



Bournemouth, Poole and Dorset
Multi Agency Risk Management (MARM)
Principles and Guidance for agencies

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1. Introduction

The origin of multi-agency risk assessment and management (MARM) principles lies in the good practice which enables agencies to share information where there are concerns about an individual living in the community. It enables agencies to formulate a response and explore solutions quickly.

It may be necessary to consider if referral to adult safeguarding is required. If a concern is raised with the local safeguarding team it will be triaged and a MARM may be held in due course. MARM may also be used as an early safeguarding intervention or preventative tool, or to respond to “other safeguarding enquires” (see Section 2 below for definition).

The MARM can support individuals to achieve maximum wellbeing as well as considering the risks they are exposed to. It allows agencies to meet with the individual or their advocate using a formal framework to identify and share risk, whilst maximising the opportunities for case management concerning a specific individual. This guidance stands alone from the multi-agency procedures. Links will be found to MARM in Appendices 2 and 8 of the multi-agency procedures and within the self-neglect and hoarding guidance.

https://www.dorsetforyou.gov.uk/media/207324/Multi-agency-safeguarding-adults-procedures---April-2017/pdf/BPDSAB_Safeguarding_Adults_Procedures_-_V2_7_April_2017.pdf

https://www.dorsetforyou.gov.uk/media/218335/Self-neglect-and-Hoarding---Guidance-for-agencies/pdf/Self_Neglect_and_Hoarding_V2_0_Final.pdf

2. The purpose of the MARM

The principles of MARM enable organisations with a common concern to come together within an agreed and established framework.

The common concern in question will be one which arises from one or more of the different circumstances as follows –

- ❖ Where the criteria for a Statutory Section 42 Safeguarding Enquiry is **not met**, i.e:
 - the adult is at risk of abuse or neglect but does not have care & support needs,
 - the adult has care & support needs and may have experienced abuse or neglect in the past, but is no longer experiencing or at risk of abuse or neglect,
 - the adult has care & support needs, is at risk of abuse or neglect, but is able to protect themselves from abuse or neglect should they choose to do so

These are referred to as “**other safeguarding enquiries**” and feature in the Care Act Statutory Guidance (2016). Where this type of concern arises a MARM can be

held as the outcome of a discussion and agreement with the Safeguarding Adult team.

❖ **A MARM can be convened about self-neglect and hoarding concerns.**

For guidance about these cases refer to Self-Neglect and Hoarding guidance, and Appendix 2 of the multi-agency safeguarding procedures

Raising a concern with the local Safeguarding team must be considered in all cases of self-neglect and hoarding.

❖ **The MARM can be used as the process for agencies to meet within a formal framework to identify and share risk whilst undertaking case management about a specific individual.**

In all the above circumstances, it is of critical importance, both as a matter of principle and practical value, that the individual is genuinely placed at the heart of the MARM process. This means that the person should be invited to the meeting and, should they decline or there are concerns about capacity that means they cannot attend they should be represented by an advocate or someone else mandated to speak in their best interests. In these circumstances consideration should be given about how the outcome of the meeting will be shared with the individual. Reasons for not doing either of these must be documented as defensible decision making within the minutes of the MARM meeting.

To ensure a person-centred approach is undertaken it is crucial that, prior to the MARM meeting a representative of one of the agencies involved takes responsibility to inform the individual who is the subject of the concerns about the meeting. The individual will be invited to attend the whole or part of the MARM, accompanied by an advocate, supporter or other nominated person if wanted. A decision not to attend should not be taken as a lack of capacity or interest and a commitment must be made to provide the meeting with any comments that the individual wants to have heard there.

3. The context of MARM

MARM has no statutory basis. It is a locally developed and agreed protocol. It needs to be placed in a context of the broad safeguarding umbrella where people may have come to harm or are at risk of doing so.

The six principles of adult safeguarding – empowerment, prevention, protection, proportionality partnership and accountability should be considered in all cases of the MARM process. These are fully explained in the Multi-Agency Safeguarding Adult Procedures.

In most cases the expected outcome of a MARM will be the formulation of an agreed risk assessment and management plan whilst identifying and highlighting any other needs or wishes the individual has. The firm intention of all involved in the MARM must be to find solutions that are agreed and accepted by and work for the individual

concerned. It should be recognised however that the individual's wishes may not always be achievable and good communication skills will be required to address this.

The fact that agencies are willing to meet and consider how to resolve a concern can itself help to dissolve tensions and uncertainties about whether or how to intervene. It can also reduce the tensions and sense of difficulty that can arise when one agency feels it is held responsible for all aspects of a case.

One essential outcome of a successful MARM will be the clarification of expectations about what each agency can, or cannot, do. In each MARM meeting it is expected that agencies will be clear about how they are going to fulfil their responsibilities and accountabilities as recorded within the risk management plan.

4. Information Sharing – the key concerns

Under the Data Protection Act 1998, practitioners have a responsibility to ensure that personal information is processed lawfully and fairly. All service users have a right to view any information held about them. Practitioners should consider this when they are recording information about any individual and although the law and legal guidance provides a framework it will always be necessary to make decisions on a case by case basis.

Consent for actions affecting an individual should be always obtained from the person concerned, if they have the mental capacity to provide it. There are though situations when information can be shared without consent.

These include -

- circumstances where the information shared can be justified in the public interest,
- the protection of children/adults at risk /the wider public from significant/serious harm,
- promoting the welfare of children or preventing crime and disorder.

When making the decision to share information without consent, the risks and benefits of doing so must be weighed against what might happen if it is not shared. This can require personal professional judgement and the judgement of other organisations involved. See also Section 9 of the Safeguarding Adult Procedures, "Defensible decision making".

Professionals and care staff working with an individual should take in to consideration that they may unwittingly collude with the individual, their family and other carers simply by accepting their version of the truth as the only possible account.

If it is decided to share information without consent, an explanation must be given to the person about whom it is going to be shared with and the rationale for this, unless it is inappropriate or unsafe to do so. This may apply when the concern is

considered significant enough to warrant a referral to the Safeguarding Adult team or (in some circumstances) where a Section 42 is undertaken. Further information is contained in the Multi-Agency safeguarding adult Procedures

If these types of circumstance arise in a MARM meeting it is likely that advice will also be required from senior managers or colleagues who specialise in data protection.

5. Multi-agency working and the MARM.

Any agency can host and facilitate a MARM if it has concerns as described above. The local authority safeguarding adult team may also advise that a MARM should be held if the threshold for a Section 42 Enquiry is not met. For MARM meetings concerning self-neglect or hoarding the detailed guidance at Appendix 2 of the Multi-Agency Safeguarding Adults Procedures should be referred to.

Because the MARM relates to community based concerns (rather than institutional ones) it may often be appropriate for the Fire and Rescue Service, Police, housing agency, substance misuse service, probation services, or Environmental Health to convene it, not just the local authority or health services.

All agencies are dedicated to preventing harm, however it is acknowledged that resources are limited and attendance for agencies such as the Police, and Ambulance maybe unrealistic. The Agency holding the MARM must think carefully about who to invite and the justification for their attendance.

Administrative concerns to be addressed –

- The appointment of a Chair
- Appointment of a note taker + agreement who is responsible for review and issue of the notes.
- Venue and time, bearing in mind the importance of a location and time that enables the individual to attend.
- An agenda

In setting up and holding a MARM it will be important to consider the following key issues –

Pre-meeting

- What is the justification for agencies meeting and possibly intervening, i.e. what are the perceived risks and whether convening a M.A.R.M. meeting a proportionate way to respond.
- Are all the right agencies involved or do others need to be invited
- Engage with the individual who will be subject of the meeting, to inform them the meeting will progress unless there is sufficient risk or reason for them not to be made aware of the meeting, and this rationale and any further actions should be clearly documented within the case notes.

MARM meeting

- Sharing the information each has or agree what still needs to be collected.
- Consider the need for a risk assessment, particularly if information is still felt to be lacking. A risk assessment in an agreed format can support this requirement.
- The perspective of the individual, their insights about their situation, views, wishes, expectations and engagement.
- A sense of whether the individual has the capacity to appreciate the risks to themselves and others, including an understanding about whether the behaviour is eccentric or may be affected by capacity to have insight.
- Key others who might need to be involved e.g. relatives, formal carers, informal carers and have a role to play.
- Development of a risk management plan including arrangements for monitoring and further review.
- Sharing information, accurate recording and defensible decision making.
- To identify the most appropriate agency to maintain engagement with the individual and co-ordinate the ongoing management of the individual's risk management plan.

6. Outcomes of the MARM

It is expected that as a decision-making forum a key outcome of the MARM will be the agreement about who does what to support and take forward actions.

These are likely to include –

- undertaking any outstanding the risk assessments
- feeding back to the person concerned (if she/ he is not present),
- appointing a coordinator who will be the conduit for all communication and information, whether urgent or more routine.
- monitoring and review arrangements.

Governance arrangements are critical to ensure agencies are accountable for their input arising from a MARM. This means the lead agency (the one that convened the MARM) or another one identified at the meeting will make sure there is accurate recording, monitor the agreed actions and (unless otherwise stated) be the agency to which subsequent concerns are relayed. That same agency also has responsibility for reviewing and updating the risk assessment and sharing this with other agencies and professionals.

It will be necessary for any MARM meeting to consider whether to set a date for a further review meeting as well as the contingency / escalation arrangements if the plans are not working.

Members of MARM meetings need to be aware that they have the same authority and responsibility to obtain support in difficult or complex circumstances as if the matter was being dealt with via a Section 42 Enquiry or because of any other case based concerns / issues. These might include getting legal advice about the Court of Protection, talking with colleagues in domestic abuse services or considering a

capacity or best interest decision making if there is sufficient doubt about a person's capacity to make decisions about the concerns that led the MARM to be convened.

7. Mental Capacity

The issue of an individual's capacity to understand the risks and dangers they may be faced with will, in certain cases, mean considering if the Mental Capacity Act 2005 (MCA) applies. A useful starting point in any discussion about capacity in the context of the MARM will be to consider who exactly the issue is a problem for.

More information about the MCA can be accessed at –

<http://www.dorsetforyou.gov.uk/mental-capacity-act>

Where a person is unwilling to recognise the potential risks, there is limited likelihood of them engaging with the support on offer. Practitioners should assess whether the person has insight and is able to make links between risk and the impact, or potential impact on physical and emotional wellbeing, social functioning, home environment and other people. It is important to record an assessment of capacity when there has been a doubt expressed about an individual's understanding. This will include a view about whether an individual's capacity fluctuates. If this is felt to be the case, it may well influence the timing about when it's best to work with a person. If it is agreed that a meeting to discuss the best interest of a person is required this must be separately arranged (see 9 below).

8. Assessing Capacity in Situation of Ongoing Concerns

Capacity assessments should be related to a specific decision. There may be people with an ongoing condition that affects their ability to make certain decisions or affects other decisions in their life. One decision on its own may make sense, but may give cause for concern when considered alongside others. It is also important to consider whether the individual have the executive functional ability to find solutions or the ability to carry out task, as whilst they may have the capacity to decide, they may not have the ability to carry out related tasks to make change.

9. Best Interests Decision Making

Throughout the MARM process those involved will consider the capacity of the individual who is the subject of the meeting. If it is established that they lack capacity in relation to a specific decision then the Best Interest decision making process must be followed. The decision maker will be the person who needs to undertake the action relating to the decision to be made. Best interest decision making can be used to develop a support plan and identify those accountable for actions. The known wishes of the individual and those of the carers should be considered in best interest decisions.

10. Defensible decision making

Defensible decisions are supported by:

- Using reliable assessment methods
- Collecting and evaluating all relevant information
- Adopting a proactive approach with individuals and their wider support network
- Acknowledging a person's right to be treated as an autonomous individual – including right to make an informed decision and unwise decisions (MCA and in accordance with Code of Practice)
- Clear and accurate recording
- Considering the balance between benefits of intervening and risk of harm by not doing.
- Ensuring support plans meet assessed need and achieve agreed outcomes identified in persons assessment

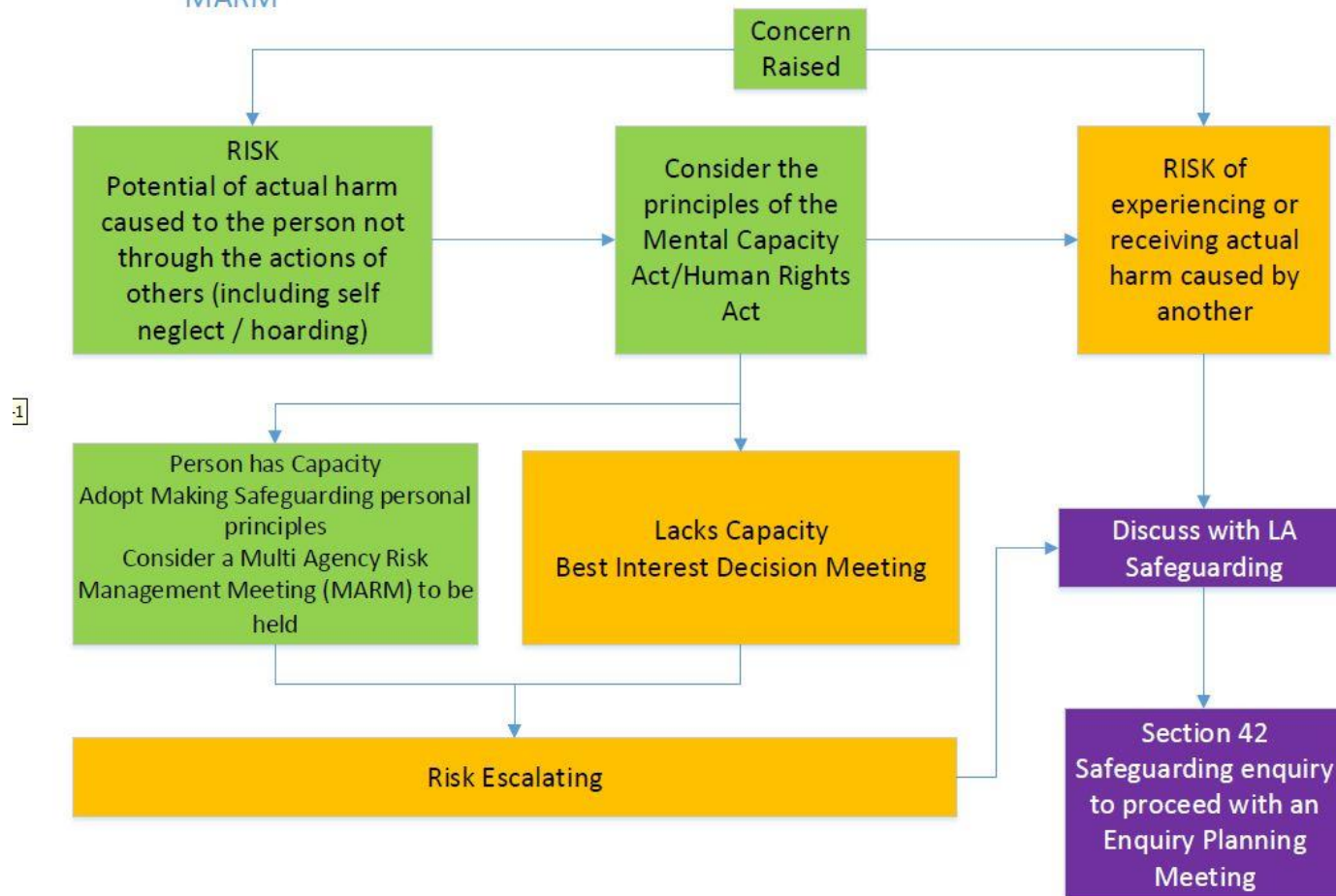
11. Concluding the MARM

Ideally work will be carried out with the individuals, which will result in their situation being improved and it is felt to be safe enough. This will be based on decisions made with the individual, their families/carers (if appropriate) and any agencies involved.

The decision to close a period of activity will be recorded, highlighting any monitoring that will remain in place. It should be clear that future concerns can be considered as or when necessary.

APPENDIX 1
Operational Management of MARM

Appendix 1
Operational Management of
MARM



APPENDIX 2.

Multi Agency Risk Management meeting.

Agenda for Multi-Agency Risk Management Meetings

- Statement of Confidentiality and Equal Opportunities/Completion of Signing in Sheet (contact details to be provided for distribution of notes).
- Introductions and Apologies.
- Details of the Adult at Risk (Name/Date of Birth/Address/GP/Family if known).
- Establish if the Adult at Risk is aware that professionals have concerns and if their consent has been gained to be the subject of the MARM meeting. If this is not known at this stage to decide how obtaining consent will be achieved and record as an action. Discuss what action may be taken if consent is not obtained.
- Background to the concerns (to include what interventions and/or actions have been tried previously).
- Confirmation of the Adults at Risk's capacity in relation to the specific decision or the potential need to engage with an Advocate.
- Relevant Information sharing from each agency.
- Assessment of the risks – agree severity and any evidence to be taken and by whom and by when.
- Identify and agree who is the most appropriate person to talk with the Adult at Risk following the meeting; support and empower them to make any decisions and take agreed actions.
- Agree how the risks will be monitored and by whom. Complete Risk Management Plan and agree timescales for circulation.
- Review: agree a timescale for review of the risks and the situation. Risk Management Plan to be updated by relevant individuals/agencies.

Note – the risk management plan is to be completed and attached to the notes of the meeting as a separate document rather than be embedded within the meeting notes.

MULTI AGENCY RISK MANAGEMENT MEETING NOTES

Adult at Risk of Abuse details	
Name: Address: Date of Birth: Age: Gender: Female <input type="checkbox"/> Male <input type="checkbox"/> Person/Identifier: Date of Referral: GP details: Name of lead agency: Name of Chair: Date of Meeting: Attendees:	
1.	Statement of Confidentiality & Equal Opportunities/Completion of Signing in Sheet.
•	These were circulated and read, Signing In Sheet confirms agreement.
2.	Introductions:
•	Introductions were made by all those who attended
3.	Background
4.	Relevant Information Sharing (from each agency represented)

5.	Consideration of Capacity & Potential Need for Advocacy
6.	Establish Consent & Wishes/Desired Outcomes of Adult at Risk.
7.	Identify Risks
a.	
b.	
c.	
d.	
e.	
f.	
g.	
8.	Complete Multi Agency Risk Management plan. A/S Risk Management Plan (In procedures)

Identified Risks	Adult's Own View	Factors Increasing Risk (to include imminence of risk occurring)	Factors Decreasing Risk (protective factors/Adult's strengths/Adult's network/resources to manage risk)
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			

2

AS/Risk Management Plan 014-10-15

	Proposed action to minimise risk	By whom
1.		
2.		
3.		
4.		
5.		
6.		

3

AS/Risk Management Plan 014-10-15

