



Safeguarding Adults From Abuse and Neglect Policy

Forward

I am very pleased to be introducing this new version of Papworth Trust's safeguarding policy related procedures and practice guidance.

The revised policy and related procedures meet the requirements of the Care Act 2014 and Making Safeguarding Personal and has been produced with colleagues from the Trust and is consistent with local multi-agency Safeguarding Adults Procedures.

The Trust's vision for safeguarding is that people are able to live a life free from harm, where the community:

- Has a culture that does not tolerate abuse
- Works together to prevent abuse
- Knows what to do when abuse happens

Chief Executive, Papworth Trust

1.0 Introduction

- 1.1 This policy sets out clearly how concerns about adults at risk of abuse and neglect will be managed within the framework set out in the Care Act (DH 2014) and associated statutory guidance that was implemented in April 2015.
- 1.2 The Policy represents true multi-agency principles which are comprehensive in their approach and compliant with legislation and best practice.
- 1.3 The Trust is committed to protecting an adult's right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adult's wellbeing is being promoted including having regard to their views, wishes, feelings and beliefs in deciding on any action.
- 1.4 The Trust recognises that adults:
- Sometimes have complex interpersonal relationships and may be ambivalent, unclear or unrealistic about their personal circumstances.
- 1.5 The guidance in this policy and related procedures applies to all settings and therefore anyone who suspects abuse should contact their safeguarding lead or manager who should refer the concern to the local authority as soon as possible.

It is everybody's business to report abuse or neglect wherever it is seen, suspected or reported and to take the action necessary to protect any person at risk from identified harm immediately.

This policy and related procedures will be reviewed regularly and updated to incorporate lessons from Safeguarding Adult Reviews and national and local guidance.

This policy and related procedures must be read in conjunction with the local authority policy and procedures in your area.

Version	Date	Author/Reviewer	Comments	Review Date

This policy and related procedures are uncontrolled when printed. Printed copies of this document will not be up to date. To make sure you are reading the latest version please go to Paparazzi/Trust documents/policies.

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2.0 Purpose

2.1 The purpose of this document is to provide a framework for delivery of the adult safeguarding functions of the Trust, which are to promote well-being, prevent harm and respond effectively to safeguarding concerns.

3.0 Legislative context

3.1 The Care Act requires that each local authority must:

- Make enquiries, or cause others to do so, if it believes an adult is experiencing, or is at risk of, abuse or neglect. An enquiry should establish whether any action needs to be taken to prevent or stop abuse or neglect, and if so, by whom
- Set up a Safeguarding Adults Board (SAB)
- Arrange, where appropriate, for an independent advocate to represent and support an adult who is the subject of a safeguarding enquiry or Safeguarding Adult Review (SAR) where the adult has 'substantial difficulty' in being involved in the process and where there is no other suitable person to represent and support them. They must be informed of their rights to an independent advocate
- Co-operate with each of its relevant partners (as set out in Section 6 of the Care Act) in order to protect the adult. In their turn each relevant partner must also co-operate with the local authority.

4.0 Scope of this document

4.1 This policy and linked procedures apply to people aged eighteen years or over who are experiencing abuse or neglect or about whom there is a concern.

4.2 They apply to all adults, who are resident or temporarily resident in the communities the Trust works within who may have care and support needs, whose independence and well-being would be at risk, permanently or periodically, if they did not receive appropriate support and who may be at risk of abuse or neglect.

This includes adults with physical, sensory and mental impairments and learning disabilities however those impairments have arisen, e.g. whether present from birth or due to advancing age, chronic illness or injury, and those who may or may not be eligible for community care services whose needs in relation to Safeguarding are for access to mainstream services and the police, or who are unable to protect themselves.

4.3 The policy and linked procedures also apply to those people who purchase or are assessed as being able to purchase all or part of their community care services. It also applies to any individual who may be at risk as a consequence of their role as a carer in relation to any of the above.

5.0 Aims of this Policy (and linked procedures)

- 5.1 The policy and linked procedures are in place to ensure that staff are:
- Identifying when serious issues or concerns that abuse or neglect are occurring and take prompt action to stop it
 - Ensuring that abuse is taken seriously and acted upon on the basis of a zero tolerance approach
 - Ensuring that wherever abuse or neglect are suspected or reported that there is an effective, consistent and coordinated response through the comprehensive application of these procedures

6.0 Principles of good practice

- 6.1 The Government has established six principles that underpins all adult safeguarding work and describes the individual outcomes that should result:

	Individual Outcomes	What we do to achieve that outcome
Empowerment	<p>People being supported and encouraged to make their own decisions and informed consent.</p> <p>"I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens."</p>	<p>We give individuals the right information about how to recognise abuse and what they can do to keep themselves safe.</p> <p>We give them clear and simple information about how to report abuse and crime and what support we can give.</p> <p>We consult them before we take any action. Where someone lacks capacity to make a decision, we always act in his or her best interests</p>
Prevention	<p>It is better to take action before harm occurs</p>	<p>We help the community to identify and report signs of abuse and suspected criminal offences</p>
	<p>"I receive clear and simple information about what abuse is, how to recognise the signs and</p>	<p>We train staff how to recognise signs and take action to prevent abuse</p>

	what I can do to seek help.”	occurring. In all our work, we consider how to make communities safer.
Proportionality	The least intrusive response appropriate to the risk presented	We discuss with the individual and where appropriate, with partner agencies, what to do where there is risk of significant harm before we take a decision.
	“I am sure that the professionals will work for my interests as I see them and they will only get involved as much as needed.”	Risk is an element of many situations and should be part of any wider assessment.
Protection	Support and representation to those in greatest need. I get help and support to report abuse. I get help to take part in the safeguarding process to the extent to which I want	We have effective ways of assessing and managing risk. Our local complaints and reporting arrangements for abuse and suspected criminal offences work well. Local people understand how we work and how to contact us. We take responsibility for putting them in touch with the right person.
Partnership	Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse. “I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best results for me.	We are good at sharing information locally. We have multi-agency partnership arrangements in place and staff understand how to use these. We foster a “one team” approach that places the welfare of individuals before the needs of the system.

<p>Accountability</p>	<p>"I understand the role of everyone involved in my life and so do they."</p>	<p>The roles of all agencies are clear, together with the lines of accountability.</p> <p>Staff understand what is expected of them and others.</p> <p>Agencies recognise their responsibilities to each other, act upon them and accept collective responsibility for safeguarding arrangements.</p>
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7.0 Responding to adult safeguarding concerns



Making Safeguarding Personal Aims to:

- Make safeguarding more person centred, leading to more meaningful engagement of people in the safeguarding process and improved outcomes
- Give staff permission to spend more time with people asking what they want as an outcome at the start and throughout the safeguarding process, and asking how they want to be involved
- Find out to what extent those outcomes have been met at the end of the process

Source: <https://www.local.gov.uk/topics/social-care-health-and-integration/adult-social-care/making-safeguarding-personal>

8.0 Roles and Responsibilities all staff

8.1 The Trust will:

- Ensure people accessing services, visitors and relatives receive information about how to raise concerns if they suspect or experience abuse in all its forms including neglect
- Empower individuals with knowledge and understanding so that they will be aware of what is appropriate or inappropriate behaviour towards them
- Raise awareness amongst people with care and support needs, who may cause harm, of what constitutes abuse and why
- Provide the support that may be necessary to ensure adequate levels of understanding and adequate skills to ensure that rights and responsibilities

are recognised and asserted

- Enable staff and volunteers to recognise poor practice, or abuse and respond appropriately
- Raise awareness of how staff and volunteers can use their routine processes (e.g. risk assessments, care planning) to enable people to acknowledge that they are at risk of abuse, and signpost them to effective support
- Raise the profile of adult safeguarding in all relevant internal and inter-agency meetings
- Promote relevant advocacy and advisory services
- Ensure that when commissioning, contracting, or monitoring services that service providers are aware of and adhere to the Trust's policy and procedures
- Recognise that children may also be at risk when working with families and adults with care and support needs. Referrals must be made to relevant children and families departments.

9.0 Prevention

9.1 The Trust will:

- Provide information for people with care and support needs and their carers in a range of media in different, user-friendly formats which should be easily accessible
- Promote adult safeguarding within the Trust and ensure this is considered for inclusion in all appropriate strategies and policies.
- Ensure rigorous recruitment and selection practice and adhere to pre-appointment checking requirements
- Ensure clear service standards are maintained and where relevant staff and volunteers will receive clear operational guidance and appropriate training.

9.2 Each partner agency of the Trust will:

- Ensure their own arrangements for safeguarding fully comply with these procedures
- Publish a whistle-blowing procedure that can be used by staff and volunteers should they wish to raise concerns about colleagues or their managers
- Monitor the quantity and quality of safeguarding work within their agency and provide monitoring information to the Safeguarding Governance Board.

10.0 Responding to concerns

10.1 The Trust will:

- Ensure staff and volunteers follow this policy and linked procedures through the process of recognition of abuse, how to report it and the possible outcomes of a referral
- Be a source of information to signpost any adult who is being abused to appropriate sources of advice and support
- Ensure that safeguarding arrangements are consistent with local multi-agency safeguarding adults procedures

- Work together with the local authority in coordinated joint enquiries which may include investigations as part of the joint enquiry
- Where a person with care and support needs exercises his/her right to refuse an enquiry, and has the capacity to do so, the local authority will work with the Trust and the individual to promote ideas for protection and support.

11.0 Definitions of Abuse and neglect

- 11.1 The safeguarding duties apply to an adult who:
- Has needs for care and support (whether or not the local authority is meeting any of those needs) and;
 - Is experiencing, or at risk of, abuse or neglect; and
 - As a result of those care and support needs is unable to protect themselves from either the risk of or the experience of abuse or neglect.
- 11.2 The policy and linked procedures are based upon the concept of zero tolerance of abuse of people with care and support needs. Responses to abuse should be proportionate to the situation and the degree of vulnerability is a factor in determining this.
- 11.3 The Care Act guidance lists the following Types of abusive behaviour:
- Physical abuse
 - Domestic violence
 - Sexual abuse
 - Psychological abuse
 - Financial or material abuse
 - Modern slavery
 - Discriminatory abuse
 - Organisational abuse
 - Neglect and acts of omission
 - Self-neglect

Further guidance on types of abuse can be found in Procedures

12.0 Radicalisation

- 12.1 Prevent forms a key part of the Government's counter terrorism strategy. It is a multi-agency approach to identify and provide support to individuals who are at risk of being drawn into terrorist-related activity. The Channel process provides a mechanism for safeguarding vulnerable individuals by assessing the nature and extent of the potential risk they face before they become involved in criminal activity and, where necessary, provide a support package tailored to an individual's needs. Participation in the Channel process requires the individual's consent. Terrorism is a very real threat to all our communities and terrorists seek to exploit those who are most vulnerable. That is why it is vital that we all work together to support those who are at risk of radicalisation – regardless of faith, ethnicity or background. All Channel referrals undergo a screening process and vulnerability and risk preliminary assessment. Those appropriate for Channel will be referred for assessment by a multi-agency panel which decides how best to support the vulnerability of the person.

<http://www.ltai.info/>

13.0 What is Mental Capacity?

- 13.1 Mental capacity is the ability to make a decision that includes the ability to make a decision that affects daily life such as when to get up, what to wear or whether to go to the doctor when feeling ill, as well as more serious or significant decisions.

It also refers to a person's ability to make a decision that may have legal consequences for them or others. Examples include agreeing to have medical treatment, buying goods or making a will.

The principles of this policy and linked procedures are based on the requirements of the Mental Capacity Act 2005; that is the presumption of mental capacity and on the right of people with care and support needs to make their own choices in relation to safety from abuse and neglect except where the rights of others would be compromised

- 13.2 Everyone has a right to follow a course of action that others judge to be unwise or eccentric, including one which may lead to them being abused. Where a person chooses to live with a risk of abuse the safeguarding plan must, with the adult's consent, include access to services that help minimise the risk.

Where a person experiencing abuse lacks capacity it may be necessary to make a decision in their best interests.

See practice guidance 1 in procedures

14.0 Statutory agencies roles and responsibilities

14.1 Local Authority

14.2 The local authority will:

- Receive safeguarding concerns
- Collect initial information on the concern
- Determine whether a S.42 safeguarding enquiry or alternative other action is required
- Refer concerns to other agencies for enquiry
- Provide advice, guidance, direction and monitoring during the enquiry phase
- Ensure enquiries are completed within the required timeframes and to the required standards
- Ensure that the objectives of the enquiry are achieved including effective risk assessment, protection plans and reviews
- Audit safeguarding activity.

14.3 The role of the local authority (advocacy)

The Care Act requires that each local authority must arrange for an independent advocate to represent and support an adult who is the subject of a safeguarding enquiry or Safeguarding Adult Review where the adult has 'substantial difficulty' in being involved in the process and where there is no other suitable person to represent and support them.

The aim of the duty to provide advocacy is to enable people who have substantial difficulty in being involved in these processes to be supported in that involvement as fully as possible and where necessary to be represented by an advocate who speaks on their behalf.

Advocacy for people who lack capacity can be provided by an Independent Mental Capacity Advocate (IMCA) under the Mental Capacity Act 2005.

The local authority must take into account any representations made by an advocate and will ensure that all services are made aware of the advocacy service and the authority's duty to provide such services.

15.0 Multi Agency Safeguarding Hub (MASH)

- 15.1 The MASH is a collaborative arrangement between the police, local authority, fire service, and mental health services.
- 15.2 The MASH will determine whether a concern should be escalated to a section 42 enquiry and if so which service will be responsible for undertaking this.
- 15.3 The MASH will advise on any further action required to protect the person/people and/or support them in their recovery, including agreeing and monitoring action plans agreed with relevant parties.

16.0 Constabulary

- 16.1 It is the responsibility of the police to investigate criminal activity and gather and preserve evidence that may assist in criminal prosecution.

17.0 Multi-Agency Public Protection Arrangements (MAPPA)

- 17.1 The police, probation and prison services, in partnership with other agencies, have a duty to co-operate and have the role of assessing and planning the management of risk posed by sexual offenders, serious violent offenders and other dangerous offenders. These categories include those whose victims are people with care and support needs.

18.0 People who are responsible for employing their own carers

- 18.1 A person in receipt of a personal or healthcare budget must receive a comprehensive needs assessment by the local authority and be assessed as being able to take on the responsibilities of becoming an employer.
- 18.2 People in receipt of personal or healthcare budgets must be provided with information about where they can raise any concerns of abuse.
- 18.3 There are many people who choose to fund their own support services without direct assistance from the statutory services. This does not mean they cannot seek support in terms of safeguarding.

19.0 Concerns about the Safety and Welfare of a child

- 19.1 If there are concerns that a child is at risk of significant harm then an immediate report must be made to the Children's Multi-Agency Safeguarding Team in your area and also reported to the MASH. If there are concerns about a child but they are not at significant risk of harm, **the Early Help team** should be contacted on XXXXXXXXXXXX for advice on the next steps.

20.0 Useful websites

- 20.1 The following organisations provide useful information about protecting people with care and support needs from abuse.

The list is by no means comprehensive.

- 20.2 Action on Elder Abuse – a leading voluntary organisation focusing on the abuse of older people. www.elderabuse.org.uk

Age UK – (formerly Age Concern England and Help the Aged) – offers information and advice on a wide range of issues. Local groups are listed in the telephone directory under Age Concern. Some offer advocacy services. www.ageuk.org.uk

Ann Craft Trust – a national organisation working with staff in the statutory, independent and voluntary sectors in the interests of people with learning disabilities who may be at risk from abuse. www.anncrafttrust.org

The British Institute of Human Rights – an independent charity based in London which raises awareness and understanding about the importance of human rights. It works for some of the most disadvantaged and vulnerable communities in the UK seeking to ensure that the principles of equality, dignity and respect are incorporated into practice and policy at all levels of public service. www.bihhr.org.uk

The Disclosure and Barring Service – <https://www.gov.uk/government/organisations/disclosure-and-barring-service>

The cross-government definition of domestic violence and abuse is:

Any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality. <https://www.gov.uk/guidance/domestic-violence-and-abuse>

MENCAP – a leading learning disability charity working with people with a learning disability and their families and carers. www.mencap.org.uk

MIND – a charity which helps people take control of their mental health by providing information and advice and which campaigns to promote and protect good mental health for everyone. www.mind.org.uk

Modern Slavery Government information website including helpline.
<https://modernslavery.co.uk>

Practitioner Alliance Against the Abuse of Vulnerable Adults (PAVA) – PAVA organises a network of adult protection staff throughout the UK.
<http://pasauk.org.uk/index.html>

Public Concern at Work – is the leading authority on public interest whistle-blowing. They focus on the responsibility of workers to raise concerns about malpractice and the responsibility of those in charge to investigate and remedy such issues. www.pcaaw.org.uk

Stop Hate UK – a national charity that provides independent and confidential support to people affected by Hate Crime. www.stophateuk.org

Victim Support – Is the independent charity that helps people to cope with the effects of crime. It provides free and confidential support and information to help people deal with their experiences. www.victimsupport.org.uk

Women's Aid – a national domestic abuse charity; also runs a domestic abuse helpline. www.womensaid.org.uk

Social Care Institute for Excellence Guidance on Safeguarding.
<http://www.scie.org.uk/adults/safeguarding/index.asp>

Whistle Blowing. <https://www.gov.uk/whistleblowing>

21.0 Useful Publications

- 21.1 Care and Support Statutory Guidance issued under the Care Act 2014
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/315993/Care-Act-Guidance.pdf

Making Safeguarding Personal (MSP) is a sector led initiative which aims to develop an outcomes focus to safeguarding work and a range of responses to support people to improve or resolve their circumstances. It is about engaging with people about the outcomes they want at the beginning and middle of working with them and then ascertaining the extent to which those outcomes were realised at the end. The work is supported by the Local Government Association with the Association of Directors of Adult Social Care and other national partners.
http://www.local.gov.uk/web/guest/adult-social-care/-/journal_content/56/10180/6074789/ARTICLE

Research in Practice for Adults – Practice Tool – Working with Outcomes
<https://www.ripfa.org.uk/>

Statement of Government Policy on Adult Safeguarding, Department of Health May 2013
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/197402/Statement_of_Gov_Policy.pdf

Safeguarding Adults: Advice and Guidance to Directors of Adult Social Services, ADASS, March 2013

http://www.adass.org.uk/images/stories/Policy%20Networks/Safeguarding_Adults/Key_Documents/LGA%20ADASS_SafeguardingAdviceAndGuidanceToDASS_Mar13.pdf

HM Government Prevent Strategy

<https://www.gov.uk/government/policies/protecting-the-uk-against-terrorism>

Out in the Open – Tackling disability related harassment – A manifesto for change, Equality and Human Rights Commission, October 2012

<https://www.equalityhumanrights.com/en/publication-download/out-open-tackling-disability-related-harassment-manifesto-change>

Deprivation of Liberty Code of Practice

<https://www.gov.uk/government/publications/mental-capacity-act-deprivation-of-liberty-safeguards>

Mental Capacity Act Code of Practice

<https://www.gov.uk/government/publications/mental-capacity-act-code-of-practice>

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GLOSSARY

Jointly Agreed terms	Definition	Previous term
Adult at Risk	Person with care and support needs experiencing or at risk of abuse or neglect and unable to protect themselves.	Vulnerable adult
Adult at risk meeting	Multi-agency meeting with the person concerned or their representative to establish what they want to happen and plan the response.	Previously known as strategy meeting/ case conference
Adult at risk plan	Plan identifying risks and adult's desired outcomes and actions to achieve these.	Previously called a Safeguarding Action plan or Protection plan
Adult Safeguarding Practitioner	Qualified member of staff trained to coordinate s42 enquiries.	Previously known as a Safeguarding Lead or Enquiry officer
Advocate – Care Act	A person's representative who may be paid or informal, for example their family. The local authority must arrange for an advocate where an adult has ' substantial difficulty ' in being involved in safeguarding enquiries and where there is no other suitable person to represent and support them.	
Advocate - IMCA (Independent Mental Capacity Advocate)	An IMCA safeguards the rights of people who lack capacity to make important decisions e.g. about their accommodation or about serious medical treatment.	

Best Evidence Interview	Interviews conducted with regard to Guidance on interviewing vulnerable and intimidated victims and witnesses.	
Care Act 2014	The Care Act 2014 defines statutory responsibilities for adult safeguarding.	Replaces No Secrets guidance
Concern	A concern that a person with care and support needs is being abused or neglected.	Previously known as a safeguarding alert
Court of Protection	The Court which makes decisions on financial or welfare matters for people who can't make decisions at the time they need to be made (people who 'lack mental capacity').	
Disclosure and Barring Service	The Disclosure and Barring Service (DBS) helps employers make safer recruitment decisions and prevent unsuitable people from working with vulnerable groups, including children.	Replaces the Criminal Records Bureau (CRAB) and Independent Safeguarding Authority (ISA).
Informal carer	A carer is anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction, cannot cope without their support.	
Informal Enquiries	Information gathering as part of the Triage assessment .	
Informal enquiry	The gathering of evidence prior to deciding if a S42 Enquiry is needed.	
Investigation	Work carried out by the local authority, police or other	

	health or social care agency as part of a S.42 Enquiry .	
Large Scale Enquiry	A multi-agency response to circumstances where there may be a risk of serious harm within a care setting.	
Lasting Power of Attorney (LPA)	<p>The Mental Capacity Act created a new system by which a person could select who they want to make decisions on their behalf and the decisions which they have authority to make; these are called Lasting Powers of Attorney (LPA)</p> <p>There are two types of LPA, one for property and affairs, including finances and one for health and welfare, including medical treatment and accommodation issues.</p>	<p>Enduring Power of Attorney. These relate to financial and property matters only and do not enable anyone to make decisions on behalf of the person in relation to care and treatment matters.</p> <p>(Existing EPAs remain valid but any new applications are for LPA only)</p>
Making Safeguarding Personal	<p>A guiding principle for safeguarding relating to:</p> <ul style="list-style-type: none"> • Engaging with people through the safeguarding process and • Determining the outcomes they want from safeguarding , and • Ascertaining the extent to which those outcomes were realised at the end. 	
MAPPA Multi-agency public protection arrangements	Multi-agency body of local criminal justice agencies and other agencies to work together designed to protect the public, including previous	

	victims of crime, from serious harm by sexual and violent offenders.	
MARAC Multi-Agency Risk Assessment Conference	MARAC is a meeting where information is shared on the highest risk domestic abuse cases between representatives of local police, health, child protection, housing practitioners, Independent Domestic Violence Advisors (IDVAs), probation and other specialists from the statutory and voluntary sectors.	
Next of Kin	The term 'Next of Kin' has no status and the person identified as next of kin should not be asked to sign and/or consent to interventions unless they have a legal basis for doing so – see LPA.	
Paid carer	An individual who, as paid work, provides: <ul style="list-style-type: none"> • Health care for an adult or child, other than excluded health care or • Social care for an adult • Including an individual who, as paid work, supervises or manages individuals providing such care or is a director or similar officer of an organisation which provides such care. 	
Person alleged to be responsible	Previously known as a person alleged to have caused	

	harm.	
Referral	The passing of an adult safeguarding concern to the MASH.	
Risk assessment and risk management	An assessment of risks with the person concerned including risk reduction measures and the strengths and abilities of the person to keep themselves safe.	
S.42 Enquiry	A S42 enquiry is the action taken or instigated by the local authority in response to concern that abuse or neglect may be taking place.	Previously called a Safeguarding or SOVA investigation
Safeguarding Adults Board	The SAB is a statutory partnership board whose objective is to assure itself that agencies are working within the Care Act to safeguarding adults at risk.	
Safeguarding Adults Review (SAR)	A review held when an adult in the SAB area dies as a result of abuse or neglect, whether known or suspected, and there is concern that partner agencies could have worked more effectively to protect the adult.	Previously called a Serious Case Review
Three stage test	Test defined by the Care Act statutory guidance for establishing whether section 42 duties apply.	
Triage assessment	An initial assessment of risk in response to a safeguarding concern.	

Well-being principle	A broad concept enshrined in the Care Act 2014 – there is a duty on the local authority to promote well-being in all decisions made with and about people; well-being is the outcome the person seeks for themselves.	
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