



# People and Health Scrutiny Committee

**Date:** Tuesday, 8 November 2022  
**Time:** 10.00 am  
**Venue:** Council Chamber, County Hall, Dorchester, DT1 1XJ

**Members (Quorum: 3)**

Gill Taylor (Chairman), Molly Rennie (Vice-Chairman), Piers Brown, Robin Cook, Nick Ireland, Louie O'Leary, Jon Orrell, Mary Penfold, Bill Pipe and Belinda Ridout

**Chief Executive:** Matt Prosser, County Hall, Dorchester, Dorset DT1 1XJ

For more information about this agenda please contact Democratic Services Meeting Contact 01305 224185 - [george.dare@dorsetcouncil.gov.uk](mailto:george.dare@dorsetcouncil.gov.uk)

Members of the public are welcome to attend this meeting, apart from any items listed in the exempt part of this agenda.

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## Agenda

Item		Pages
10.	<b>SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2021-22</b>	3 - 30
	To review the Safeguarding Adults Board Annual Report.	

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## People & Health Scrutiny Committee

8 November 2022

## Dorset and Bournemouth, Christchurch & Poole Safeguarding Adults Boards Annual Report 2021-2022

### For Review and Consultation

<b>Portfolio Holder:</b>	Cllr P Wharf, Adult Social Care and Health
<b>Local Councillor(s):</b>	All
<b>Executive Director:</b>	V Broadhurst, Executive Director of People - Adults
<b>Report Author:</b>	Siân Walker-McAllister
<b>Title:</b>	Independent Chair, Dorset Safeguarding Adults' Board
<b>Email:</b>	sian.walker-mcallister@outlook.com

**Report Status:** Public

#### Brief Summary:

It is a statutory requirement for the Dorset Safeguarding Adults Board to publish an Annual Report each year and to present that report to the Council's Health & Wellbeing Board. Many Councils also request that the report is presented to Scrutiny as the report enables a discussion on the work of the Safeguarding Adults Board.

The attached report is for the year April 2021 to March 2022 and represents a full year under the governance of the current Chair – the report was agreed at the September meeting of the Safeguarding Adults Boards (SABs). During this year the Board has agreed to join together with the Bournemouth, Christchurch & Poole (BCP) Safeguarding Adults Board for meetings and sub groups. This has enabled a more efficient governance structure as many of the statutory and other

partners cover both local authority areas. However, each Board is still separately constituted and in September 2021, it was agreed that Board meetings would have a single agenda and joined reports; though retaining the ability for place-based separate meetings, should the need arise. This year we agreed to publish one Annual Report for both Dorset and BCP SABs. Throughout this year we have delivered against all of our priorities which are set out in the annual work plan; this Annual Report summarises what the Board has achieved.

### **Recommendation:**

That Members note the report which informs committee about how the SAB has carried out its responsibilities to prevent abuse and neglect of adults with care and support needs during 2021-2022.

### **Reason for Recommendation:**

#### **1. Report**

- 1.1 In setting out how the SABs have delivered against the strategic plan during the year, this Annual Report also acknowledges the contribution each of the board partners has made to implementing its strategy. The Strategic Plan for the next (current) year is set out on Page 6.
- 1.2 The Annual Report sets out the Boards' governance structure and gives a snapshot of the work of its three subgroups during the year.
- 1.3 The safeguarding data for Dorset is shown on Page 10.
- 1.4 It is a statutory requirement that the Annual Report provides a summary of any Safeguarding Adult Reviews (SARs) – these are statutory reviews commissioned by the Board, where someone with care and support needs has died and because of those care and support needs they were unable to protect themselves from abuse neglect or harm. We published SAR Katherine during the year and the summary is shown on Page 12 of the report.

#### **2. Financial Implications**

- 2.1 The budget for the Board is shown on Page 11 of the Annual Report – it shows contributions made by each Council and the partners. During this current financial year (2022/2023), the Board is progressing a single

business unit/ team and proposals for more equitable budget contributions are being considered.

### **3. Environmental Implications**

3.1 None identified.

### **4. Well-being and Health Implications**

4.1 The Annual Report will be presented to the Dorset Health & Wellbeing Board

### **5. Other Implications**

5.1 The SAB works closely with the pan-Dorset Safeguarding Children Partnership and the Dorset Community Safety Partnership, especially in relation to statutory reviews e.g., SARs, Domestic Homicide Reviews (DHRs) and the learning deriving from them. This ensures efficient working of the statutory boards and where there is an overlapping agenda for example, where other reviews have identified a need for adult safeguarding, we are able to ensure there is joined up work and importantly joined up learning across professional disciplines.

### **6. Risk Assessment**

6.1 No decisions are required.

### **7. Equalities Impact Assessment**

7.1 Women are almost twice as likely (64%) to be subject of a section 42 enquiry than men in all age groups. There is an increase for those over the age of 75 and a further rise for women over the age of 85.

### **8. Appendices**

8.1 Appendix 1: Dorset Safeguarding Adults Board Annual Report 2021/22.

### **9. Background Papers**

None

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# Dorset and Bournemouth, Christchurch & Poole Safeguarding Adults Boards Annual Report 2021-2022



*The Safeguarding Adults Boards bring together all public, voluntary and community sector agencies across BCP and Dorset with the aim of working together to protect adults at risk from abuse, harm, or neglect. We achieve this through joined up strategic leadership and collective accountability.*



It is with great pleasure that I introduce the 2021/ 2022 Annual Report of the Dorset and Bournemouth, Christchurch & Poole Safeguarding Adults Boards. Appointed as Independent Chair of both Boards in April 2022, together with partners and the Business Team, I have been working to ensure that governance of both boards is simplified, efficient and enables everyone to have a clear understanding of the assurance work which we undertake. We have always ensured that the Boards' Subgroups are joined together as there is so much work in common. In September 2021, we agreed that Board meetings would have a single agenda and joined reports; though retaining the ability for place-based separate meetings, should the need arise. Throughout this year we have delivered against all of our priorities and this Annual Report summarises what the Board has achieved.

The primary role of a safeguarding adults board is to ensure that all public sector agencies work together to ensure that adults with care and support needs in the area, are protected from abuse, harm, and neglect; where because of their care and support needs they are unable to protect themselves. The Care Act 2014 sets out that Safeguarding Adults Boards (SABs), should agree a local safeguarding strategic Business Plan and set out in the Annual Report how it has delivered that plan. The Boards also, in commissioning a Safeguarding Adults Review, should ensure that partners demonstrate how they work together so that lessons learned impact the future delivery of services to those with care and support needs.

We have all had to adjust our lives owing to the ongoing issues following the Covid-19 pandemic with patterns of daily life still significantly affected during this year. We have continued to meet virtually to safely deliver and discuss our priorities. The adult safeguarding duties within the Care Act 2014 have remained in place and the Dorset & BCP Safeguarding Adults Boards have continued to seek assurance that adult safeguarding has remained "everyone's business" and that statutory, voluntary and community services have worked together effectively to prevent and/or protect individuals from abuse and neglect. The Board is concerned to ensure that cooperation and collaboration; working together across agency and organisation boundaries, is maintained. We have seen increased demand for care and support with rising referrals of adult safeguarding concerns, particularly for those people who have suffered self-neglect. We continue to commission Safeguarding Adults Reviews and concluded and published one review 'Katherine', during this year.

We have changed a number of sub groups and have developed a new subgroup concerned with engaging better with people living in our many communities, in particular giving us the opportunity to learn from those with lived experience of safeguarding interventions. We have developed new pan-Dorset Safeguarding Adults Procedures and have started to post regular '7-Minute' learning briefings on our websites.

Finally, I want to thank all those who have contributed to safeguarding adults at risk of or experiencing abuse and neglect, with dedication, hard work and strong leadership. I would also like to thank Karen Maher, Glynis Greenslade and Fay Ware, the Boards' Business Team, who have each contributed significantly to delivery of the Board's work.



Siân Walker-McAllister, Independent Chair



## Safeguarding Adults

Safeguarding adults is about protecting the rights of people with care and support needs to live in safety, free from abuse, harm and neglect.

If you are concerned about a person who is over the age of 18 years, who has care and support needs, and you feel they are being abused or at risk of abuse from another person, you should seek help for them.

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**To report a safeguarding concern in the BCP Council area contact:**

**01202 123654**

**During evenings and weekends, telephone 0300 1239895**



**To report a safeguarding concern in the Dorset Council area contact:**

**01305 221016**

**During evenings and weekends, telephone 01305 858250**



**In an emergency dial 999. If the person is not in danger now, dial 101.**

**If you are not sure what to do, or need some advice, there are people who can help. You can talk to your GP or nurse, a social worker, a police officer or your key worker. They will help you to respond to the concerns.**

## About the Dorset and BCP Safeguarding Adults Boards

The Care Act (2014) states that every local authority must have a Safeguarding Adults Board (SAB). Each SAB has 3 core duties –

- Develop and publish a strategic plan setting out how they will meet their objectives and how member and partner agencies will contribute.
- Publish an annual report detailing how effective their work has been.
- Commission safeguarding adults' reviews (SARs) for any cases which meet the criteria for these.

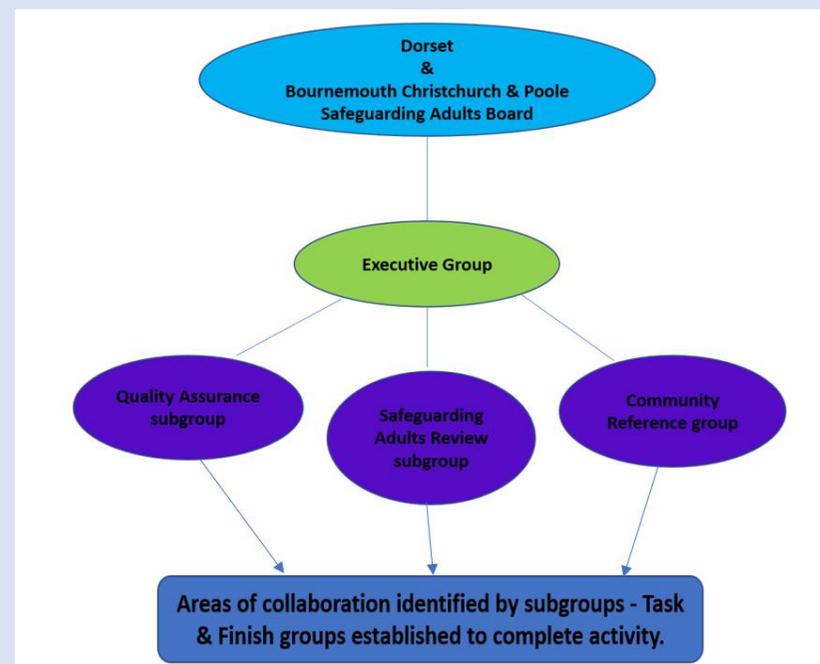
The Dorset and Bournemouth, Christchurch & Poole (BCP) Safeguarding Adults Boards work closely together and share subgroups. The Boards retain the ability to meet separately, but generally meet together once a quarter.

The overarching purpose of a Safeguarding Adults Board is to help and safeguard adults with care and support needs, who, because of their care and support needs are unable to protect themselves from the risk of or experiencing abuse, neglect and harm. The Board works with all partners who consider how to address the causes of abuse, neglect and harm. We aim to raise awareness about safeguarding issues so these can be identified.

The Board is not responsible for the delivery of services, though those who plan and make decisions about services across Dorset and BCP Councils are represented on the Board. The Boards have 3 statutory partners: Local Councils Adult Social Care, NHS Clinical Commissioning Group (now the Integrated Care Board or ICB) and the Police. Other Board members are detailed on page 13.

The Boards seek assurance on how services respond to adults at risk of abuse, neglect and harm and what partner organisations do to prevent abuse and harm occurring.

The Boards have a joint meeting 4 times a year. There is a joint Independent Chair, Siân Walker-McAllister. There are 3 subgroups which support the delivery of the strategic plan objectives.



## How well did we do during 2021-2022?

A 3-year strategy was developed by all DBCP Safeguarding Adults Board Partners in consultation with members of the Boards' subgroups and this has been developed by considering key strategic challenges being faced locally and nationally.

[https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/dbcp\\_statagic\\_plan\\_2021\\_vs7.1\\_final.pdf](https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/dbcp_statagic_plan_2021_vs7.1_final.pdf)

The strategic plan will ensure everyone - Board Members, all professionals, and importantly the public is clear about what we want to do and how we can work together to make it happen.

	Plans for 2021-22	What we achieved during 2021-22
	Continue to support and challenge DBCPSAB member organisations in their work	<ul style="list-style-type: none"> <li>➤ Quality Assurance Subgroup challenges safeguarding data from Statutory Partners</li> <li>➤ MARM Audit theme provided learning which will be converted into actions for 2022-23</li> <li>➤ Independent Chair has met with all Statutory Partners</li> </ul>
	Be flexible as necessary as the Covid-19 pandemic evolves	<ul style="list-style-type: none"> <li>➤ An exceptional Board meeting held November 2021 considered an 'Insight Report' about safeguarding during the Pandemic and how organisations were working together.</li> <li>➤ Meetings being held virtually have attracted an increase in attendance, however face to face meetings are being included where appropriate.</li> <li>➤ The Pandemic still impacts on practice; however, this is returning to new 'normal' ways of working.</li> <li>➤ This is monitored as part of the Strategic Plan for the SAB 2021-2024</li> </ul>
	Publish updated Safeguarding Procedures	An electronic version of these procedures is available: <a href="https://creativestudios.myzen.co.uk/bcpsab/BCP-Dorset-procedures/">https://creativestudios.myzen.co.uk/bcpsab/BCP-Dorset-procedures/</a>
	Publish updated Safeguarding Adult Review (SAR) Policy	This has been updated and can be accessed via the following link: <a href="https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/dbcpsab_sar_policy_updated_september_2021.docx">https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/dbcpsab_sar_policy_updated_september_2021.docx</a>
	Continue to review the Boards governance to ensure the Boards run efficiently so we can maximise opportunities to work together as partners	<ul style="list-style-type: none"> <li>➤ Carry out service audits and training events, i.e., reviewing the multi-agency risk management procedures (MARM), to ensure that all partner organisations work together well</li> <li>➤ Boards Constitution is being reviewed and this will be concluded in late 2022.</li> <li>➤ Developed the Strategic Plan for 2021-2024 see link below: <a href="https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/dbcp_statagic_plan_2021_vs7.1_final.pdf">https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/dbcp_statagic_plan_2021_vs7.1_final.pdf</a></li> </ul>
	Ensure we are engaging with health and care providers and the Voluntary & Community Sector	<ul style="list-style-type: none"> <li>➤ We held a 'virtual' Independent Social Care Provider Event in February 2022</li> <li>➤ The Community Engagement Subgroup was set up to provide an opportunity for those with 'lived experience' to come together and support the Board. This group has met 3 times, and dates for regular meetings are set. The group is chaired by Dorset HealthWatch.</li> </ul>

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## Our Strategic Plan for 2022-23

The Board has agreed that the following priorities will be worked towards during 2022-2023

<p>The Boards will work closely with the Pan-Dorset Safeguarding Children’s Partnership and both Community Safety Partnerships to ensure that young people in transition from Children’s service intervention are recognised when safeguarding concerns are considered by adult services. We aim to be assured that there is good information sharing between services.</p>		<p>Involve people and communities in the work of the board to ensure we listen to their voices and enable them to contribute to the design and delivery of our strategic aims and planning processes.</p>	
<p>Preventative safeguarding work will continue to be developed with all our partners</p>	<p>Work within the new NHS Integrated Care system/ Integrated Care Board in the context of safeguarding assurance framework</p>	<p>Ensure there is good preventative multi-agency working using a contextual safeguarding approach to support individuals who are homeless.</p>	
<p>Continued assurance of the application of learning from Safeguarding Adult Reviews (SARs) and also, where appropriate, from Domestic Homicide Reviews (DHRs) through multi-agency audits</p>		<p>Enhancing understanding and recognition of domestic abuse and coercive and controlling behaviour and its impact on people with care and support needs.</p>	
<p>Develop assurance on the delivery of the new Liberty Protection Safeguards.</p>	<p>Better understand the significant impact and pressures on commissioning services within health and social care.</p>	<p>Seek Assurance that ‘Making Safeguarding Personal’ (MSP) is understood and the principles are consistently applied.</p>	
<p>Improve assurance on delivery of safe practice in private mental health hospitals</p>		<p>Continue to embed ‘Think Family’ into practice</p>	

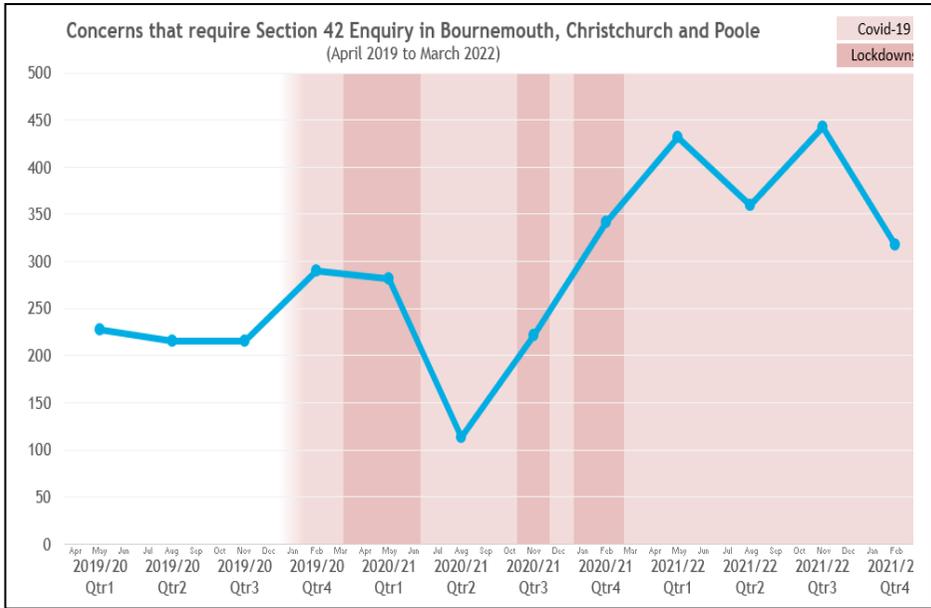
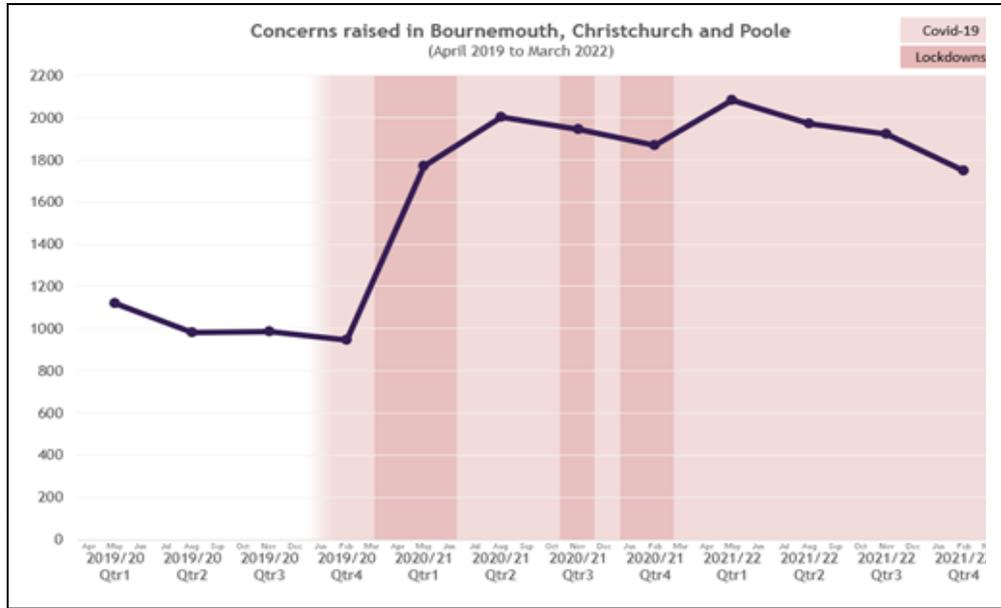
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## Reports from the Chairs of the Sub-groups for 2021-2022

<p><b>Safeguarding Adult Review (SAR) Subgroup</b></p>	<p>The Safeguarding Adult Review (SAR) subgroup met on 6 occasions in the year 2021-2022. A new subgroup chair was appointed from within Dorset Police at the start of 2022.</p> <p>Safeguarding Adult Review (SAR) Katherine was completed and published, this can be found on the Boards' website at <a href="https://www.bcpsafeguardingadultsboard.com/learning--development.html">https://www.bcpsafeguardingadultsboard.com/learning--development.html</a> along with a '7-Minute Learning Document'. The Action Plan arising from this SAR will continue to be monitored by this group.</p> <p>The SAR subgroup remains very busy, considering 8 referrals over 2021-2022. Of these, two have been identified as meeting the criteria for statutory Safeguarding Adult Reviews - the person concerned had care and support needs and that more than one organisation was involved; that learning will be shared across partner organisations. In respect of referrals to this group, which did not meet the criteria for a SAR, learning will be developed within partner organisations with a completed Action Plan submitted to this group for final 'sign-off' where appropriate.</p> <p>The Board's SAR Policy was updated and can be accessed via the following link:  <a href="https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/dbcpsab_sar_policy_updated_september_2021.docx">https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/dbcpsab_sar_policy_updated_september_2021.docx</a></p>
<p><b>Quality Assurance (QA) Subgroup</b></p>	<p>The Quality Assurance (QA) Sub-Group met on 4 occasions, in the year 2021-22. The Group is now co-chaired between NHS Dorset and Dorset Council.</p> <p>The focus for this year has been on developing a dataset determined by the workplan which is in line with the Board priorities. Analysis of the data will inform the annual audit cycle. Neglect and Self-Neglect have been identified as the most common reason for referrals into adult safeguarding and the first audit for 2022 – 23, will be based on better understanding neglect and self-neglect across Dorset and BCP.</p> <p>The QA subgroup is aligning its work with the 'Learning' from Safeguarding Adult Reviews and will ensure learning is embedded in practice. The subgroup will be measuring the impact on improved outcomes. The group is also working closely with both Community Safety Partnerships to join up understanding of domestic abuse and in particular of coercive and controlling behaviour.</p> <p>The Care Quality Monitoring Group that was suspended during the Covid 19 pandemic, has now re-established and reports into the QA subgroup.</p>
<p><b>Community Engagement Group (CEG)</b></p>	<p>The 'Community Engagement Subgroup' was first formed in January 2022. This subgroup has started well and has regular attendance from partners with a wide representation across the voluntary and community sector. The CEG subgroup finalised its Terms of Reference, which are on the Board's website. <a href="https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/ceg_terms_of_reference.pdf">https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/ceg_terms_of_reference.pdf</a></p> <p>There have been some challenges and the group has acknowledged that there are barriers to be considered for the future. Primarily the group needs to maintain a level of group participation and a need to encourage members to identify areas of interest for the sector. The group is particularly interested to involve and extend membership to those with lived experience of safeguarding intervention and plans to invite guest speakers who can inform members about key safeguarding issues. The CEG is working towards achieving the priorities outlined in the Safeguarding Adult Boards' 2021/24 Strategic Plan and has a focus on preventative work with safeguarding. This will involve talking to various groups about how to ensure that people with care and support needs are kept safe.</p>

BCP Council Safeguarding Data and the Impact of the Pandemic

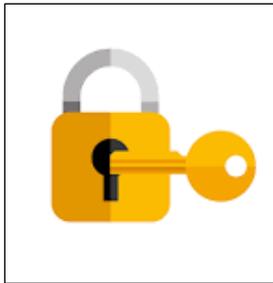


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Safeguarding Concern – is referred when a person reports they are worried someone is being abused, harmed or neglected.

Safeguarding Enquiry – where concerns are screened to decide whether a Statutory Enquiry should happen and how it should be progressed. These may be referred to as a Section 42 Enquiry. An Enquiry may be closed at any stage, depending on the risks, and whether the person is deemed to be safe from harm.

There is no prescribed way of how a Section 42 Enquiry should be progressed; the local authority has a duty to ensure that enquiries are made.



Numbers of concerns rose sharply during lockdown due to:

Better consistency in how we collect data

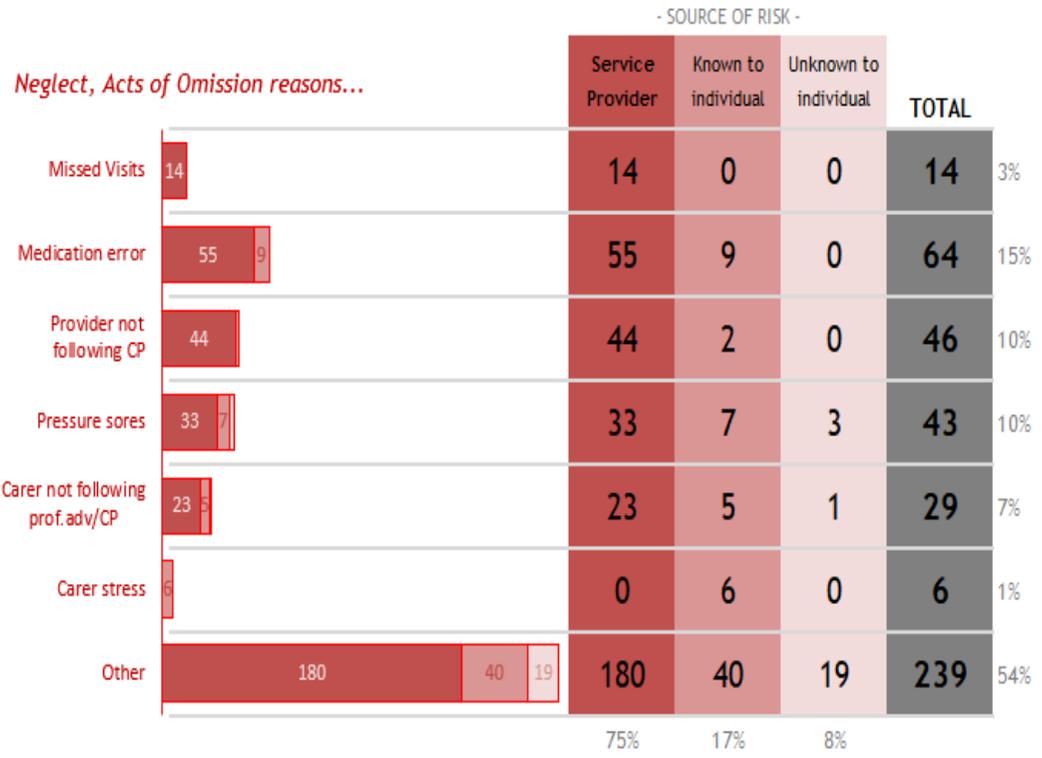
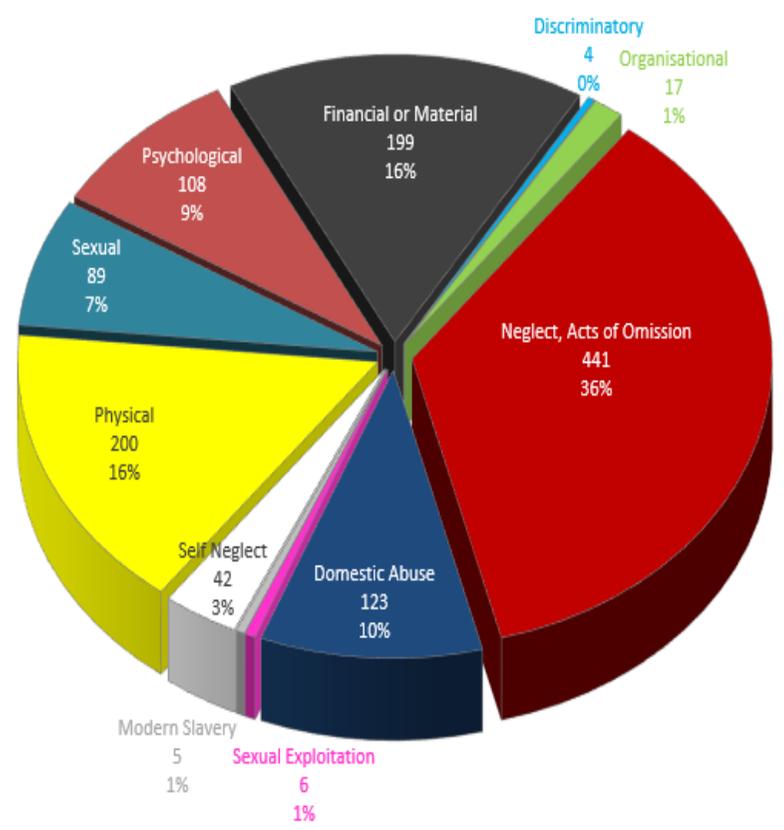
Covid restrictions making it more difficult to prevent harm, i.e., missed care calls due to staff sickness or fewer face to face visits.

Higher number of referrals from volunteers supporting people who were shielding, but Concerns did not meet criteria for an Enquiry.

Numbers of Concerns appear to be falling slightly now that Covid-19 lockdowns have ceased and more preventative work possible.

BCP Council Safeguarding Data and the Impact of the Pandemic

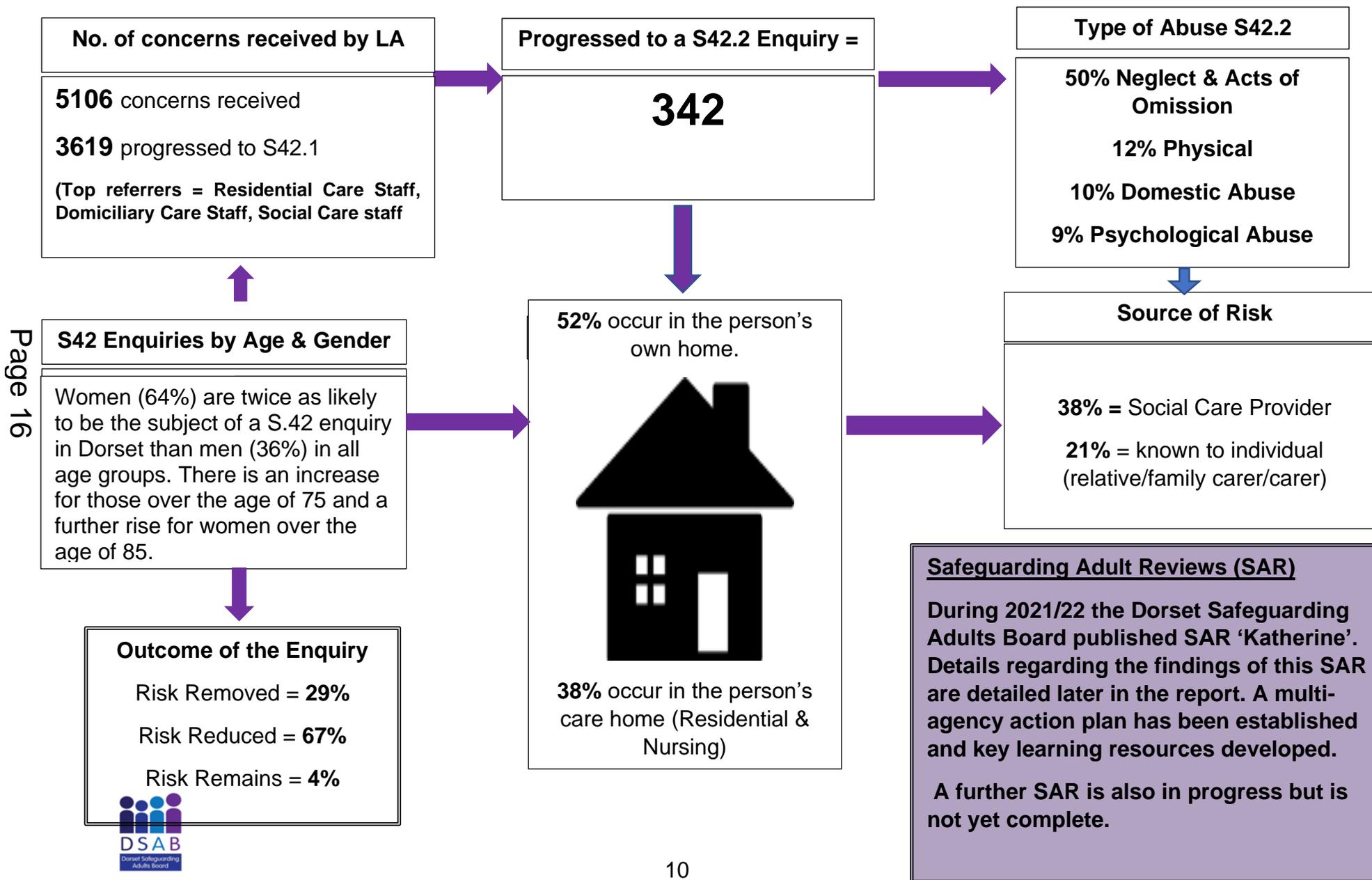
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Neglect and Acts of Omission continue to be the largest proportion of all types of harm. Ongoing challenges in the social care provider market such as staff sickness and recruitment and retention of staff is a contributing factor, particularly with high levels of demand for care services. Safeguarding operational services and the 'Service Improvement Team' work together to identify areas of care quality that may need addressing



## Dorset Council Safeguarding Activity & Performance Information 2021/22



## Dorset and BCP Safeguarding Adults Board Budget 2021-2022



The Dorset and BCP SABs maintain a working budget to enable them to undertake their work and the priorities identified in the business plan. Each year, contributions are received from partners to support this work.

The budget funds the roles of the Independent Chair, Board Managers and Administrators who coordinate the work of the Boards and the subgroups. These roles are presently hosted by Dorset and BCP Councils on behalf of the Boards.

The Dorset and BCP SABs are grateful for the financial support of our partners which enables us to carry out our work.

BCP Council	£70,000
Dorset Clinical Commissioning Group	£20,000
Dorset Police	£9,000
Dorset HealthCare	£2,000
University Hospital Dorset	£4,000
<b>Total</b>	<b>£105,000</b>

Dorset Council	£38,095
Dorset Clinical Commissioning Group	£17,500
Dorset Police	£9,000
Dorset HealthCare	£2,000
University Hospital Dorset	£3,000
<b>Total</b>	<b>£69,595</b>

## Safeguarding Adult Reviews

Under the Care Act 2014, Dorset and BCP SABs are responsible for commissioning and coordinating the delivery of Safeguarding Adults Reviews (SARs). These are statutory independent reviews where there has been an incident of serious harm or death involving an adult with care and support needs, who because of their care and support needs was unable to protect themselves from abuse, harm or neglect.

SARs are commissioned to produce learning and not to apportion blame. SARs set out to establish what may have gone wrong and to identify where agencies or individuals could have acted differently or worked better together. SARs take account of the complexity of safeguarding work and identify areas of good practice as well as learning. Key recommendations are made at the end of each SAR, and this will often include the learning needed to prevent future incidences of serious harm or death from happening again. This learning is shared across all partners and is usually published on the Boards' websites.

Only one SAR - SAR 'Katherine' was completed and published during 2021/22.

SAR Katherine-System Learning Finding: [https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/sar\\_katherine-7\\_golden\\_rules\\_of\\_information\\_sharing.pdf](https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/sar_katherine-7_golden_rules_of_information_sharing.pdf)

SAR Katherine-7 Golden rules of information sharing: [https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/sar\\_katherine-system\\_learning\\_findings.pdf](https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/sar_katherine-system_learning_findings.pdf)

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Katherine was a white British woman in her 80's who was admitted to hospital following a reported assault by her husband. She later died in hospital. Katherine had been married for over 60 years. Both she and her husband held strong religious beliefs. These beliefs informed Katherines decision making throughout her life.

Throughout her contact with services Katherine described a married life in which she had experienced domestic abuse and coercive and controlling behaviour over many years. As her husband's health deteriorated with age, this further increased the demands he placed upon her. Katherine was not only his wife but became his carer also. This ultimately placed more strain upon her physical, emotional and mental wellbeing as his demands upon her increased.

### Learning identified

Enable practitioners in all agencies to have a role in 'sowing the seeds' with an older age victim of domestic abuse, of being able to do something about the abuse.

If a long-term relationship is marked by domestic abuse and coercive and controlling behaviour, opportunities to leave the home and see other people can further reduce as age impacts on mobility and physical health.

Ensure the availability of specialist domestic abuse support to all practitioners working with victims.

Improve understanding and clarity about use of different multi agency meetings.

Enable confidence across agencies to engage with individuals about their abusive behaviour particularly in lifelong relationships.

Engagement with faith groups as important safeguarding partners.

## Dorset and Bournemouth, Christchurch and Poole Safeguarding Adults Board Membership

The Dorset and BCP Safeguarding Adults Board is made up of senior representatives from the following agencies –

- Bournemouth, Christchurch and Poole (BCP) Council
- Dorset Council
- Dorset Police
- NHS Dorset (Previously Dorset Clinical Commissioning Group)
- Age UK
- BCP Community Action Network
- BCP Council Elected Member
- Department of Work & Pensions
- Dorchester County Hospital
- Dorset Council Elected Member
- Dorset & Wiltshire Fire & Rescue
- Dorset HealthCare NHS Foundation Trust
- Dorset National Probation Service and for part of the year Dorset, Devon & Cornwall Community Rehabilitation Company
- Dorset Volunteers Centre
- Dorset Healthwatch
- HM Prison Service
- NHS England & NHS Improvement – South West
- South West Ambulance Service NHS Foundation Trust
- University Hospitals Dorset NHS Foundation Trust

**What has your organisation achieved in respect of the priorities outlined in the SABs strategic plan during 2021/22?**

Delivered over 45 safeguarding learning events reaching over 1180 people from across health and social care sector and partners.

Extensive learning and development programme including specific bitesize webinars led by the service expert practitioners on key areas of safeguarding practice, including S42 guidance, Modern Slavery and Contractures. Other masterclass sessions with externally commissioned national experts on self-neglect and hoarding; *Homelessness and Safeguarding*; *Working with people experiencing controlling and coercive behaviour* and family focussed sessions around *Transitional Safeguarding*).

13<sup>th</sup> Annual MCA Conference took place in March 2022 and with over 400 people in 'virtual' attendance with focus on equality and diversity and how the MCA can be used to promote and support people from diverse backgrounds and cultures.

During 21/22 the Domestic Abuse offer has been enhanced to include e-learning, classroom-based training, and a series of 4 virtual web-based workshops to compliment the core training. These focus on Complicated matters – domestic abuse, substance misuse and mental health; risk assessment and referral pathways; controlling and coercive behaviours; identifying and supporting adults at risk.

An agile and motivated workforce has enabled us to develop an enhanced weekend social work team to facilitate hospital discharges and people in need of care and support, working closely with the voluntary and community sector.

Good pan-Dorset system partnership and established project approach working in preparation of the Liberty Protection Safeguards.

Development of the Safeguarding dashboard has led to a greater level of oversight and ability to investigate performance, to enhance practice and provide a range of quality reporting.

Making Safeguarding Personal audit highlighted the need to improve obtaining feedback from people about their safeguarding experience. There is now improved understanding with recording of 77% of adults now feeling safe as a result of the safeguarding involvement and has shown the power of focused and targeted interventions to support practice improvement.

An audit by the Southwest Audit Partnership around section 42 decision making in response to increase in safeguarding concerns has been helpful to validate the current working arrangements and suggest areas of improvement.

Developed Safeguarding Practice Peer Forums within the safeguarding team to discuss complex cases, and support CPD and enhance quality of practice

Regular monthly meetings with Quality Improvement Team and Safeguarding team to share intelligence and information about provider concerns or trends.

Continuing to support High Risk Domestic Abuse (HRDA) process and chairing of monthly meetings, involvement with DRIVE (pilot perpetrator programme).

### What have the challenges been?

Workforce capacity and staff wellbeing impacted by increasing demand for services across the social care sector, particularly within the pandemic. This has affected the availability of 'Best Interest Assessors' and Deprivation of Liberty Safeguards (DOLS) authorisations.

The availability of local care provision to support people in the community has been significantly impacted by the pandemic, with some providers no longer able to provide care which has been commissioned by the council. This impacts on people staying longer in hospital. There have been significant challenges in recruiting and retaining staff in adult social care and in social care provider settings e.g., residential and home care.

Covid-19 has continued to present an organisational and system wide challenge to respond to, with continual waves of infections, but without the testing or regulatory framework within which to work. Recovery from Covid has also been a challenge of deconstructing what was in place and moving back to a place of business as usual.

### What are you doing to achieve the priorities outlined in the SABs new strategic plan in 2022/23?

There is a 'Transformation programme' in the Council's Adult Social Care and Housing service to deliver reforms, including the new 'Liberty Protection Safeguards' and Mental Health Act Reform, as well as the associated workforce planning strategy.

Launching Commissioning Strategies covering all areas of 'A Better Life' and set out the framework for provision of care and support and the offer to our residents for excellent and safe care & support in Dorset.

The Director of Adult Services and Director of Children's Services jointly lead the 'Birth to Settled Adulthood' Programme to include transitional safeguarding, mental health and health pathways.

Apply learning from national safeguarding events and Safeguarding Adult Reviews (SARs), and implement actions plans arising from Learning Disability Mortality Reviews (LeDeR) programme, Safeguarding Adult Reviews (SAR's) and Domestic Homicide Reviews (DHR's).

Ensure effective transition from the previous company delivering care (Tricuro) to a new care company 'Care Dorset' to meet local residents' needs for care and support.

**What has your organisation achieved in respect of the priorities outlined in the SABs strategic plan during 2021/22?**

- Reviewed a new Safeguarding Model which has proven successful in managing a significant increase in Safeguarding Concerns, robustly.
- Creation of the Homelessness Social Work team, which focuses on prevention and a multi-agency risk management approach to supporting people.
- Improved performance and outcome data reporting.
- Assertively monitoring Care Provider Concerns and taking quick action to support care providers, to avoid the need for Large Scale Enquiries, working jointly with the NHS where required. This includes a proactive and preventative support in relation to infection control and outbreak management.
- Partnership working across the local authority (including Public Health and the NHS in relation to quality and safeguarding issues).
- Continuing to complete actions related to SARs/DHRs, undertaking internal audits and disseminating learning.
- Positive engagement with the Multi-Agency Risk Assessment Conference (MARAC) process, providing consistent attendance and information.
- Worked with the NHS to deliver the 'Safe & Wellbeing' reviews for people with a Learning Disability and/or Autism (Nov 2021 – April 2022). Work commissioned by NHS England & Improvement in the wake of the Cawston Park Safeguarding Adults Review (Norfolk) into the deaths of three young adults at this independent Hospital. Reviews took place for 26 Dorset adult patients placed in a mix of Independent and NHS Hospitals across the UK. Dorset CCG led this piece of work and findings were scrutinised and signed off by an 'Integrated Care System Oversight Panel'. A comprehensive report and thematic analysis has been produced and associated actions are being followed up.
- Ongoing partnership working across the local authority (LA) and local NHS in relation to quality and safeguarding in preparation for the implementation of NHS restructure to 'Integrated Care Systems'.
- Strong partnership work in respect to Infection, Prevention and Control in response the pandemic.

**What have the challenges been?**

- Impact of COVID on carrying out development work and causing higher demand across all teams.
- Staff burnout caused by above in both the Council and with care providers
- Recruitment and retention across the adult social care sector, impacting on availability of services and quality.

**What are you doing to achieve the priorities outlined in the SABs new strategic plan in 2022/23?**

- Creation of an 'Assertive Engagement Team' in April 2022, which will focus on developing good practice around self-neglect and aid the development of a Transitional Safeguarding Strategy which will focus on supporting young people to move from children's into adult's services.
- Robust project plan in progress for the implementation of Liberty Protection Safeguards in 2023



### What has your organisation achieved in respect of the priorities outlined in the SABs strategic plan during 2021/22?

Dorset Police has successfully reshaped its operating model so that response policing and investigations are now coterminous with each local Council. This has enabled improved allocation of resources to manage the demand across both BCP and Dorset Council areas and ensure that those who are unfortunately the victims of crime receive a more seamless and holistic service from the first call through to the completion of an investigation. In addition to these changes, Dorset Police now also has a dedicated 'Adult's desk' situated within the Multi Agency Safeguarding Hub (MASH). This means that other agencies referring in concerns to the Police are able to be signposted to the right department promptly and those matters that require police attendance and safeguarding are routed correctly.

Dorset Police has continued its roll out of 'Domestic Abuse Matters' training through the charity 'SafeLives', this involved training 75% of our workforce to understand coercive and controlling behaviour, identify and investigate it. In addition to the training, we have trained 16 'train the trainers' to ensure that the roll out continues to newly recruited officers under the Government's current plan. Dorset Police has also recruited dedicated 'Vulnerability Lawyers' to progress Domestic Violence Protection Orders from the court, recognising that these orders are important to give victims of domestic abuse time and space to seek advice and specialist support about their abuse. Dorset Police has also continued to run annual 'vulnerability training' for all officers and staff, this training covers a blend of both adults and children safeguarding, recognising the need for a whole family approach. Dorset Police has also continued to develop and support the Multi Agency Risk Management process (MARM) with partners to ensure that those adults with the most complex needs receive a response from all agencies that are involved in their lives and to ensure that no opportunity to offer care and support is missed.

### What have the challenges been?

The main challenge is resourcing and funding. With the increase in demand, it is inevitable that this can sometimes create delays to service for those incidents that do not present an immediate threat to life. Unsurprisingly, Covid has also seen both increases to police demand but challenges to our workforce in terms of isolation periods and those that are clinically vulnerable having to work remotely and not deploy as they previously would.

### What are you doing to achieve the priorities outlined in the SABs new strategic plan in 2022/23?

The Chief Constable's Vision and Purpose is very clear - they want to make Dorset a safe county for everyone. This means being tough on crime, keeping people safe and putting victims first. The Police has developed specialist 'Neighbourhood Exploitation Teams' who pursue those who continually target vulnerable adults in their homes for the purpose of criminality. Dorset Police is also transitioning safeguarding services from a central department to local hubs in the community to improve partnership working and ensure that resources are allocated in accordance with demand. This ensures that victims receive a timely and good quality service when they need it most. Dorset Police has created a specialist 'Missing Person Team', recognising the vulnerability of those who regularly go missing and the impact that this can have on both the missing person, their family, the community and agencies working with that person. Dorset Police will continue to evaluate these changes in light of all strategic plans, including at the Safeguarding Adult Board (SAB), to ensure that our work continues to reflect both police priorities and those of partners. Dorset Police will continue to be a supportive to partners in relation to the commissioning of Safeguarding Adult Reviews (SARs) and in ensuring that learning from these reviews is embedded within the police to ensure that agencies work together well to prevent future harm. Dorset Police will also continue to work with the partners of the SAB to ensure that police training meets the priorities of this strategy, especially in relation to identification, detection and pursuit of those who offend against people with care and support needs.

**What has your organisation achieved in respect of the priorities outlined in the SABs strategic plan during 2021/22?**

- Anonymous ‘tracker’ developed to identify learning and themes from Safeguarding Adult Reviews and other reviews.
- Health data has been refreshed to better reflect a health service response to safeguarding, and this data will inform reporting 2022/23.
- A domestic abuse toolkit has been developed specifically for those working in Primary Care.
- Health summaries are provided electronically for Multi-Agency Risk Assessment Conference (MARAC / High Risk Domestic Abuse (HRDA) meetings.
- Safeguarding communications have been proactive to minimise any potential risks of harm identified e.g. exploitation, Covid, Fraud etc.
- There has been improved communication and alliance between the two Community Safety Partnerships and Safeguarding Adults Boards.
- A ‘Safeguarding and Inequalities dashboard’ is in development to identify population-based safeguarding trends to support commissioning and enable more proactive safeguarding practice.

**What have the challenges been?**

- Impact of Covid on the workforce.
- Training compliance in adult safeguarding dipped because of the inability to deliver training face to face.
- Ability to measure the impact of learning from Safeguarding Adult Reviews.

**What are you doing to achieve the priorities outlined in the SABs new strategic plan in 2022/23?**

- The CCG has developed their internal ‘Safeguarding Intranet site’ to allow relevant information to be shared within the wider organisation.
- The Adult Safeguarding lead actively promotes ‘Safeguarding Adults Week’ with an internal blog highlighting the importance of safeguarding in commissioning. This includes promotion of the Boards’ work.
- A review of CCG safeguarding policies has been taking place ahead of the transfer from CCG to NHS Dorset ICB (Integrated Care Board) on 01 July 2022.
- There has been improved engagement from people who use services across health with the NHS Communications department leading on ‘100 interviews’ with users of services and increased cultural awareness of diversity across the population.
- Findings from the Safeguarding Adult Review of Cawston Park Hospital (Norfolk SAB) will inform future care of Dorset and BCP patients needing specialist support.
- The implementation of Liberty Protection Safeguards has been and remains a priority for all health providers and CCG.

**Key Achievements during 2021/22**

NHSEI Regional Safeguarding Team successfully completed meetings with safeguarding professionals and senior leaders from each of the 7 Integrated Care Systems (ICSs) with a focus on system governance and readiness for ICS transformation.

We support succession planning and professional development of our safeguarding workforce and have funded three training and development opportunities. This included an opportunity for a small number of safeguarding health staff employed by Local Authorities i.e., Public Health Nurse Safeguarding Leads to access training. This offer comprised two University level courses (a safeguarding module funded by a successful bid to Health Education England and the second module with a focus on supervision). The third is a wider flexible continued professional development opportunity.

The Regional Data Set & Information Governance Reference Group completed its main task and has developed and published the South West Regional Serious Violence and Contextualised Safeguarding Information Governance Framework 2021

**What have the challenges been?**

The delays in the Liberty Protection Safeguards (LPS) consultation and lack of communication by government about the revised timeline and implementation posed a real challenge to planning and resource management.

Ensuring the South West region maintained a good oversight of safeguarding statutory reviews to ensure we are maximising learning opportunities from themes arising whilst working national colleagues to implement a new information technology solution.

Maintaining momentum on regional safeguarding work programmes requiring collaboration with local NHS systems during period of extreme operational pressure where frontline services and Covid vaccination programmes were a national and local priority.

**What are your priorities for 2022/23?**

Supporting the transformation of NHS Clinical Commissioning Groups (CCGs) to Integrated Care Boards (ICBs) ensuring safeguarding statutory functions remain central with good governance arrangements. Alongside this, strengthening safeguarding assurance in line with a new national assurance tool and framework.

We have appointed a NHSEI Regional LPS Clinical Lead for 18 months. They will develop a detailed implementation plan for the NHS to work in collaboration with other system partners to deliver a successful implementation of LPS for the South West.

Evaluation of the various multiagency projects we have financially supported in 21/22, in conjunction with our multiagency partners to measure impact and monitor outcomes for the Southwest population and its workforce.

### **Key Achievements during 2021/22**

The Trust vision as outlined in the People/ Place/ Partnership Strategy is that work with our health and social care partners, is at the heart of improving the wellbeing of communities, demonstrating continued commitment to collaboration and partnership, which will also be key to the further development of the Dorset Integrated Care System.

The Trust aims to move away from services wrapped around institutions to those that are human centred, co-designed with communities with citizenship at their heart.

This aligns with the safeguarding objectives for the Board with the recognition of a person-centred approach, with a whole family lens always considered, but also our acknowledgement of contextual issues that may affect a community or societal issues that will impact on an individual keeping themselves safe.

As a Health Trust the priorities to safeguard, span both those adults with care and support needs, and also others, for example domestic abuse, carers and preventive work through early recognition of people's possible support needs that may require partner agencies intervention or advice through agencies or voluntary/ community sector organisations.

The Trust is committed to ensure that all Dorset County Hospital NHS Foundation Trust employees and volunteers have an awareness of safeguarding adults, and to that end has delivered specific training to all (including internationally recruited) staff, to address their concerns and understanding safeguarding. This includes learning about the Care Act & Mental Capacity Act and involves improving staff understanding of how important it is for them to think about the individuals' beliefs and wishes when considering the person they are caring for.

### **What have the challenges been?**

*Through 2021- 2022 the Covid 19 pandemic has impacted on the delivery of services at Dorset County Hospital NHS Foundation Trust, with a high percentage of staff isolating in 2022 combined with a very high admission / attendance rate at the hospitals. However, this has not obstructed the Trust's ability to ensure all employees have had access to Safeguarding advice, support, training and supervision.*

University Hospital Dorset NHS Foundation Trust (UHD)

**What has your organisation achieved in respect of the priorities outlined in the SABs strategic plan during 2021/22?**

- Aligned safeguarding policy and practice across the newly merged organisation.
- Strengthened working practice with the maternity and children’s safeguarding teams, supporting the ‘Think Family’ agenda.
- The role of the ‘Domestic Abuse Advocate’ has been embedded across the organisation. This is a key role that supports both staff and patients.
- Created a new University Hospital Dorset Safeguarding Newsletter incorporating maternity, children’s, and adult safeguarding. The newsletter further supports embedding learning from safeguarding enquiries across the Trust. One example of learning is the updating the ‘transfer of care’ letter for discharge and use of body mapping as appropriate to practise. This change arose from formal concerns raised with the Trust around hospital discharge communication.
- As part of rebuilding and reflecting on learning from the pandemic the team has strengthened working relationships with other members of the Integrated Care System.
- Mandatory and bespoke training content for the organisation was reviewed and updated to reflect the changes in adult safeguarding practice
- Maintained a personalised approach to safeguarding by remaining accessible and where possible visible to all colleagues, patients and their families.

**What have the challenges been?**

- Maintaining strong working relationships during the restructure of the Bournemouth Christchurch and Poole local council safeguarding team
- Working within Covid legislation and in particular the change to virtual working for Social Workers.
- Challenges associated with the pandemic including high bed occupancy, reduced staffing levels and the impact of restricted patient visiting.
- The creation of the new University Hospitals Dorset Foundation Trust during the pandemic added an extra layer complexity to working practice.
- Impact of short and long-term staff changes during a period of operational challenge and change.
- Preparing for the implementation of Liberty Protection Safeguards.

**What are you doing to achieve the priorities outlined in the SABs new strategic plan in 2022/23?**

- The further development of a homelessness team on site across the organisation.
- Work to support the process of transition from children to adult’s services within the organisation.
- Work to support ‘Adult Safeguarding Week’ with partner agencies providing the opportunity for staff patients and the public to gain a better understanding of adult safeguarding resources and support available.
- The restructure of the safeguarding team across University Hospitals Dorset to become an integrated team incorporating maternity, children and adults.
- To implement the use of the adult safeguarding learning tool.

**What has your organisation achieved in respect of the priorities outlined in the SABs strategic plan during 2021/22?**

We have a key role in safeguarding those most at risk in our communities and fully recognise our duty to protect adults and children at risk.

Following a Domestic Homicide Review we made a national fire and rescue recommendation for a paragraph on safeguarding to be added to community leaflets.

We have ensured all our staff are trained to understand their responsibilities in relation to safeguarding and continually exceed training targets.

We undertook a very successful internal audit which evidenced safeguarding is embedded into the organisation.

**What have the challenges been?**

Staffing resources and capacity have and continue to be an issue as there is a marked increase in referrals.

Getting safeguarding support from partner agencies for individuals who are self-neglecting and hoarding.

**What are you doing to achieve the priorities outlined in the SABs new strategic plan in 2022/23?**

Fire and Rescue Service governance is consistent with local authority governance, with quarterly reporting cycles and Fire Authority scrutiny of Key Performance Indicators against local priorities, including those of our partners. Dorset & Wiltshire Fire and Rescue Service (DWFRS) are also subject to bi-annual 'Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspections which benchmark performance against national objectives. DWFRS received a "Good" assessment in the last review, and we are currently in the middle of the current inspection,

We have:

- Invited a third party to undertake an external audit of our safeguarding processes and resourcing, which was very positive, and which gave some areas of improvement which will form part of our internal plan and aligns to those of the SAB
- We have launched a monthly hoarding drop-in session in the Poole area, which if continues to show success, we hope to offer in other areas.
- We have drafted community leaflets containing information on safeguarding which we intend to launch in September 2022. This aligns with the National Fire Chiefs Council 'person-centred framework' and a review of 'Safe and Well' training and questionnaire.
- We have joined monthly DRIVE meetings to offer Fire perspective on risk.

**What has your organisation achieved in respect of the priorities outlined in the SABs strategic plan during 2021/22?**

Age UK North and Southwest Dorset (NSWD) has continued to train its staff and volunteers in the identification of safeguarding issues and the methods by which issues should be reported. The independent living team has increased in size and reach. The reduction in restrictions, previously imposed during the pandemic, has enabled us to return to visiting and supporting the most vulnerable people in their own homes.

With the oversight of our Trustees, any safeguarding issues are examined in detail and lessons captured and communicated. Safeguarding is a standing agenda item at all Trustees' meetings.

Through the pandemic, it became apparent that our teams needed support when dealing with difficult issues such as safeguarding. We have therefore introduced a new People Strategy, with support and wellbeing at the heart of our approach.

**What have the challenges been?**

Lockdowns prevented our teams from seeing and visiting clients. The return of face-to-face meetings has been warmly welcomed by our teams and those we support. However, the numbers of older people we now support has increased, and we are therefore having to prioritise our work carefully. We have identified a clear need for expansion of service in north Dorset and have been concentrating on developing into this area. This involves a work to develop relationships with organisations and groups that are already present in the area.

Demands on our teams have increased hugely in areas such as the cost-of-living crisis. We will continue to deliver to the highest standards but acknowledge that this area of work is likely to increase further.

**What are you doing to achieve the priorities outlined in the SABs new strategic plan in 2022/23?**

- We are expanding our teams to provide greater support to those older people most in need.
- We will continue to provide regular and frequent safeguarding training and information updates to all our staff and volunteers.
- We will continue to expand our partnership working to ensure further reach is achieved with those who are most vulnerable.
- We are expanding our services which can provide support to older people who want to remain safe in their homes.
- We will continue to review each safeguarding issue through our Trustees board

**Department for Work and Pensions**Department for  
Work & Pensions

DWP in Dorset continues to train staff on safeguarding awareness in particular:

- identifying customers, their families or members of their household at risk of abuse, harm and neglect;
- referral procedures to statutory agencies for safeguarding
- general signposting support to non-statutory agencies for help
- training of Dorset DWP colleagues to understand and support vulnerable people through domestic abuse, gambling and radicalisation problems
- working with SABs by participation in Boards and the subgroups and contributing to SARs and DHRs

## Top Ten achievements for the Dorset and BCP SABs

1	The Dorset and BCP SABs welcomed a new Independent Chair, Siân Walker-McAllister in April 2021. Siân is driven by a passion for excellence, ensuring all services to vulnerable people are person-centred, easy to access and more importantly promote independence, while making sure people are safe.
2	The structure of the new Board Business Team was confirmed during the year and these changes will ensure that as partner organisations update, the Board is ready to meet the future demands in a pro-active way.
3	Board Policies have been updated and two key policies in particular: <ul style="list-style-type: none"> <li>• Safeguarding Adults Review Policy</li> <li>• Multi-Agency Safeguarding Procedures.</li> </ul> <p>The Multi-Agency Safeguarding Procedures were updated as an electronic document accessible for i-Pads and other suitable electronic devices following requests from professional and practitioners. These documents can be accessed via the following link:  <a href="https://www.bcpsafeguardingadultsboard.com/learning--development.html">https://www.bcpsafeguardingadultsboard.com/learning--development.html</a></p>
4	The Boards' subgroups have been refreshed and the Board introduced a new 'Community Engagement' subgroup alongside existing Quality Assurance and SAR subgroups. The Community Engagement subgroup provides a platform for people whose 'voices are seldom heard' to share their concerns. This group includes representatives from independent and voluntary groups and welcomes those with 'lived experience of safeguarding'. In 2021/22 the subgroup was chaired by Dorset Healthwatch.
5	The Boards' published their 3 year Strategic Plan in September 2021. Developed and agreed by all partner agencies, the plan sets out twelve priorities over the 3 years. Each of the subgroups has a delivery plan which sits within the overarching Board strategy and sets out at the end of each year what has been delivered against the strategy. <a href="https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/dbcp_stategic_plan_2021_vs7.1_final.pdf">https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/dbcp_stategic_plan_2021_vs7.1_final.pdf</a>
6	SAR Katherine was published in xxx 2022. The report offering 'Systems Learning provided learning around domestic abuse and discriminatory practise. A '7-Minute Learning document was also published for partner agencies to use. <a href="https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/sar_katherine-system_learning_findings.pdf">https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/sar_katherine-system_learning_findings.pdf</a>
7	The Training Strategy for Partner Organisations who deliver Safeguarding Adults Training has been updated. This can be found using the following link: <a href="https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/dbcp_safeguarding_adults_training_strategy_june_2022.pdf">https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/dbcp_safeguarding_adults_training_strategy_june_2022.pdf</a>
8	An Exceptional Board Meeting was held to consider the impact of the Covid-19 Pandemic following the release of national 'Insight Reports' by the Local Government Association.
9	Multi-Agency Risk Management (MARM) Guidance and Summary documents were produced. This followed a comprehensive audit the previous year amongst all partner agencies. This document can be accessed at: <a href="https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/marm_guidance_-_final_-_november_2021.docx">https://www.bcpsafeguardingadultsboard.com/uploads/7/4/8/9/74891967/marm_guidance_-_final_-_november_2021.docx</a>
10	7 Minute Learning documents have been produced on the following themes: <ul style="list-style-type: none"> <li>➤ Professional Curiosity</li> <li>➤ Understanding Homelessness</li> <li>➤ 7 Rules of Information Sharing</li> <li>➤ Making Safeguarding Personal</li> </ul>