

Leicester  
**Safeguarding**  
Adults Board

WORKING IN PARTNERSHIP  
TO KEEP ADULTS SAFE

**Annual Report**

**2017/18**

Partnership  
Empowerment  
Accountability  
Proportionality  
Prevention  
Protection



# **Leicester Safeguarding Adults Board**

## **Annual Report 2017/18**

Report prepared and published pursuant to paragraph 4 of Schedule 2 of the Care Act 2014

Report Author: Lindsey Bampton, LSAB Manager

Report Date: June 2018

An easy read version of this document is in development and will be published on the Safeguarding Adults Board page of the Leicester City Council website

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# CHAIR'S FOREWORD

Independent Chair Robert Lake



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Welcome to Leicester Safeguarding Adults Board's 2017/18 annual report. As the new Independent Chair I would like to begin by giving thanks to Jane Geraghty, the outgoing Independent Chair, for her leadership of the Board during the period to which this report relates.

In particular, Jane's commitment to service user engagement has clearly had a positive impact on the work of the Board and prompted the development of our 2018-2020 Engagement Strategy. I look forward to overseeing the creation of our Ambassadors' Network and the launch of our 'Safer Together' campaign throughout 2018/19. Do keep an eye out for our information and discussion roadshows in community settings across the city later in the year.

Leicester Safeguarding Adults Board leads adult safeguarding arrangements across the city whilst overseeing and coordinating the effectiveness of the safeguarding work of its member and partner agencies. I would like to take this opportunity to thank all board members and those who have led and participated in the work of the Board for contributing their time, expertise, and enthusiasm throughout 2017/18.

In addition, I would like to thank staff from across our partnerships for their continued hard work and commitment to keeping adults, with needs for care and support living in Leicester, safe from abuse and neglect.

It is important that a Safeguarding Adults Board has effective links with other key partnerships in the locality and beyond. To this end I am committed to ensuring that Leicester Safeguarding Adults Board's relationships with other partnerships across the city are nurtured and developed. At the same time, I am confident that my joint role as the Independent Chair of Leicestershire and Rutland Safeguarding Adults Board will support effective partnership working in safeguarding adults across Leicester.

A handwritten signature in black ink, appearing to read 'Robert Lake', written over a horizontal line.

**ROBERT LAKE**

Independent Chair

6 June 2018

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# 1. EXECUTIVE SUMMARY

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- Throughout 2017/18 Leicester Safeguarding Adults Board (LSAB) worked to coordinate and ensure the effectiveness of each of its partners in order to meet its objective: to help and protect adults in Leicester with needs for care and support who are experiencing (or at risk of experiencing) abuse or neglect and as a result of those needs are unable to protect themselves.
- The LSAB demonstrated its commitment to engagement activity by creating and recruiting to the post of 'LSAB Engagement Officer'. The LSAB went on to agree an engagement strategy which outlines the steps that it will take between now and 2020 to increase its engagement activity.
- As part of our new engagement strategy, data analysis was carried out which looked at the age, ethnicity, gender, and primary support need of individuals who participated in the adult safeguarding process in Leicester between 2015 and 2018. Key findings and recommendations will contribute to a well-informed set of targeted engagement activities over the next two years.
- Throughout 2017/18 the LSAB Performance Sub-Group requested, received and scrutinised information outlined in the quality assurance framework (such as performance data, performance narratives, complaints data, single and multi-agency audits, and training information). Exceptions were reported to the Board, whilst providing assurance that partner agencies are delivering good quality services which keep people with needs for care and support safe from harm and abuse.
- The LSAB Review Sub-Group ensured that the LSAB met its statutory responsibilities under the Care Act 2014 to undertake safeguarding adults reviews in cases which met the criteria.
- During 2017/18 the LSAB received five referrals for safeguarding adults reviews. In the majority of cases an initial trawl of information was carried out across the partnership prior to making a decision. Of the five referrals received, one mandatory review was commissioned during 2017/18.
- A safeguarding adults review was also commissioned in 2016/17 which was ongoing at the end of 2017/18. Details of this review were published in our 2016/17 annual report. The safeguarding adults review overview report is due to be presented to Board in July 2018 and in line with legislation, the findings will be reported in our 2018/19 annual report, along with what the

Safeguarding Adults Board has done during that year to implement the findings.

- LSAB Performance Sub-Group provided assurance that lessons from our safeguarding adults reviews had not only been identified but had also been learnt and that the actions undertaken by partners had made a difference. This assurance is key to ensuring that safeguarding adults reviews undertaken are having a positive impact in preventing future harm.
- During 2017/18 the LSAB Training Sub-Group developed a draft training strategy and began collating information in order to identify priority areas for enhanced multi-agency learning across the partnership.
- A key achievement for the Training Sub-Group was the Vulnerable Adults Risk Management (VARM) conference arranged jointly with Leicestershire and Rutland Safeguarding Adults Board (LRSAB) which was held to re-launch VARM guidance to partners across Leicester, Leicestershire and Rutland.
- The Training Sub-Group also maintained close links with Leicester City Council Adult Social Care, continuing to support the Mental Capacity Act forums for care providers across the city.
- During 2017/18 LSAB worked with LRSAB to ensure that safeguarding adults policies and procedures were reviewed and uploaded to the Multi Agency Policies and Procedures (MAPP) which can be accessed at <http://www.lradultsafeguarding.co.uk>
- LRSAB and LSAB worked together to conduct multi-agency safeguarding adults audits, with learning disseminated across Leicester, Leicestershire and Rutland. Our case file audit tool featured as an example of best practice in the Local Government Association (LGA), and Association of Directors of Adults Social Services (ADASS) publication '*Making Safeguarding Personal For safeguarding adults boards*' which was published in November 2017.
- Our 2017/18 'Trilogy of Risk' Task and Finish Group was a joint group with LRSAB, Leicester Safeguarding Children Board (LSCB) and Leicestershire and Rutland Safeguarding Children Board (LRSCB). It focused on learning from reviews about the need to understand that risk to children and vulnerable adults may be increased if they are living in a household where mental health difficulties, substance misuse problems and domestic abuse are found together. Resources were developed and disseminated across the partnership.

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## 3. INTRODUCTION

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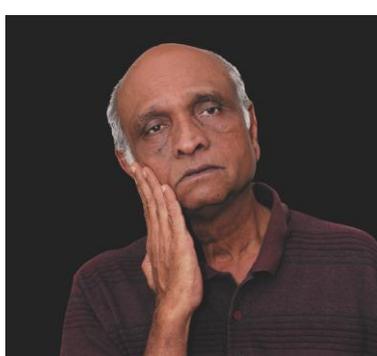
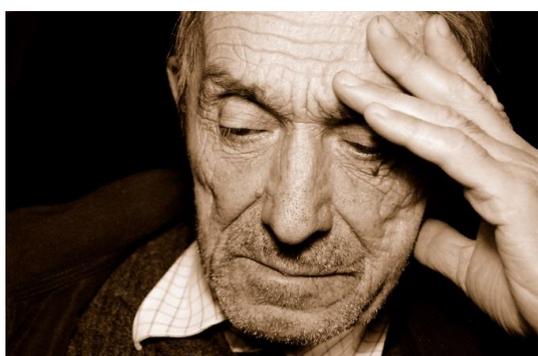
The Care Act 2014 introduced new safeguarding duties for local authorities, including establishing a Safeguarding Adults Board for its area. The objective of each Safeguarding Adults Board is to help and protect adults in its area with needs for care and support who are experiencing (or at risk of experiencing) abuse or neglect and as a result of those needs are unable to protect themselves. It seeks to achieve this by coordinating and ensuring the effectiveness of each of its members.

Leicester Safeguarding Adults Board's three statutory partners are **Leicester City Council**, **Leicestershire Police** and **Leicester City Clinical Commissioning Group**. Under the Care Act 2014 each Safeguarding Adults Board has 3 core duties:

- Publish a strategic plan for each financial year
- Publish an annual report
- Commission safeguarding adults reviews for any cases which meet the criteria

Leicester Safeguarding Adults Board's annual report represents a summary of the collaborative work undertaken by partners throughout 2017/18 to meet the objectives of our three-year strategic plan as well as our annual business plan. It provides an overview of our achievements, partner commitment, and local safeguarding adults activities.

Our three-year strategic plan and our annual business plan are both published, along with a copy of our annual report, on the Safeguarding Adults Board page of Leicester City Council website: <https://www.leicester.gov.uk/health-and-social-care/adult-social-care/what-support-do-you-need/safeguarding-adults-board/>



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## 4. WHO WE ARE

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### Membership

The Care Act 2014 stipulates three core members of a Safeguarding Adults Board: the local authority, clinical commissioning groups and the police. Local authorities are responsible for establishing a local Safeguarding Adults Board and having consulted with the other core members, invite other key partners to become members of the Safeguarding Adults Board to enable it to effectively fulfil its responsibilities and duties.

Throughout 2017/18 Leicester Safeguarding Adults Board benefited from the established membership of a number of key partners including University Hospitals of Leicester NHS Trust, Leicestershire Partnership NHS Trust, Leicestershire Fire and Rescue Service, Healthwatch, East Midlands Ambulance Service, National Probation Service, Community Rehabilitation Company, HMP Leicester, Leicestershire Centre for Integrated Living, East Midlands Care, Care Quality Commission, and NHS England.

### Structure

Leicester Safeguarding Adults Board appoints an Independent Chair to oversee the work of the Board, provide leadership, offer constructive challenge, and ensure independence.

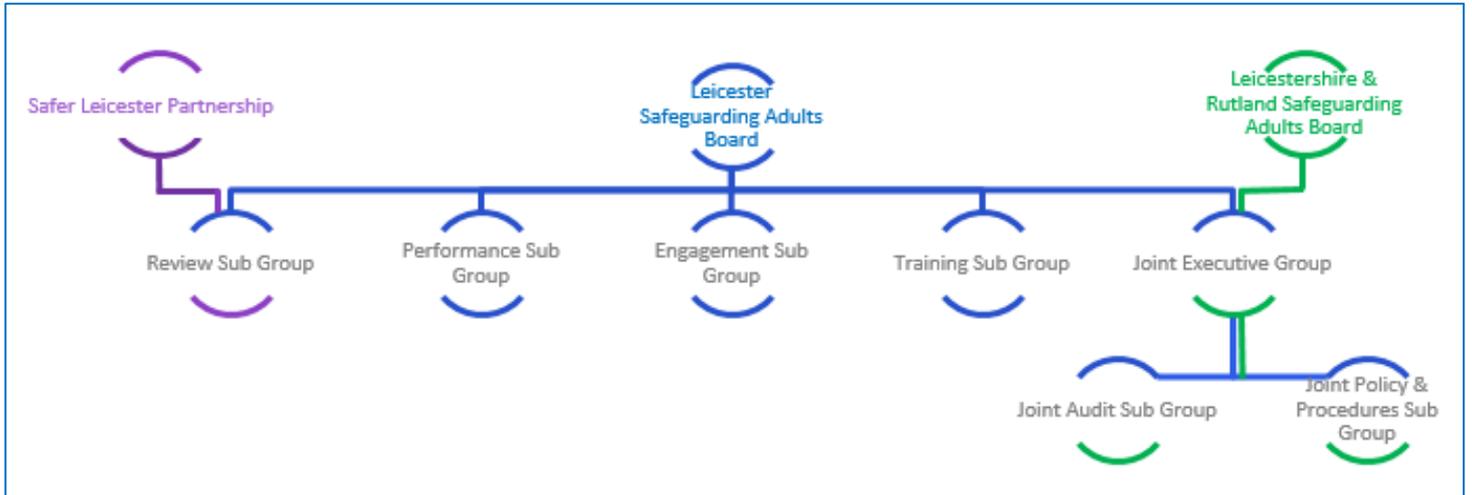
The day to day work of Leicester Safeguarding Adults Board is undertaken by the sub-groups, each of which is chaired by a board member and well attended by employees from partner agencies.

The board office supports the operational running of these arrangements and manages the Board on behalf of the multi-agency partnership.

To facilitate joint working, ensure effective safeguarding work across the region, and provide consistency for our partners who work across Leicester, Leicestershire and Rutland, Leicestershire Safeguarding Adults Board shares both its Policy and Procedure Sub-Group and its Audit Sub-Group with Leicestershire and Rutland Safeguarding Adults Board. The governance for these two sub-groups is via a Joint Executive Group that feeds into both Boards.

As well as undertaking review work for the Board, the Review Sub-Group of Leicester Safeguarding Adults Board also oversees Domestic Homicide Reviews on behalf of Safer Leicester Partnership.

### LEICESTER SAFEGUARDING ADULTS BOARD STRUCTURE CHART



Our joint working protocol with Leicester Health and Wellbeing Board supports effective working.

In addition, Leicester Safeguarding Adults Board has strong links with the Safeguarding Boards across Leicester, Leicestershire and Rutland: Leicester Safeguarding Childrens Board, Leicestershire and Rutland Safeguarding Childrens Board, and Leicestershire and Rutland Safeguarding Adults Board. During 2017/18 a joint task and finish group was developed across all four Boards focusing on a joint priority of working with complex cases (see page 25 for more details).

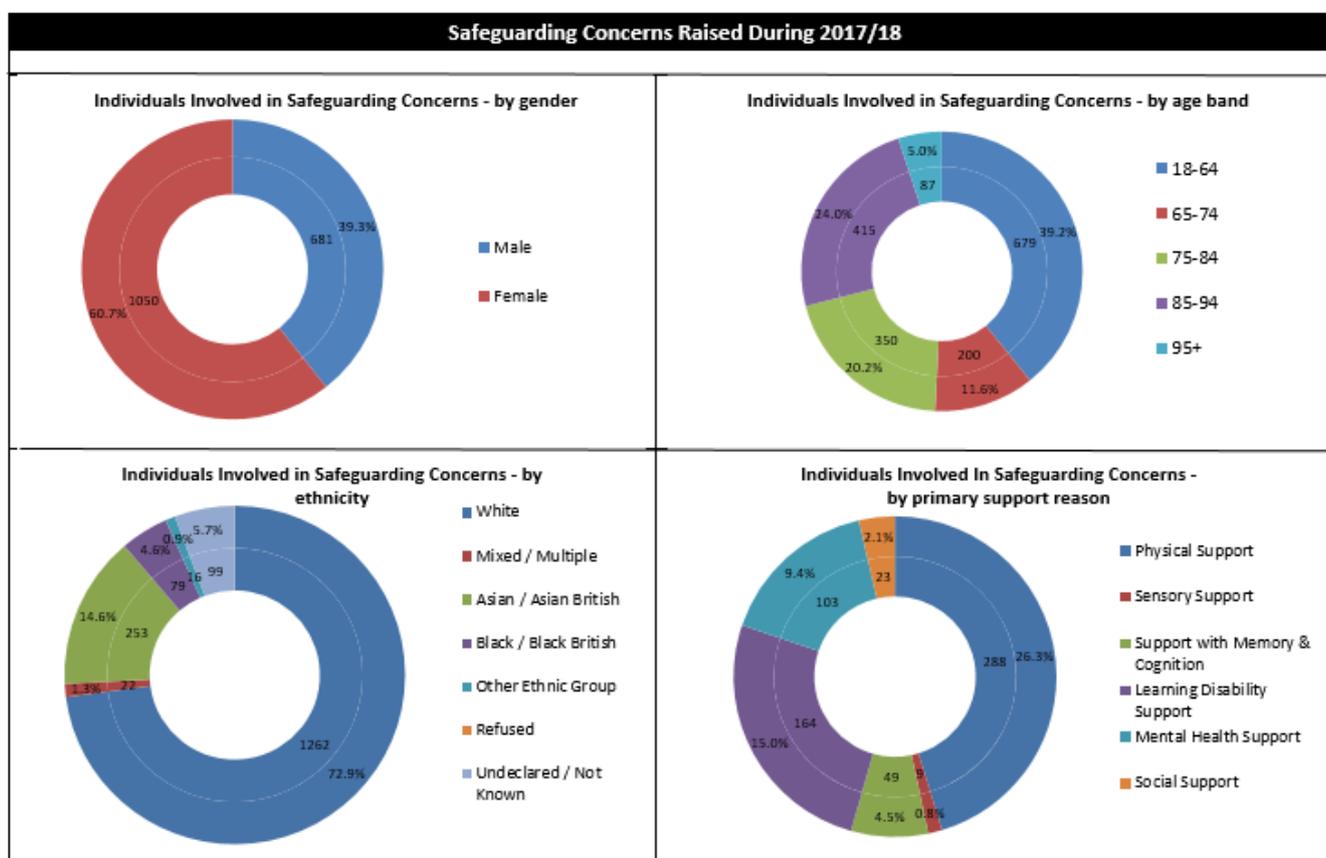
Our links with the Independent Safeguarding Adults Board Chairs Network, East Midlands Safeguarding Adults Network and National Board Managers Network supports collaboration both regionally and nationally.

# 5. SAFEGUARDING DATA

## Context: Leicester city

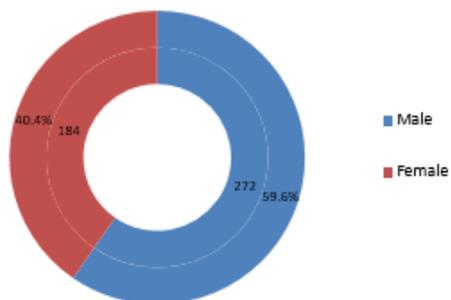
With a population of more than 330,000 Leicester is the 10th largest city in the UK. **Age:** The mean age of Leicester’s population is significantly lower at 34.8, than that of the East Midlands at 40 and England at 39.3 and it boasts the largest proportion of people aged 19 and under in the East Midlands. **Ethnicity:** Information from the 2011 census celebrates Leicester as one of the most ethnically diverse cities in the UK with the population being made up of people from the following ethnic groups: White (50.5%), Asian, Asian British (37%), Black/African/Caribbean/Black British (6%), Mixed/ Multiple Ethnic Groups (3.5%), Other Ethnic Groups (3%). **Sex:** The population of Leicester is made up of 49.4% males and 50.6% females.

## Safeguarding adults in Leicester 2017/18

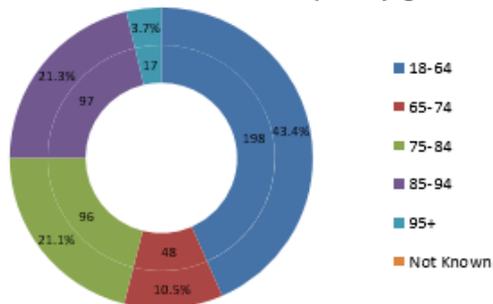


### Safeguarding Enquiries Commenced During 2017/18

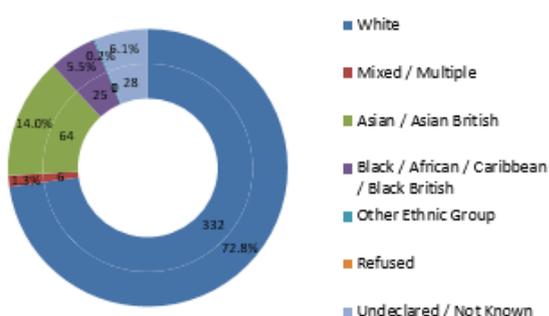
Individuals involved in Section 42 Safeguarding Enquiries - by gender



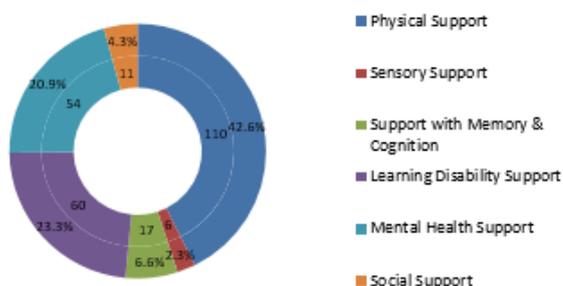
Individuals involved in Section 42 Enquiries by age band



Individuals involved in Section 42 Enquiries by ethnicity

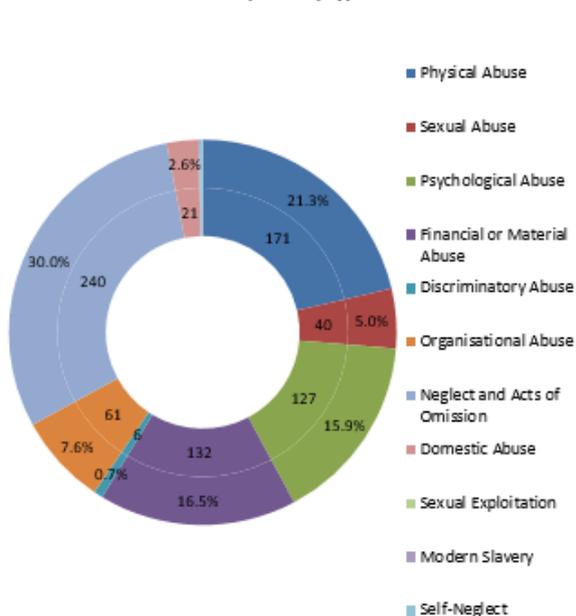


Individuals involved in Section 42 Safeguarding Enquiries by primary support reason (where known)

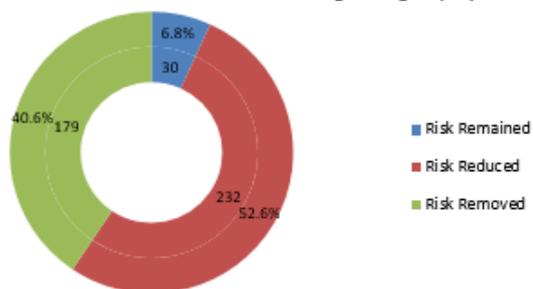


### Safeguarding Enquiries Completed During 2017/18

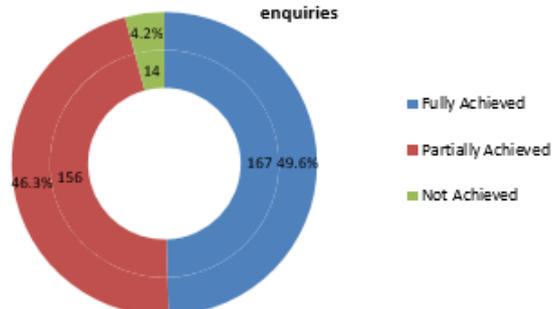
Concluded enquiries by type of abuse



Outcome at the conclusion of a safeguarding enquiry



Making Safeguarding Personal (MSP) outcomes for concluded enquiries



During 2017/18 as part of our new engagement strategy, data analysis was carried out which looked at the age, ethnicity, gender, and primary support need of individuals who participated in the adult safeguarding process in Leicester between 2015 and 2018. The analysis incorporates all people who have been part of a safeguarding alert (concern) and those who have experienced a safeguarding enquiry in Leicester. Key findings and recommendations will contribute to a well-informed set of targeted engagement activities over the next two years.

## ENGAGEMENT SUB-GROUP DATA ANALYSIS: KEY FINDINGS AND RECOMMENDATIONS

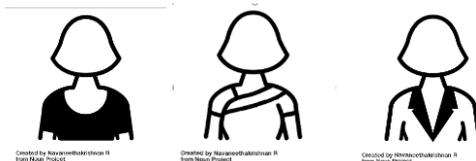
### AGE



Created by Andrew Doane  
from Noun Project

<b>Key Finding 1</b>	The number of safeguarding alerts is declining for people below the age of 75, whereas the number of enquiries for this age group has increased significantly. The fact that alerts are considerably more likely to convert to enquiries for this age group indicates that the quality of alert information has improved demonstrably
<b>Key Finding 2</b>	The volume of alerts and enquiries for people over 75 has increased significantly.
<b>Recommendation</b>	There may need to be some targeted engagement activity with the 18-64 age group to redress the imbalance with regard to the number of alerts

### ETHNICITY



Created by Navaroneethalathana R  
from Noun Project

Created by Navaroneethalathana R  
from Noun Project

Created by Khempethalathana R  
from Noun Project

<b>Key Finding 1</b>	There is a significantly disproportionate number of alerts and enquiries from the white population of Leicester. The data shows that the number of alerts are increasing whilst local data suggests the white population has decreased since the 2011 census
<b>Recommendation</b>	There needs to be a series of engagement activities with the non-white population of Leicester to redress the imbalance of safeguarding services provided
<b>Key Finding 2</b>	There a proportionately lower level of engagement with Asian/ Asian British – Indian population in adult safeguarding services
<b>Recommendation</b>	There needs to be a series of targeted activities with people from the Asian/ Asian British – Indian ethnic group to redress the imbalance in safeguarding services provided

<b>Key Finding 3</b>	There is an under-representative number of people from the mixed/ multiple and ‘other’ ethnic groups who utilise adult safeguarding services – these groups include people whose ethnic origin is; Arab, Traveller or Irish Heritage, Chinese, White European and ‘any other’ ethnic group
<b>Recommendation</b>	There needs to be a series of targeted activities to improve the engagement with people from the following ethnic groups; Arab, Traveller or Irish Heritage, Chinese, White European and ‘any other’
<b>Key Finding 4</b>	The level of engagement with people who identify from the Black/African/Caribbean/Black British ethnic groups in safeguarding services is broadly in line with the population of that community in Leicester City
<b>Recommendation</b>	It is necessary to maintain but not increase the level of engagement work with people whose ethnicity is Black/African/Caribbean/Black British in adult safeguarding awareness activities

## GENDER



Created by Shiva  
from Noun Project

<b>Key Finding 1</b>	There are no discernible issues in relation to the uptake of people in safeguarding services with regard to gender. Engagement broadly matches the gender distribution of the population of Leicester City
<b>Recommendation</b>	There is no requirement for gender specific engagement activities

## PRIMARY SUPPORT NEED



Created by JMS\_Terino  
from Noun Project



Created by Keith Mulvin  
from Noun Project



Created by corpus idelicit  
from Noun Project

<b>Key Finding 1</b>	The increasing number of safeguarding alerts for people with Learning Disabilities suggests that awareness activities are having a positive effect on service engagement
<b>Recommendation</b>	Interaction and awareness of safeguarding services for people with Learning Disabilities should be maintained but doesn’t necessarily need to be increased further
<b>Key Finding 2</b>	There is a notable decline in the number of both alerts and enquiries for people experiencing mental health issues – in spite of documentary

	evidence that the incidence of people with mental health issues is increasing in Leicester City
<b>Recommendation</b>	There needs to be some targeted engagement activity to address the imbalance of the level of engagement with people with mental health issues in adult safeguarding services
<b>Key Finding 3</b>	There is a significant increase in the number of safeguarding enquiries for people with personal support needs, whilst the number of alerts has declined. This would indicate that the information and awareness is better as more alerts convert to full enquiry.
<b>Recommendation</b>	Continue to maintain current level of engagement with people with personal support needs. It is not necessary to increase engagement activity for this group of people

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## 6. SUB-GROUPS

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The day to day work of Leicester Safeguarding Adults Board is carried out by its sub-groups whose priorities are set out by the Board's three-year strategic plan and annual business plan.

Leicester Safeguarding Adults Board is extremely fortunate that Board members from each of the three statutory partners and a local user led organisation (Clinical Commissioning Group, Leicestershire Police, Leicester City Council Adult Social Care, and Leicestershire Centre for Integrated Living) chair four of the sub-groups of Leicester Safeguarding Adults Board. This commitment from partners allows for a streamlined board structure with sub groups continuing to have a large amount of autonomy. The other two sub-groups, which are shared with Leicestershire and Rutland Safeguarding Adults Board, are chaired by Leicestershire Police and Leicestershire County Council Adult Social Care on behalf of both Boards.

### **Performance Sub-Group**

Chaired by Leicester City Council's Director, Adult Social Care and Safeguarding, the Performance Sub-Group reports directly to Leicester Safeguarding Adults Board and is responsible for ensuring that the Board has a clear quality assurance framework.

It delivers a range of business as usual matters including the production of the annual report, management of the performance data and intelligence, a programme of assurance activity, and the production of an annual assurance statement.

#### **Performance Sub-Group 2017/18 Business Plan Development Objective 1:**

To ensure that the LSAB has regular information about quality, performance and effectiveness and is therefore able to form a view on the level of assurance regarding safeguarding in Leicester

Leicester Safeguarding Adults Board's quality assurance framework details domains of quality assurance that the Performance Sub-Group uses to test safeguarding effectiveness across the partnership. Throughout 2017/18 the Performance Sub-Group requested, received and scrutinised information outlined in the quality assurance framework (such as performance data, performance narratives, complaints data, single and multi-agency audits, and training information). It reported exceptions to the Board, whilst providing assurance that partner agencies are delivering good quality services which keep people with needs for care and support safe from harm and abuse.

In doing so the Performance Sub-Group met its first of three development objectives for 2017/18 to ensure that the Leicester Safeguarding Adults Board has regular information about quality, performance and effectiveness and is therefore able to form a view on the level of assurance regarding safeguarding in Leicester.

### **Performance Sub-Group 2017/18 Business Plan Development Objective 2:**

Strengthen the quality assurance framework in relation to user and staff feedback by improving the interface with the Engagement Sub-Group and the Training Sub-Group

In line with its business plan development objective to strengthen the quality assurance framework in relation to user and staff feedback, the Performance Sub-Group strengthened links with both the Training and the Engagement Sub-Groups. It was agreed that where, for example, partner data or narratives suggested a multi-agency training need, referrals would be sent to the Training Sub-Group for consideration. The Performance Sub-Group and the Training Sub-Group also worked together to develop a frontline staff survey to be conducted at multi-agency training events organised by the Training Sub-Group, the results of which would be fed back into the Performance Sub-Group as part of the quality assurance framework.

### **Performance Sub-Group 2017/18 Business Plan Development Objective 3:**

To further strengthen the Quality Assurance Framework so that it explicitly relates to user experience and outcomes.

During 2017/18 Leicester Safeguarding Adults Board demonstrated its commitment to strengthening user feedback by creating and recruiting to the post of Engagement Officer. As a first step to strengthening the quality assurance framework in relation to user feedback, the Engagement Officer was invited to become a member of the Performance Sub-Group. Subsequently an Engagement Strategy was produced and signed off which compliments and supports the Quality Assurance Framework in relating to user experience and outcomes.

### **Engagement Sub-Group**

Chaired by Leicestershire Centre for Integrated Living's (LCiL) Chief Executive, the Engagement Sub-Group is responsible for enabling Leicester Safeguarding Adults Board to interface with and hear from people who use services, and the public. Its remit expanded in 2017/18 to include public engagement.

The Engagement Subgroup is central to Leicester Safeguarding Adults Board achieving its developmental priorities outlined in its three-year strategic plan, including:

1. *Strengthening user and carer engagement: The LSAB is committed to learning from the experience of people who use services and their carers, including those who have directly experienced safeguarding issues. Whilst we have made good progress in this area we need to develop a sustainable and effective set of arrangements for engaging with users and carers. Understanding the impact of our work is felt to be critical to our assurance process as a board.*

2. *Raising awareness within our diverse communities: Leicester is a highly diverse city and it is vital that all of our communities are safeguarded. To deliver this effectively the LSAB needs to be assured that communities understand what abuse is, know how to respond where they are concerned about abuse and receive support that is relevant and appropriate to their circumstances. The data in the Annual Report (2016/17) suggests an underrepresentation of people from black and minority ethnic communities and therefore it is a priority for the LSAB to better understand and address any barriers to engaging well with these communities. This focus may change to consider other communities in future years.*

The Engagement Sub-Group's 2017/18 business plan developmental objectives were substantial and board members were in agreement that to achieve these objectives and ensure meaningful and sustainable engagement with communities and service users across Leicester, the post of Engagement Officer should be created.

### Engagement Sub-Group 2017/18 Business Plan Development Objectives

1. To review the terms of reference and ensure the broader remit is reflected.
2. To ensure that the wishes, feelings and aspirations of people who have been involved with safeguarding events and their carers are accurately and fairly represented.
3. To develop a sustainable approach to gathering additional qualitative feedback from people who have been involved with a safeguarding event.
4. To ensure an agreed public facing communications action plan that provides assurance that safeguarding messages are reaching all communities.
5. To develop the interface between users and the LSAB and its subgroups / task and finish groups, so that engagement is meaningful and has impact.

During 2017/18 Leicester Safeguarding Adults Board created and recruited to the post of Engagement Officer. The post holder swiftly developed a two-year engagement strategy and delivery plan to support the Board in meeting its engagement related objectives.

Leicester Safeguarding Adults Board's ambitious engagement strategy 'sets out to put people at the heart of adult safeguarding, the key agents for change and the architects of the future'.

The strategy is in four distinct but interrelated domains, building as a linear progression from raising awareness to full empowerment. Each of these domains represents a key engagement priority for the Board. The strategy outlines that:

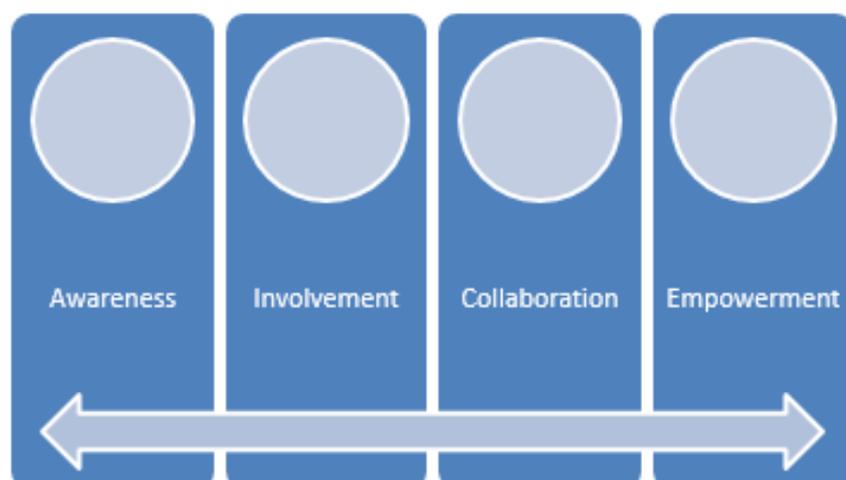
The Leicester Safeguarding Adults Board will provide clear and accurate information to build interest in and raise the **awareness** of Adult Safeguarding in Leicester.

To ensure the Leicester Safeguarding Adults Board gains an understanding and insight into the community it serves it will provide opportunities for **involvement** and participation in its work.

To maximise the authenticity and currency of its work the Leicester Safeguarding Adults Board will **collaborate** with and place the views and experiences of the citizens of Leicester at the heart of its service.

To optimise sustainability and service resilience the Leicester Safeguarding Adults Board will prioritise the **empowerment** of the citizens of Leicester and wider stakeholders to be the driving force behind the future development of its work.

During 2017/18 the Engagement Sub-Group began implementing the engagement strategy. The group began working on a public facing brand identity and developed the first of a series of informative customer guides in clear, accessible and unambiguous language to promote interest, demystify and challenge misconceptions. These will be launched in 2018/19. The group also undertook a detailed analysis of safeguarding data by a range of measures including: ethnicity, age, gender and primary support need in order to establish clarity around the frequency, volume and proportion of safeguarding referrals from the residents of Leicester City. This will provide baseline information from which to orientate our engagement activities.



## Review Sub-Group

Chaired by Leicestershire Police's Head of Serious Crime, the Review Sub-Group is responsible for ensuring that Leicester Safeguarding Adults Board is compliant with its duties under the Care Act 2014 to conduct safeguarding adults reviews, and ensuring that learning is identified. It delivers a range of business as usual matters including the commissioning of safeguarding adults reviews, domestic homicide reviews (on behalf of Safer Leicester Partnership) and the oversight of action plans that arise from these reviews.

### Review Sub-Group 2017/18 Business Plan Development Objectives

1. To strengthen the linkages with the Training Sub-group so that the process of moving from lessons identified to lessons learned is clear
2. To strengthen the linkages with the Performance Sub-group so that the assurance processes in place are able to pick up and give feedback on how well embedded change is in practice, as a result of SAR / DHR actions
3. To maintain and build on existing structures and relationship with Safer Leicester Partnership

In line with development objectives for 2017/18, the Review Sub-Group strengthened its links with the Training Sub-Group. This included confirming that any multi-agency training recommendations from safeguarding adults reviews would be passed on to the Training Sub-Group to action, and that completed reviews would be passed on to the Training Sub-Group for frontline staff awareness-raising, whilst single agency learning (related to training) would be shared for information.

The Review Sub-Group also strengthened links with the Performance Sub-Group in relation to safeguarding adults reviews. Having confirmed that both single and multi-agency recommendations from reviews were complete, the Review Sub-Group reflected on the lessons identified and requested assurance from the Performance Sub-Group that lessons had not only been identified but had also been learnt and that the actions undertaken by partners had made a difference. The interface between the Review Sub-Group and the Performance Sub-Group

is key to ensuring that safeguarding adults reviews undertaken are having a positive impact in preventing future harm. This interface worked particularly well during 2017/18 and is a positive step in keeping adults with needs for care and support living in Leicester safe from abuse and neglect.

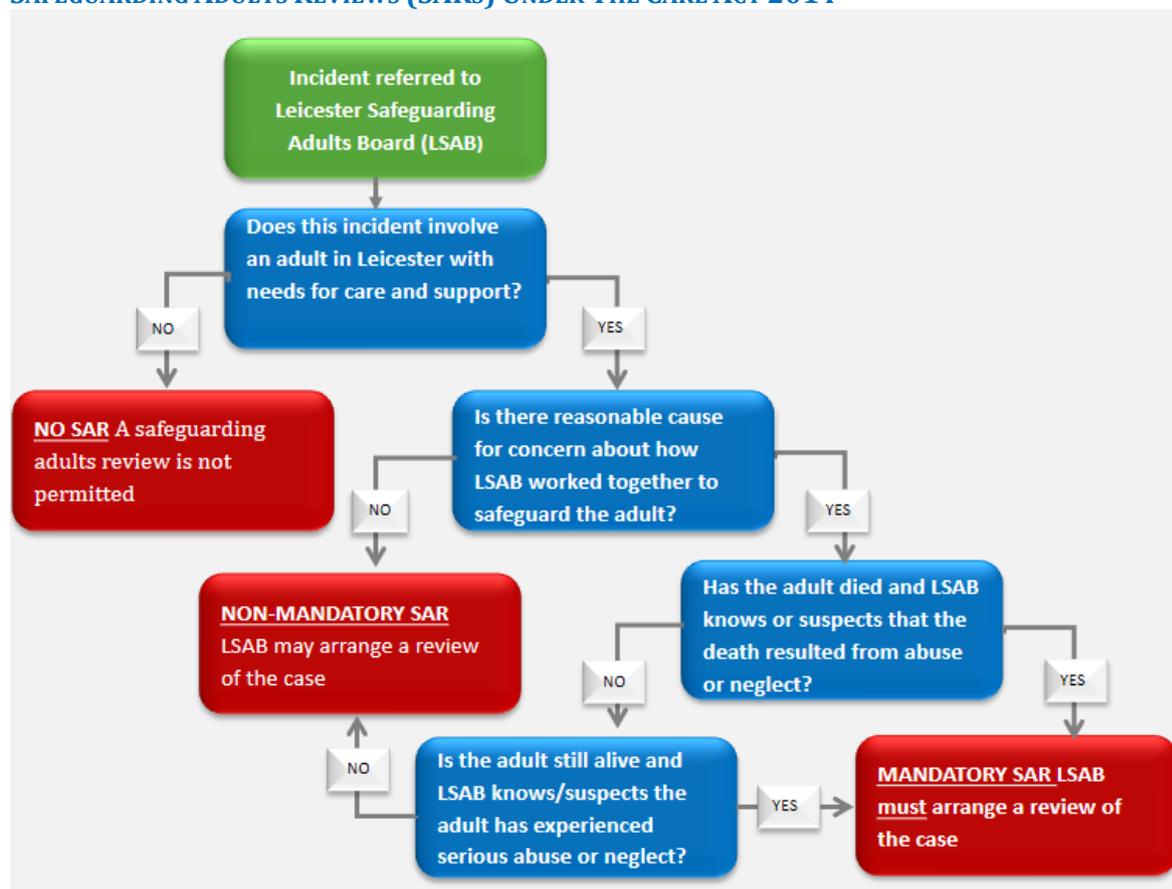
Throughout 2017/18 existing links with Safer Leicester Partnership were maintained. It was recognised that there is a need to define the role and responsibilities of Leicester Safeguarding Adults Board on behalf of Safer Leicester Partnership in relation to domestic homicide reviews. This work will be progressed further throughout 2018/19.

In addition to carrying out its core responsibilities of commissioning reviews and monitoring single and multi-agency actions plans, the Review Sub-Group also spent time considering learning from other Safeguarding Adults Boards nationally. These reviews included a case review commissioned by Somerset Safeguarding Adults Board involving an individual with a head injury, and a safeguarding adults review commissioned by Brighton Safeguarding Adults Board involving the death of a homeless individual. Safeguarding leads were asked to consider whether the learning should be applied locally, and to provide assurance where appropriate. Thematic reviews which had been published during 2017/18 were also considered by the group, including London ADASS thematic review of safeguarding adults reviews, and East Midlands Safeguarding Adults Network thematic review of safeguarding adults reviews.

## Safeguarding Adults Reviews

The legislation around what constitutes a safeguarding adults review is complex. Throughout 2017/18 Leicester Safeguarding Adults Board worked with partners to ensure a clear understanding of the safeguarding adults review criteria and how to make a referral. As part of this awareness-raising, a safeguarding adults review flowchart developed by Leicester Safeguarding Adults Board was promoted, with the aim of clarifying under what circumstances a review would be carried out. A simplified version of the flowchart is replicated here:

### SAFEGUARDING ADULTS REVIEWS (SARS) UNDER THE CARE ACT 2014



If the criteria for a safeguarding adults review is not met (because the individual does not have needs for care and support as defined in legislation) Leicester Safeguarding Adults Board considers whether the criteria for a different type of review is met (i.e. a domestic homicide review or a single agency review) and refers on as appropriate.

Where the criteria for a safeguarding adults review is met (whether it be mandatory or non-mandatory) no one model is prescribed and in line with legislation the process for undertaking a review is determined locally. In practice this means that a safeguarding adults review commissioned by Leicester Safeguarding Adults Board could follow the traditional serious case review model, or alternatively follow an action learning approach, result in a multi-agency audit, or a desktop review. No one model is prescribed and the most appropriate review methodology will be chosen to elicit the relevant learning for each individual review.

**This annual report must provide information about any safeguarding adults review that Leicester Safeguarding Adults Board has arranged which is ongoing at the end of that year.**

During 2017/18 Leicester Safeguarding Adults Board received five referrals for safeguarding adults reviews. In the majority of cases an initial trawl of information was carried out across the partnership prior to making a decision. Of the five referrals received, one mandatory review was commissioned during 2017/18. Details of all referrals and outcomes during 2017/18 can be found in the table below:

#### **SAFEGUARDING ADULTS REVIEW (SAR) REFERRALS & OUTCOMES 2017/18**

<b>Referral Date</b>	<b>Date Case First Heard</b>	<b>Decision Made</b>	<b>Outcome</b>
06/2017	07/2017	SAR criteria not met: there were no needs for care and support identified. In addition, there were no concerns about how agencies worked together.	No SAR. However good practice was identified and notified to agencies
12/2017	12/2017	Mandatory SAR criteria not met. Recommendation originally made to LSAB Independent Chair not to commission a non-mandatory SAR. Independent Chair requested additional information is sought.	Outcome takes us into 2018/19 and will be reported in next year's annual report
12/2017	01/2018	Mandatory SAR criteria met. SAR commissioned in line with legislation and statutory guidance	SAR currently in progress

Referral Date	Date Case First Heard	Decision Made	Outcome
12/2017	01/2018	Mandatory SAR criteria not met. Decision made not to undertake a non-mandatory SAR: whilst there were needs for care and support, there was no abuse or neglect identified and there were no concerns about how agencies worked together	No SAR. Single agency Serious Incident (SI) report to be shared once complete
12/2017	01/2018	Mandatory SAR criteria not met. Decision made not to undertake a non-mandatory SAR: There were no concerns about how agencies worked together to safeguard. A multi-agency improvement process was already in place to ensure that improvements needed by the independent sector care provider were made	No SAR

In January 2018 Leicester Safeguarding Adults Board commissioned a mandatory safeguarding adults review following the death of an individual in Leicester with needs for care and support. The purpose of this review is not to apportion blame, but to establish whether there are lessons to be learned, with a view to informing and improving inter-agency working across Leicester. Family have been consulted with, a learning event has been arranged for July 2018, and findings will be published in our 2018/19 annual report.

A safeguarding adults review was also commissioned in 2016/17 which was ongoing at the end of 2017/18. Details of this review were published in our 2016/17 annual report. The final report is due to be presented to Board in July 2018 and in line with legislation, the findings will be reported in our 2018/19 annual report, along with what the Safeguarding Adults Board has done during that year to implement the findings. We would like to take this opportunity to thank the family for their contribution to this review so far as well as their continued patience whilst awaiting its conclusion.

## Training Sub-Group

Chaired by Leicester Clinical Commissioning Group's Designated Nurse Safeguarding Adults and Children, the Training Sub-Group was a newly established group for 2017/18. Responsible for ensuring that the workforce is engaged in and equipped to deliver safeguarding activity within individual organisations and collectively, it delivers a range of business as usual matters including the delivery of an annual training programme.

### **Training Sub-Group 2017/18 Business Plan Development Objectives 2017/18:**

1. Establish the key knowledge gaps within frontline groups
2. Establish a multi-agency training and awareness programme in line with priority areas for learning
3. Review the LSAB competency framework and propose any developments

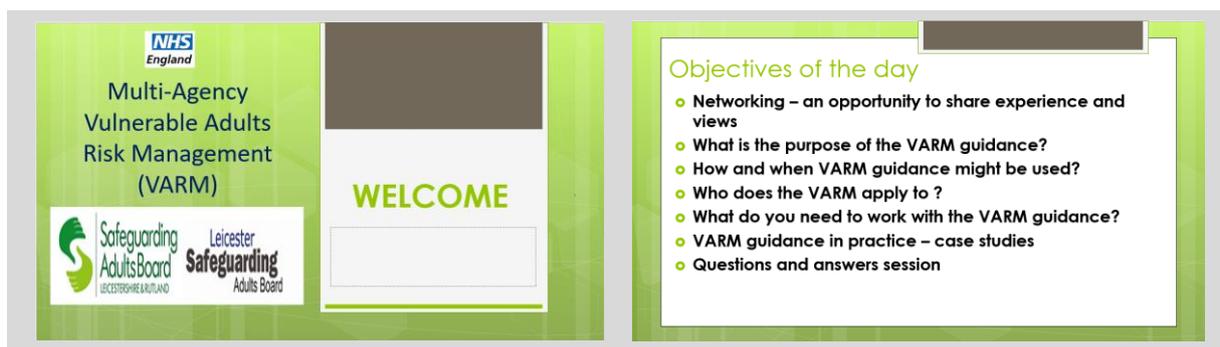
During 2018/19 the Training Sub-Group developed a frontline staff questionnaire to obtain views regarding their safeguarding adults training needs. Training priorities from partners were also collated with a view to establishing a multi-agency awareness programme that is in line with priority areas for learning.

A draft training strategy was produced which incorporates these sources of information into a matrix to be used when commissioning specialist / enhanced multi-agency training. This ensures that Leicester Safeguarding Adults Board training and awareness programme remains focused on our strategic priorities whilst also taking into account views of our partners and their frontline staff.

During 2017/18 the Training Sub-Group strengthened its links with the Performance Sub-Group, agreeing that the Training Sub-Group would maintain oversight of training performance across the partnership and report into to the Performance Sub-Group via an exceptions report.

The Training Sub-Group also maintained close links with Leicester City Council Adult Social Care, continuing to support the Mental Capacity Act forums for care providers across the city.

A key achievement for the Training Sub-Group was the Vulnerable Adults Risk Management (VARM) conference arranged jointly with Leicestershire and Rutland Safeguarding Adults Board. Held to re-launch the VARM guidance to partners across Leicester, Leicestershire and Rutland, the event aimed to improve knowledge and awareness of the local VARM guidance as well as build confidence in practitioners engaging with or chairing a VARM.



*Slides from the Vulnerable Adults Risk Management (VARM) Conference, December 2017*

Finally, the Training Sub-Group began scoping a Leicester, Leicestershire and Rutland wide review of the Competency Framework to ensure that it is up to date accessible to those who use it. This work will be progressed throughout 2018/19.

## LLR Policy and Procedures Sub-Group

Chaired by Leicestershire Police's Partnership Manager, the Leicester, Leicestershire and Rutland (LLR) Policy and Procedures Sub-Group is a joint group between Leicester Safeguarding Adults Board and Leicestershire and Rutland Safeguarding Adults Board. It drives the development of procedures, and practice guidance, within safeguarding by identifying, scoping and developing new initiatives in response to:

- Changes in legislation
- Government publications
- New research findings
- Recommendations from safeguarding adults reviews and other reviews/audits of practice
- Significant issues raised about the operation of current practice

During 2017/18 policies and procedures were reviewed and uploaded to the Multi Agency Policies and Procedures (MAPP) which can be accessed at <http://www.llradultsafeguarding.co.uk>

Examples of the types of policies and procedures that have been updated during 2017/18 include: Section 42 Enquiries in Health Settings; Resolving Professional Disagreements; and VARM (Vulnerable Adult Risk Management) Guidance.

## LLR Audit Sub-Group

Chaired by Leicestershire County Council's Lead Practitioner for Safeguarding Adults, the Leicester, Leicestershire and Rutland (LLR) Audit Sub-Group is a joint group between Leicester Safeguarding Adults Board and Leicestershire and Rutland Safeguarding Adults Board. The Audit Subgroup is responsible for conducting multi-agency safeguarding adult audits across Leicester, Leicestershire and Rutland.

In May 2018 the Audit Group completed their 4<sup>th</sup> audit, focusing on Strategy Meetings and Discussions within Safeguarding Adults enquiries. Previous audits have focused on Safeguarding Adults Thresholds, Making Safeguarding Personal and Domestic Abuse. The next audit planned is Vulnerable Adults Risk Management (VARM).

Learning from these audits is shared with both Leicester Safeguarding Adults Board and Leicestershire and Rutland Safeguarding Adults Board via the Joint Executive, with learning then being disseminated as appropriate across Leicester, Leicestershire and Rutland i.e. a copy of the findings from the domestic abuse audit was shared with Leicester, Leicestershire and Rutland's DVSA (Domestic Violence and Sexual Abuse) Ops Group.

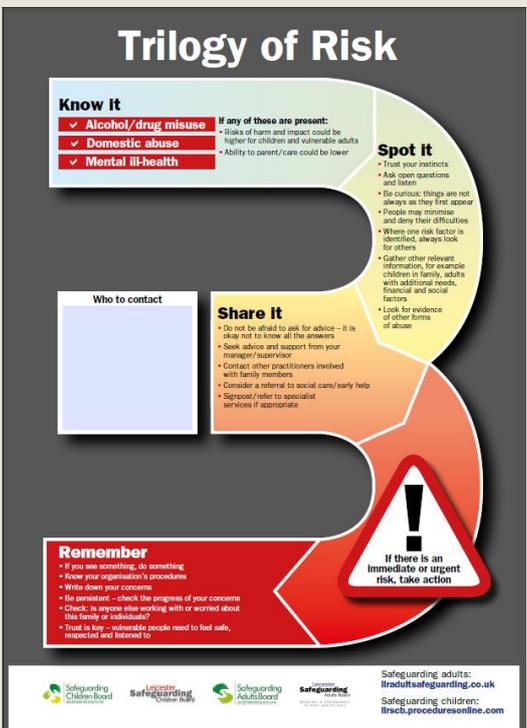
The case file audit tool used by LLR Audit Sub-Group featured in the Local Government Association (LGA), and Association of Directors of Adults Social Services (ADASS) publication '*Making Safeguarding Personal For safeguarding adults boards*' published in November 2017.

# 7. TASK AND FINISH GROUPS

## Task & Finish Group: Trilogy of Risk (Complex Cases)

Chaired by Leicestershire Police's DCI for Adult Safeguarding, the 2017/18 'Trilogy of Risk' Task and Finish Group brought together partners from across both Safeguarding Children and Safeguarding Adults Boards in Leicester, Leicestershire and Rutland. It focused on a joint priority to highlight learning from serious case reviews, safeguarding adults reviews and domestic homicide reviews which highlight how we need to understand that risk to children and vulnerable adults may be increased if they are living in a household where mental health difficulties, substance misuse problems and domestic abuse are found together.

An information pack has been developed which contains a poster, a leaflet, a PowerPoint presentation, and an introductory video. These have been circulated to partners across the Safeguarding Boards so that they can be utilised by managers, trainers, and leaders to raise awareness and share key messages.



The poster is titled "Trilogy of Risk" and is shaped like a large number 3. It is divided into several sections:

- Know it:** Lists three risk factors: Alcohol/drug misuse, Domestic abuse, and Mental ill-health. It states that if any of these are present, risks of harm and impact could be higher for children and vulnerable adults, and that the ability of parents/caregivers could be lower.
- Spot it:** Provides guidance on how to identify risks, including trusting instincts, asking open questions, being curious, and looking for evidence of other forms of abuse.
- Share it:** Encourages seeking advice and support from managers/supervisors, contacting other practitioners, and considering referrals to specialist services.
- Remember:** Emphasizes the importance of acting on concerns, being persistent, and ensuring vulnerable people feel safe, respected, and listened to.
- Who to contact:** A placeholder box for contact information.
- If there is an immediate or urgent risk, take action:** A warning sign graphic.

At the bottom, logos for the Safeguarding Children Board and Leicestershire Safeguarding Adults Board are displayed, along with contact information for Safeguarding Adults (lrsad@lscsafeguarding.co.uk) and Safeguarding Children (lrsccb.proceduresonline.com).

Trilogy of risk poster

## Partner statements

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Our strategic priorities reflect that safeguarding is core to our function:

### ***Strategic Priority 1***

***We will work with partners to protect adults who need care and support from harm and abuse.***

Within the year our Annual Operating Plan has guided work to promote effective safeguarding practice and deliver this strategic priority. Specific actions have included:

- A review of the safeguarding pathway and changes to improve reporting and management of safeguarding / quality alerts
- Progress on Making Safeguarding Personal including the adoption of East Midlands Regional Benchmarking measures
- Improvements to LiquidLogic (case management system) to enable accurate recording
- Evaluation of the audit outcomes Commissioning of a new care safeguarding training package
- Review of Vulnerable Adult Risk Management process with partners
- Audit programme to test quality of casework
- Strengthened procurement - tender requirements to measure bidders' safeguarding awareness / policy and practice as part of selection process.
- Strengthened contract monitoring through the Quality Assurance

Framework process for contracted providers

Our Principal Social Worker (and lead professional for safeguarding) has worked closely with both the PSW for Children's and her equivalents in LLR to develop practice. E.g., work to support Multi-Agency Risk Assessment Conference (MARAC) process and in ensuring improved s42 oversight arrangements.

There has been a strong focus on getting basics right in practice – including risk assessment, mental capacity decision making and a strength based approach.

Workforce confidence has been improved and this has been evidenced through feedback from:

- MyTime Peer Review
- Sector Led Improvement Peer Review
- Healthy Workplace Survey
- Employee Engagement Survey
- Annual Health Check

A new Learning and Development Manager post was agreed, to provide additional capacity for training and development within Adult Social Care.

The Head of Safeguarding addressed specific safeguarding training needs within Shared Lives, following a learning process; work was also completed with the new Enablement Service to develop policies and procedures.

Work has progressed with wider council colleagues to develop a corporate approach to self-harm and suicide concerns; this follows the increasing incidents of expressed self-harm intent, in part felt to be linked to

increased social and economic pressures from welfare reforms.

Two directly provided services (Reablement / Integrated Crisis Response Service) were inspected by CQC and received strong GOOD outcomes with outstanding features.

The Strategic Priorities for 2018/19 have been reconfirmed and new set of actions agreed to continue to support effective safeguarding practice.

The Persons in Position of Trust guidance has been developed, agreed and adopted across LLR.

Adult Social Care staff have been engaged in the work of the board, attended multi-professional training and senior officers have supported the board and its sub-groups, contributing to the partnership arrangements in place.

  
**Leicester City  
Clinical Commissioning Group**

Leicester City Clinical Commissioning Group (CCG) is committed to the promotion of safeguarding adults, supporting the work of the safeguarding board and to support staff and partners to undertake their safeguarding responsibilities.

In 2017/18 the CCG demonstrated their support to the promotion of the adult safeguarding agenda by increasing the Adult Safeguarding and Mental Capacity Act component of a Designated Nurse role with a view to ensuring the voice of the Adult at risk is more equitably represented in its work.

In order to promote and support adult safeguarding practice, activity takes place year round.

We have strengthened internal and external processes to support care homes where care may have fallen below the expected standard.

In attempt to increase the knowledge of adult safeguarding within our future workforce, safeguarding adults training is provided to pre-registration nursing students - this includes raising awareness of board procedures and elements of board work.

We have worked with GP practices to improve safeguarding adult understanding and provide support to GPs, CCG and external staff with regard to management of complex cases.

Relevant policies have been reviewed and amended.

Systems to ensure adult safeguarding is integral to our procurement processes have been enhanced and safeguarding adults is also a prominent feature in our processes for seeking assurance regarding quality of care from providers of commissioned services.

In addition to the production of the Domestic Violence and Abuse Policy that has been disseminated to all GP Practices across Leicester City, UAVA have been commissioned by the CCG to deliver Managing Disclosures of Domestic Abuse briefings to all GP Safeguarding Leads. UAVA have also provided Train the Trainer sessions to all members of the CCG Safeguarding Team to enable the team to continue to deliver the Domestic Abuse briefing sessions to GP's once UAVA have

delivered their CCG 6 commissioned sessions.

The CCG undertakes work on an ongoing basis to promote the work of the LSAB.

The Safeguarding Team led the arrangements for the Safeguarding Health Network- a quarterly meeting of safeguarding leads from all of the CCG commissioned services. During Q3 and Q4 two meetings have taken place: discussions included the pending changes in DoLS legislation and the delivery of the NHSE highlight report for adults safeguarding.

- Leicester Safeguarding Children Board / Safeguarding Adults Board information has been cascaded to the Safeguarding Health Network that includes NHS and Non NHS Providers.

Messages from Adult Serious Case Reviews and Domestic Homicide Reviews have been cascaded to GP's via the Primary Care Safeguarding Children Quality Markers Tool (SCQM).

The CCGs commitment to safeguarding and working in partnership will continue into 2018/19



### Adults At Risk

We have continued to raise the understanding of adults at risk by our frontline staff through training and communication strategies. This has resulted in an 8% increase in AAR referrals to 14,000 in 2017/2018

HMIC said;

“The force is fully committed to identifying and helping vulnerable people. It now works even more effectively with partner organisations. This helps it to get a co-ordinated view of the number of vulnerable people in the local community and of the needs which these people have. Officers and staff recognise when people are at risk of harm, and the force provides a comprehensive range of services to deal with the effects of mental ill-health, particularly through the work of the proactive vulnerability engagement (PAVE) team.”

### Domestic Abuse

We view the increased reporting of Domestic Abuse as positive rising by 12.5% in 2017/18 to 18,000 incidents. This increased demand does create capacity issues with a reduced workforce. We utilise a range of tactical options to resolve situations including domestic violence prevention orders (increase of 41%), disclosures under Claire's Law, as well as supporting victims to arrange their own preventative orders.

We take a lead role in multi-agency working both tactically through MARAC and strategically through the Domestic and Sexual Violence and abuse Executive and Operations group. We have worked with partners to create a, Vision, Strategic Objectives, recommendations and a delivery plan, all derived from the Joint Strategic Needs Assessment.

Improvements in how the force deals with domestic abuse have been

recognised; the force has had two “Good” inspections from HMIC;

“Victims of domestic abuse now receive a better service from the force. This is because the force works more closely with partner organisations, has more staff who have been trained to carry out safeguarding, and because there are more frequent multi-agency meetings to consider high-risk cases. Joint work between the force and other organisations has resulted in an exemplary sexual assault referral centre (SARC). The centre offers comprehensive professional support to victims of sexual assault.”

#### VAWG & Safeguarding Hub Project

Funding from the Home Office Violence Against Women and Girls Strategy, is enabling us, together with partners, to make improvements to MARAC and the Domestic Abuse Support Team. The Force has embarked upon a project to create a single Safeguarding hub. This will create a holistic process which reviews, researches and assigns an appropriate response which is better able to deal with the complex needs of service users. Although this will start as predominately a Police capability, we are working with partners to exploit opportunities to work together so that our collective offer is more effective and efficient for the user.



•We successfully introduced a hospital ‘independent domestic violence

advisor’ (IDVA) into the Emergency Department at the Leicester Royal Infirmary. The IDVA has been instrumental in supporting the team to secure refuge for a woman who had no recourse to public funds due to her circumstances. The IDVA has also ensured that a number of patients have received specialist domestic abuse support before leaving the department.

- We transferred all of our safeguarding records for maternity, children and adults onto an electronic database to ensure data is kept in one place. This means that the team have ready access to cases and information, to enable us to cross reference information that the Trust holds on safeguarding concerns

- We delivered accredited PREVENT WRAP training to over 7475 staff as part of a plan to train 87.9% of clinical staff by April 2018, as part of our NHS England contractual requirements

- We embedded the principles of Making Safeguarding Personal into the core business of adult safeguarding. This means that the adult safeguarding nurses can ensure the wishes of the adult are central to our investigations.

- We have worked with safeguarding partner agencies to complete 5 multi-agency audits.

- We have promoted the use of the NHS England Safeguarding App. This means that staff using the App have immediate access to consistent information about safeguarding and the wider agenda such as Mental Capacity Act.

- We have worked with local authority partners to review the system for undertaking internal safeguarding adult investigations, and to provide assurance that this is compliant with the Care Act. This means that we have good arrangements in place to appropriately investigate adult safeguarding concerns which occur within the Trust, and that we can demonstrate lessons identified and learned.

## **LEICESTERSHIRE**

### **FIRE and RESCUE SERVICE**

2017/18 has seen significant improvements in the way we work with partners and target our activities at the most vulnerable people.

Referrals for Home Fire Safety Checks are now triaged according to risk information provided by partner agencies, so we can respond quickly to those people most in need. The main role of the Community Safety team is to manage high fire risk cases, and work with the occupant and relevant agencies to reduce the risk of fire. In cases when there is a direct threat of arson we visit the property the same day.

We now have a designated adult safeguarding coordinator who triages and follows up safeguarding concerns. Cases are predominantly related to neglect or self-neglect, often in association with fire risks and concerns about health and well-being. The co-ordinator is based within the police adult referral team, which facilitates information sharing and more efficient partnership working. We conduct joint home visits with partners and regularly contribute to Vulnerable

Adult Risk Management (VARM) meetings to support high-risk cases.

Our Community Safety staff attend relevant multi agency training and contribute to the training programme. We offer training to front line staff in partner agencies (e.g. domiciliary carers, adult social care, and police) on identifying and reporting fire safety. All our public-facing staff have received safeguarding awareness training and individual teams receive further training relevant to their role. For example, our Fire Safety Officers (who carry out inspections of businesses) requested training on modern slavery.

Over the last 12 months LFRS has continued to work with hoarders and has contributed to hoarding and self-neglect workshops both locally and nationally.

Following serious fires we always offer a 'Post Incident Response' to help reassure the local community and offer fire safety information and home checks to neighbouring properties. Our fire station managers attend district community safety partnership meetings, in order to work together to reduce those risks to the community and to individuals.

We have continued to lead on the very successful Braunstone Blues project. This partnership between fire, police and ambulance aims to reduce 999 calls in the Braunstone area, through proactive work such as carrying out 'safe and well' visits to homes on the estate, sometimes working with people over long periods to improve their health and well-being.



The National Probation Service in Leicester, Leicestershire and Rutland (NPS LLR) places adult safeguarding at the heart of our practice, both in relation to preventing further victims and in our work with offenders. Adult safeguarding also remains a key consideration of the work of Multi-Agency Public Protection Arrangements (MAPPA) and, as such, our work in partnership with both statutory and duty-to-cooperate partners continues to make a significant contribution to the management of those cases where safeguarding is an issue.

The core adult safeguarding e-learning is completed by all staff at all grades. It is a requirement for new staff to complete within their probationary period, and is refreshed every 3 years across the whole staff group. For front line staff, this is followed by a face to face learning event. Additional learning opportunities across the county are offered to staff as they become available, together with internal reflective practice sessions and line management supervision, in which safeguarding issues are reviewed, and guidance and oversight provided.

NPS LLR gives consideration to the care and support needs of offenders in the community (including pre and post-custody) and work in partnership with offenders and local authorities where such needs exist. Every offender supervised by NPS LLR has a full OASys assessment completed, identifying risks posed by and to the

offender. An ongoing dialogue takes place between the Offender Manager and the offender in relation to issues of known vulnerabilities. Action is then taken in response to this and recorded appropriately. Every offender is encouraged and supported to complete a self-assessment questionnaire which provides a further opportunity to identify adult safeguarding issues.

Operational managers complete quality assurance audits on risk management and sentence plans to ensure oversight of practice capability amongst our staff, with identification and action in relation to safeguarding issues forming a key part of these quality assurance audits. These audits are due to increase in frequency over the year ahead, together with a planned inspection by Her Majesty's Inspectorate of Probation.

At a senior management level, NPS LLR continue to engage positively with the Safeguarding Adults Boards, contributing to the Review Sub Group and Domestic Homicide Reviews. Learning is shared with staff across NPS LLR in written format and in team briefings, together with divisional and national learning from Serious Further Offence reviews.

NPS LLR remain committed to delivering a quality service, and learning from our practice and partnerships.

service users and staff of Leicestershire Partnership NHS Trust (LPT). Many of our service users have experienced abuse of some kind, or may be at risk of experiencing abuse either now or in the future. Few of these service users exist in isolation, which is why in 2017 LPT have continued to build on the work to adopted a 'Whole Family' approach to safeguarding, including moving to a position of a Whole Family safeguarding team instead of separate Adult and Children team.

Training and information for staff has been adapted in relation to Individual and organisational responsibilities and in line with promoting a Whole family approach. Likewise, LPT has continued to work towards improving health outcomes for Looked after Children (LAC) and supporting the Child Death Overview Process (CDOP).

The PREVENT Statutory Duty was introduced in 2015, placing specific statutory obligations on health organisations and other partners to support the protection of individuals vulnerable to exploitation by extremist groups. Moving forward LPT will have a Prevent Lead and Prevent co-ordinator as part of the Whole Family Safeguarding Team, who will ensure compliance with statutory responsibilities including training delivery.

Given the vulnerabilities of those we work with in LPT, we must continue to focus on 'Early Help' and Prevention and lesson learning in 2017-18 in order to prevent the risk of Abuse to Vulnerable Adults and Children in contact with LPT services.

LPT is closely monitored in relation to safeguarding activity both internally and externally to ensure the organisation is compliant with statutory requirements placed upon health organisations.



Derbyshire, Leicestershire, Nottinghamshire & Rutland Community Rehabilitation Company (DLNR CRC) is responsible for the supervision of low and medium risk of harm adult offenders, the provision of a range of rehabilitative interventions for CRC and National Probation Service (NPS) cases and the delivery of 'Through the Gate' (TTG) services in Resettlement Prisons. This work involves working with adult offenders who are both perpetrators of abusive behaviour and individuals who present with multiple vulnerabilities

Safeguarding is a core statutory function of DLNR CRC. Risk assessment and risk management is one of its key activities, driving all its activities with service users. Safeguarding considerations are considered within assessment and risk management plans at all stages. DLNR CRC use specialist risk assessment tools such as Offender Assessment System (OASys) and Spousal Assault Risk Assessment (SARA) to support defensive decision making across all areas of risk. All operational staff are trained in safeguarding as part of their core training and DLNR CRC has a competency framework to ensure that

all cases are allocated to appropriately trained staff on the basis of identified risk and need.

DLNR CRC work with a significant number of cases that are perpetrators of domestic abuse. All our case managers are specifically trained for this work and we also deliver two programmes dependent upon risk and need. These programmes are called Building Better Relationships Programme and Safer Choices respectively. In all this work we also employ partner link workers to provide support to victims of abuse through linking them with local specialist agencies. DLNR CRC are a key participating partner in local Multi-Agency Risk Assessment Conference (MARAC) arrangements. We have established protocols for the exchange of information to support decision making and also attend all MARAC's with listed cases.

DLNR CRC recognise that abuse can also occur in other contexts and across other vulnerabilities. DLNR CRC is committed to working with its adult social care, substance misuse, housing and health partners from both the statutory and voluntary sector to support a joined up approach to prevent and reduce the escalation of abuse.

DLNR has quality assurance mechanisms to support the maintenance of effective practice standards. All team managers within DLNR CRC attend 'Quality Days' on a monthly basis during which case records are sampled and quality assured. DLNR CRC also have an Internal Audit team who undertakes themed audits across DLNR. DLNR CRC are also subject to audits through

Her Majesty's Prison & Probation Service (HMPPS) contract management team and HM Inspectorate of Probation (HMIP).

