These are set out in the MSP section of their SAB website: www.ssab.org.uk/making-safeguarding.php. Recognising service users and families as experts by experience and using local private or voluntary and community sector organisations who have developed similar tools may also support similar aims.

• An interactive board game for Safeguarding Adults Boards with a focus on Making Safeguarding Personal and the six statutory safeguarding principles: 'Let's Talk about Risk and Safeguarding'. (Used at the risk workshops (April/May 2018) and available from www.making-connections.co.uk

• Making it Real: a framework about what good citizen focused personalised care and support looks like. It is co-produced with people and will help with how to achieve good practice where the person is at the centre. It is based on what people find helpful. www.thinklocalactpersonal.org.uk. Updated support, 'Making it Real: how to do personalised care and support', was published by TLAP on this web link in October 2018.

• Making Safeguarding Personal: Support for Safeguarding Adults Boards (2017)[37] contains two tools; one helps translate the six safeguarding adults principles (Department of Health, 2018)[38] in practice (Appendix 3, p. 25) and a tool to support consideration of the balance between wellbeing and safety (at strategic level and in front line practice). See appendix 2 page 22. www.local.gov.uk/sites/default/files/documents/25.25%20-%20Chip_MSP%20safeguarding_WEB.PDF

• Gloucestershire audio visual (AV) resource (on LGA MSP website) www.local.gov.uk/topics/social-care-health-and-integration/adult-social-care/making-safeguarding-personal-audio-visual-resources) is also a helpful tool to consider what the statutory safeguarding principles mean in practice. The direct link is www.youtube.com/watch?v=hAh37bBqE9Q

ii) Person centred conversations: practical support for front line staff

• West Sussex Council Person Centred Champions Adult Safeguarding Programme in care homes aims: 'to raise awareness of and promote a person-centred approach to safety with 'front line staff', enabling the person being supported to remain in control of their lives and maintain their wellbeing." This can be found in www.local.gov.uk/making-safeguarding-personal-what-might-good-look-health-and-social-care-commissioners-and (Appendix 5).

35 Stanley, T, 2017, Working more Reflexively with Risk; Holding Signs of Safety and wellbeing in Mind, in, Cooper, A and White E (eds) Safeguarding Adults under the Care Act, Jessica Kingsley Publishers

36 Gollins, T et al March 2016, Developing a Wellbeing and Strengths-based Approach to Social Work Practice: Changing Culture, Think Local Act Personal

37 www.local.gov.uk/making-safeguarding-personal-safeguarding-adults-boards

38 Department of Health, 2018 Care and Support Statutory Guidance, Chapter 14

- This Programme has developed prompts to support staff to have conversations about what's important to and for people. It collated these prompts (contributed by front line staff) and used them to produce 'Fink Cards' http://finkcards.co.uk. These are conversation cards that are used to support all front line care staff to talk about: feeling safe; wellbeing; different times of the day and night; relationships; and leisure.

- A supported decision tool is included in Independence, Choice and Risk: a Guide to Supported Decision Making (Appendix A, Department of Health, May, 2007). This tool is designed to guide and record the discussion when a person's choices involve an element of risk. It can be completed by the practitioner with the person or by the person themselves with any necessary support. It is important that the person has as much information as possible (in an appropriate form) and understands any consequences, to enable them to make good decisions. The tool can be adapted for use within existing needs assessment, care planning and social work processes. http://webarchive.nationalarchives.gov.uk/20130105035347/http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/documents/digitalasset/dh_074775.pdf

iii) In support of Mental Capacity Act principles and best practice
- The judgement regarding Peggy Ross vs Cardiff Court of Protection helps explain MCA principles and person centred risk assessment, including looking at benefits as well as harms in making decisions. www.scie.org.uk/publications/adultsafeguardinglondon/files/courtofprotectioncardiffcouncivpeggyross.pdf?res=true

- AV resources on the LGA MSP website include one on application of the MCA principles www.local.gov.uk/topics/social-care-health-and-integration/adult-social-care/making-safeguarding-personal-audio-visual-resources

iv) Finding common ground in fundamental values
- For example, CQC fundamental standards. These were offered at the risk workshops (LGA, April/May 2018) as an example of the way in which core values (which we hold in common across sectors) can be a starting point for a shared vision and guidance on working with risk www.cqc.org.uk/what-we-do/how-we-do-our-job/fundamental-standards.

v) Supporting development of practice through case studies and research
- Use of relevant SARs as case studies to support evidence based practice, including making use of the SAR library which is on the SCIE website https://www.scie.org.uk/safeguarding/adults/reviews/library/project

- Case study illustrating the need to consider a balance between choice and protection (contributed by Dudley Council Trading Standards Department). www.local.gov.uk/our-support/our-improvement-offer/care-and-health-improvement/making-safeguarding-personal/working-risk

vi) Involving service users in developing guidance and practice
- Refer to Making Safeguarding Personal, Supporting increased involvement of service users with SABs www.local.gov.uk/sites/default/files/documents/25%2026%20-%20Chip_MSP%20Safeguarding%20Adults%20Boards_WEB.PDF

- Co-production example – "The Parable of Blobs and Squares" https://vimeo.com/42332617

Appendix 2

Mind map

The mind map available on the LGA website alongside this briefing www.local.gov.uk/our-support/our-improvement-offer/care-and-health-improvement/making-safeguarding-personal/working-risk is compiled directly from mind maps produced by groups (in their own words) at the Making Safeguarding Personal and Working with Risk workshops in April /May 2018 (LGA/ADASS, in collaboration with Making Connections, Isle of Wight Ltd).

The purpose of this is as a tool for SABs to 'hear' what people said at the workshops and then to use it to inform what the SAB needs to do. SABs should look at the four headings in this briefing and consider local priorities. Using what was said (in the way it was said) at the workshops, at a SAB meeting or development day may help to inform those local priorities.

The mind map is provided in PowerPoint format to facilitate its use with SABs and to offer an accessible view in larger print.

Acknowledgements

For a copy in Braille, larger print or audio,
please contact us on 020 7664 3000.
We consider requests on an individual basis.

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