



May 2024

Safeguarding Policy

This safeguarding policy sets out the commitment of First Steps Fostering to protecting children, young people and vulnerable adults from harm and keeping them safe, across all the services that First Steps Fostering provides.

Purpose and Objectives

The First Steps Fostering community provides foster care placements and community-based assessments. The delivery of these services frequently involves working with children, young people and adults who are vulnerable for a range of reasons. First Steps Fostering primarily provide parent and child placements. Parents themselves maybe children or adults and may have experienced adverse childhood experiences or abuse as adults. First Steps Fostering provides opportunities for children, young people, and adults to achieve their full potential and to live fulfilling lives in the community.

The safeguarding and welfare of children, young people and adults that the First Steps Fostering community is involved with overrides all other considerations. This Safeguarding policy sets out the company's commitment to protecting children, young people and adults from harm and keeping them safe, across all the services that First Steps Fostering provides.

The First Steps Fostering community is committed to ensuring safeguarding practice reflects statutory responsibilities, government guidance and complies with best practice and regulatory requirements. Most importantly, we are committed to safeguarding and promoting the welfare of children, young people and adults. First Steps Fostering believes that all children, young people and adults have a right to protection from exploitation, neglect, physical, emotional and sexual abuse.

Safeguarding and promoting the welfare of children and young people and in particular protecting them from abuse and harm, is everyone's responsibility and depends on effective joint working between all staff and carers, and relevant agencies and practitioners.

First Steps Fostering is committed to safeguarding and promoting the well-being of children and young people who are placed in our care, so that they can experience a healthy and happy childhood free from abuse and neglect.

The Local Authority has a duty to safeguard and promote the welfare of all children, and to investigate and take action as necessary to protect children and young people when there are concerns that they have been abused or neglected.

All staff and carers have a responsibility to report any concerns of abuse or neglect and to take all allegations seriously and report them to their manager or an independent person - such as the child's social worker, Police, Regulatory Authority or the NSPCC.

This procedure is mandatory and any failure to comply with them will be addressed through appropriate procedures.

First Steps Fostering will ensure that arrangements are made for staff, foster parents and children placed by First Steps Fostering, to be provided with contact details for the area authority, and

Ofsted, for the purposes of referring any concern about child welfare or safety to them. Ofsted can also be contacted on 0300 123 1231.

Policy Statement

First Steps Fostering will take seriously and immediately report allegations or suspicions of abuse concerning children, young people or adults. Detailed procedures about how staff must respond to specific concerns are available and must be followed when applicable. All procedures should be followed in conjunction with published local safeguarding partnership procedures.

- First Steps Fostering will work in partnership with Local Authorities/trusts and other agencies to enable children, young people and adults to understand what abuse is and their right to be protected from harm.
- First Steps Fostering will ascertain and promote the wishes and feelings of children, young people and adults in their care or with whom they work, inform them of their rights, help them put forward their views and keep them fully informed.
- First Steps Fostering will positively promote the needs of children, young people and adults they work with and will consider ethnicity, faith, gender, gender identity, language, religious belief, sexual orientation or disability.
- First Steps Fostering will pay attention to the needs of all children and is mindful of the needs of disabled people who are statistically at an increased risk of abuse and neglect.
- First Steps Fostering will provide an effective complaints procedure for all those that use it's services.
- First Steps Fostering will work in partnership with the families of children, young people and adults who have suffered abuse and keep them fully informed where appropriate.
- First Steps Fostering will ensure that confidential, detailed and accurate records of all safeguarding concerns are maintained and securely stored.

- First Steps Fostering will provide high quality support and frequent supervision to staff (and foster carers) to ensure that any safeguarding issues are identified and acted upon.
- First Steps Fostering will offer appropriate support to children, young people and adults who have suffered abuse.
- First Steps Fostering will use safer recruitment practices to prevent the employment of unsuitable individuals.
- First Steps Fostering will provide safeguarding training for all staff as part of their induction and continuous professional development.

Definitions of Abuse

The list below is not exhaustive, and no category of harm/abuse is excluded simply because it is not listed. Harm/abuse can be accidental or intentional.

- Physical - A form of abuse which may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or foster parent/carers fabricates the symptoms of, or deliberately induces, illness in a child (Fabricated and Induced Illness and Perplexing Presentations, RCPCH 2021).
- Emotional / psychological - The persistent emotional maltreatment of a child such as to cause severe and persistent adverse effects on the child's emotional development. It may involve conveying to a child that they are worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person. It may include not giving the child opportunities to express their views, deliberately silencing them or 'making fun' of what they say or how they communicate. It may feature age or developmentally inappropriate expectations being imposed on children. These may include interactions that are beyond a child's developmental capability, as well as overprotection and limitation of exploration and learning, or preventing the child participating in normal social interaction. It may involve seeing or hearing the ill-treatment of another. It may involve serious bullying (including cyber bullying), causing children frequently to feel frightened or in danger, or the exploitation or corruption of children. Some level of emotional abuse is involved in all types of maltreatment of a child, though it may occur alone.

- Neglect and acts of omission – The persistent failure to meet a child’s basic physical and/or psychological needs, likely to result in the serious impairment of the child’s health or development. Neglect may occur during pregnancy because of maternal substance misuse/abuse. Once a child is born, neglect may involve a parent or foster parent failing to: provide adequate food, clothing and shelter (including exclusion from home or abandonment); protect a child from physical and emotional harm or danger; ensure adequate supervision (including the use of inadequate caregivers); ensure access to appropriate medical care or treatment. It may also include neglect of, or unresponsiveness to, a child’s basic emotional needs.
- Sexual abuse Involves forcing or enticing a child to take part in sexual activities, not necessarily involving a high level of violence, whether the child is aware of what is happening or not. The activities may involve physical contact, including assault by penetration (for example, rape or oral rape) or non-penetrative acts such as masturbation, kissing, rubbing and touching outside of clothing. They may also include non-contact activities, such as involving children in looking at, or in the production of, sexual images, watching sexual activities, encouraging children to behave in sexually inappropriate ways, or grooming a child in preparation for abuse. Sexual abuse can take place online, and technology can be used to facilitate offline abuse. Sexual abuse is not solely perpetrated by adult males. Women can also commit acts of sexual abuse, as can other children. Sexual images of children should not be referred to as ‘child pornography.’ These images are indecent images of children and are abuse.
- County Lines - As set out in the Serious Violence Strategy, published by the Home Office in 2018, a term used to describe gangs and organised criminal networks involved in exporting illegal drugs into one or more importing areas within the UK, using dedicated mobile phone lines or other forms of ‘deal line’. They are likely to exploit children and vulnerable adults to move and store the drugs and money, and they will often use coercion, intimidation, violence (including sexual violence) and weapons.
- Child criminal exploitation - As set out in the Serious Violence Strategy, published by the Home Office in 2018, where an individual or group takes advantage of an imbalance of power to coerce, control, manipulate or deceive a child under the age of 18 into any criminal activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial or other advantage of the perpetrator or facilitator and/or (c) through violence or the threat of violence. The victim may have been criminally exploited even if the activity appears

consensual. Child criminal exploitation does not always involve physical contact; it can also occur using technology.

- Modern slavery - This covers slavery (including domestic slavery), human trafficking and forced labour. Traffickers and slave masters use whatever means they can to pressurise, deceive and force individuals into a life of abuse and inhumane treatment.
- Discrimination - This includes types of harassment or insults because of someone's race, gender or gender identity, age, disability, sexual orientation or religion.
- Organisational - This includes neglect and poor care in an institution or care setting such as a hospital or care home, or if an organisation provides care in someone's home. The abuse can be a one-off incident or repeated, on-going ill treatment. The abuse can be through neglect or poor professional practice, which might be because of structure, policies, processes and practices within an organisation.
- Domestic abuse or violence - any incident or pattern of incidents of controlling, coercive or 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. The Domestic Abuse Bill which received Royal Assent on 29th April 2021 saw children who witness domestic abuse as victims in their own right. Domestic abuse can encompass, but is not limited to, the following types of abuse:
 - Psychological
 - Physical
 - Sexual
 - Financial
 - Emotional
- Controlling behaviour is a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour. Coercive behaviour is: 'an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim.' The government definition, which is not a legal definition, includes so called 'honour' based violence, female genital mutilation (FGM) and forced marriage, and is clear that victims are not confined to one gender or ethnic group.

Abuse of Adults

- Financial - can include fraud, misuse or stealing of property, possessions or benefits and internet scamming, putting pressure on someone about their financial arrangements (including wills, property, inheritance or financial transactions).
- Self-neglect - This covers a wide range of behaviour which shows that someone is not caring for their own personal hygiene, health or surroundings. It includes behaviour such as hoarding. Abuse can take many forms. It might not fit comfortably into any of these categories, or it might fit into more than one. Abuse can be carried out by one adult at risk towards another. This is still abuse and should be dealt with. The adult at risk who abuses may also be neglecting him/herself which could also be reason for a safeguarding referral.
- Domestic violence - any incident or pattern of incidents of controlling, coercive or 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. This can encompass, but is not limited to, the following types of abuse:
 - Psychological ○ Physical ○ Sexual ○ Financial ○ emotional ○ Controlling behaviour is: a range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour. Coercive behaviour is: 'an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten their victim.' The government definition, which is not a legal definition, includes so called 'honour' based violence, female genital mutilation (FGM) and forced marriage, and is clear that victims are not confined to one gender or ethnic group.
- Hate crime a range of criminal behaviour where the perpetrator is motivated by hostility or demonstrates hostility towards the victim's disability, race, religion, sexual orientation or transgender identity.
- Modern slavery - This covers slavery (including domestic slavery), human trafficking and forced labour. Traffickers and slave masters use whatever they can to pressurise, deceive and force individuals into a life of abuse and inhumane treatment.

- Discriminatory - This includes types of harassment or insults because of someone's race, gender or gender identity, age, disability, sexual orientation, or religion.
- Organisational - This includes neglect and poor care in an institution or care setting such as a hospital or care home, or if an organisation provides care in someone's home. The abuse can be a one-off incident or repeated, on-going ill treatment. The abuse can be through neglect or poor professional practice, which might be because of structure, policies, processes, and practices within an organisation.
- Harassment - The cps.gov.uk states that the term harassment is used to cover the 'causing alarm or distress' and 'putting people in fear of violence'. The term can also include harassment by two or more people against an individual or harassment against more than one victim. It can include repeated attempts to impose unwanted communications and contact upon a person in a manner that could be expected to cause distress or fear in any reasonable person. Closely connected groups may also be subjected to 'collective' harassment. The primary intention of this type of harassment is not generally directed at an individual but rather at members of a group. This could include members of the same family; residents of a particular neighbourhood; groups of a specific identity including ethnicity or sexuality, for example, the racial harassment of the users of a specific ethnic community centre; harassment of a group of disabled people; harassment of gay clubs; or of those engaged in a specific trade or profession.
- Stalking - The cps.gov.uk states that whilst there is no strict legal definition of 'stalking' it involves a course of conduct that amounts to stalking examples are; following a person, watching, or spying on them or forcing contact with the victim through any means, including social media. The effect of such behaviour is to curtail a victim's freedom, leaving them feeling that they constantly must be careful. In many cases, the conduct might appear innocent (if it were to be taken in isolation), but when carried out repeatedly so as to amount to a course of conduct, it may then cause significant alarm, harassment, or distress to the victim.

Proactive Safeguarding

First Steps Fostering sets high expectations to ensure that children feel safe and are safe, understand how to protect themselves and are protected from significant harm, including (but not limited to) neglect, abuse, sexual and criminal exploitation, accidents, bullying, self-harm, forced marriage, female genital mutilation, homophobic behaviour, racism, sexism and other forms of discrimination, and radicalisation. Any discriminatory behaviours are challenged and help and support are given to

children about how to treat others with respect. Foster carers are prepared and supported to respond to children who may face these risks, and receive suitable training.

First Steps Fostering promotes safe care, makes unannounced visits to foster carers at least two times per year and ensures that children have regular opportunities to speak to a trusted professional adult without their foster carers. Children can identify a trusted adult who they can talk to about any concerns. When children raise concerns, it is essential that the adults in whom they confide listen to them, take their concerns seriously and respond appropriately. Foster carers should liaise with their supervising social worker as appropriate.

Care and placement planning ensures that any risks associated with children offending, misusing drugs or alcohol, self-harming, going missing, being affiliated with gangs/street groups, being subject to sexual or criminal exploitation, extremism or radicalism are known and understood by the foster carers who look after them. This includes regular contact and planning with the child's allocated social worker and their family, if this is appropriate and in accordance with plans for their future. Care and placement planning must include the measures to be taken to safeguard any child in relation to contact with parent(s). Managers within First Steps Fostering regularly review and act on any known risks to children, taking advice and guidance from local partners and agencies as appropriate.

Children's safety and welfare is promoted in all placements. Foster carers actively safeguard and promote the welfare of foster children. Foster carers make positive relationships with children and their parents, generate a culture of openness and trust and are aware of and alert to any signs or symptoms that might indicate a child is at risk of harm. First Steps Fostering helps prepare foster carers for the potential impact of abuse and neglect on the behaviour and needs of children, and for the developing needs of any children placed.

Foster carers are trained in appropriate safer-care practice, including skills to care for children who have been abused. For foster carers who offer placements to disabled children, this includes training specifically on issues affecting disabled children.

Children must be helped to understand how to keep themselves safe, including when outside of the household or when using the internet or social media. This is also applicable for parents placed in parent and child provision.

Proactive and creative safeguarding practice means that all children, including the most vulnerable, have a strong sense of safety and well-being and they are unlikely to be missing from care on a regular basis. Children who do go missing experience well-coordinated responses that reduce the harm or risk of harm to them, risks are well understood and minimised, there is a clear plan of urgent action in place to protect them and to reduce further harm or risk of harm. This is explored further in the Children Missing from Care Policy.

Foster carers are prepared and supported to manage situations and behaviour, and clear and consistent boundaries contribute to a feeling of well-being and security for children. Expectations in respect of managing behaviour is explored further in the Behaviour Support and Management Policy.

Children must be supported to take age-appropriate risks, as a normal part of growing up, that are considered with foster carers, placing social workers (as appropriate) and the children themselves. First Steps Fostering implements a proportionate approach to risk assessments to ensure that these work in practice, are fit for purpose and provide enough information to all relevant people so that they can care for the children safely and appropriately. Individual up-to-date risk assessments must address any known vulnerabilities for each child effectively and set out what action should be taken to address and minimise the risks and reduce harm or the risk of harm.

First Steps Fostering and foster carers work effectively in partnership with other agencies concerned with child protection, e.g. the responsible/placing authority, schools, hospitals, general practitioners, etc., and do not work in isolation from them.

Allegations or suspicion of harm must be shared with the appropriate agencies and be handled fairly, quickly and in accordance with statutory guidance. Children must be supported and protected. Support must be given both to the person making the allegation and the person who is the subject of the allegation. First Steps Fostering makes sensitive and carefully assessed decisions if children need to be removed from carers if a carer is subject to an allegation. Staff have effective links with Local Authorities, designated officers and other safeguarding agencies.

Staff have good relationships with relevant local voluntary sector organisations that may be able to offer specialist support to children in keeping themselves safe. In parent and child placements, these community links also support parents to make safe decisions and learn how best to seek support, advice and guidance to promote safe care for their children.

Reporting Concerns or Allegations

Any child protection concerns must immediately be shared with the placing and/or host Local Authority as required and a record of that referral be retained on Intuitivecare.

Any concerns in relation to the abuse or neglect of a child who is placed with a foster carer approved by First Steps Fostering must be reported promptly to the child's allocated social worker and the carer's Supervising Social Worker. The Supervising Social Worker will share the concern with the Registered Manager in First Steps Fostering who may escalate to the Responsible Individual if this is a notifiable event. If the Registered Manager is unavailable then the supervising Social Worker should contact another manager within First Steps Fostering or the Responsible Individual.

Outside office hours, the Children's Social Care Out of Hours Service should be contacted and the Out of Hours fostering social worker/manager for First Steps Fostering.

Allegations that another child, a visitor, a person in the community, teacher, social worker, parent or any other person has harmed the child in placement should also be reported to the child's allocated social worker, foster carer's Supervising Social Worker or Out of Hours Service.

Where a concern or allegation about historical or non recent abuse is made this must still also be shared with the child's allocated social worker and carer's Supervising Social Worker - there should not be an assumption that the concern has been dealt with.

All actions should be recorded in full by the carer.

Emergency Action

Where there is an immediate risk to a child, foster carer(s) must take the immediate necessary steps they see fit to protect the child, which may include calling the Emergency Services e.g. the Police or Ambulance Service.

If the child is taken to hospital or the Police are called, the foster carer(s) must inform them of any concerns in relation to possible abuse or neglect.

Wherever possible, the child's allocated Social Worker and the carer's Supervising Social Worker should be contacted as soon as the foster carers become aware of the child's need for emergency attention. However, the foster carers should not delay taking action in order to do so. If the child's allocated Social Worker and the carer's Supervising Social Worker is not contacted before the Emergency Services are called, they should be notified as soon as practicable afterwards. The Registered Manager within First Steps Fostering should also be notified.

All actions should be recorded in full by the carer.

Action by Registered Manager

When a concern or allegation of abuse or neglect has been reported to the Registered Manager within First Steps Fostering, they will decide whether to make a referral to the Local Authority's Children's Social Care. The referral will be made to the Children's Social Care for the area where the significant harm is suspected in accordance with the relevant local safeguarding procedures.

The parents should usually be informed before discussing a referral about them with other agencies, unless this may itself place a child at risk of significant harm. Where the Registered Manager decides to dispense of consent before making a referral to Children's Social Care, the decision must be recorded with reasons.

All referrals must be followed up in order that First Steps Fostering can be satisfied that appropriate action has been taken to protect the child from further harm. Where no feedback is received as to

the action taken, the Registered Manager should contact Children's Social Care in order to establish the action taken.

Once feedback is received, if the Registered Manager does not agree with the Children's Social Care response, the local multi Agency Resolving Professional Differences / Escalation Policy should be followed.

The following people/agencies should also be notified that a referral has been made:

- The child(ren)'s social worker, who will decide any actions that need to be taken to protect the child(ren) e.g. whether it is necessary to change placements;
- The Regulatory Authority (~~Ofsted~~), if a Section 47 Enquiry is initiated.
- First Steps Fostering Agency Decision Maker.
- The Responsible Individual.

Information Sharing

Under no circumstances should information about the concerns/allegations be given to a person who is implicated or against whom an allegation has been made until this has been agreed with Children's Social Care and/or the Police.

Information about the actions taken should be shared with the child's carers and other relevant members of staff within First Steps Fostering on the basis of their need to know.

Where there are concerns about significant harm to a child and this leads to an assessment by Children's Social Care, full information about the child should be shared with Children's Social Care in order for the necessary assessments to take account of the full picture in relation to the child.

Section 47 Enquiries

Where Children's Social Care decides to undertake a Section 47 Enquiry as a result of the referral, First Steps Fostering will cooperate fully with the Local Authority, attend strategy meetings as required and share information from their case records in order to assist the local authority to take account fully of all the available background information.

First Steps Fostering will agree with Children's Social Care who will be responsible for notifying the Regulatory Authority, and keeping them updated.

Whistleblowing

The importance of raising concerns in the public interest or 'whistleblowing' is recognised by First Steps Fostering particularly in the ambit of child protection. The Public Interest and Disclosure Act 1998 provides legal protection against workers suffering detriment as result of making a 'protected disclosure'. A 'protected disclosure' is when a 'worker' makes a 'qualifying disclosure' - often known as 'whistleblowing'. A 'worker' may refer to an employee of First Steps Fostering but would also include a foster carer who is self employed but providing a service to First Steps Fostering.

First Steps Fostering is committed to promoting and safeguarding the welfare of children. Any matter that comes to the attention of carers, staff, volunteers and panel members and is of a child protection nature will be reported to the relevant authorities.

Where a member of staff, volunteer, panel member or foster carer considers that a child protection matter has arisen within First Steps Fostering and has not been dealt with appropriately, they may make utilise whistleblowing procedures to report matters of concern to the senior manager within First Steps Fostering or a report can be made to the local authority (for the area where the child is placed or the relevant person lives) or to the Regulatory Authority.

A 'qualified disclosure' means any disclosure of information which, in the reasonable belief of the worker making the disclosure, tends to show one or more of the following:

- That a criminal offence has been committed, is being committed or is likely to be committed;
- That a person has failed, is failing or is likely to fail to comply with any legal obligation;
- That a miscarriage of justice has occurred, is occurring or is likely to occur;
- That the health or safety of any individual has been, is being or is likely to be endangered;
- That the environment has been, is being or is likely to be damaged; or
- That information tending to show any matter falling within any one of the preceding paragraphs has been, is being or is likely to be deliberately concealed.

The disclosure can relate to wrongdoing that has happened in the past, is presently happening or which the worker believes will happen in the near future.

The disclosure must be made in good faith: the worker must not commit a criminal offence by making the disclosure; they must reasonably believe the information disclosed to be substantially true; the disclosure must not be made for personal gain; in all the circumstances of the case, it must be reasonable for the worker to make the disclosure.

Failure to follow this policy for making a disclosure may result in the disclosure of information losing its protected status.

A worker has the right not to be subjected to any detriment by any act, or any deliberate failure to act, by their employer on the ground that the worker has made a protected disclosure. For

example, they must not be treated unfairly by First Steps Fostering as employer or be dismissed from their employment because they have made the disclosure.

It is important for individuals to feel safe and listened to when raising concerns. First Steps Fostering adopts an open approach to whistleblowing which promotes the values of openness and transparency and encourages employees to treat service users with dignity, respect and compassion.

From First Steps Fostering's point of view, there are good business reasons for listening to workers who raise concerns, as it gives an opportunity to stop poor practice at an early stage before it becomes normalised and serious incidents take place.

From the worker's perspective, the freedom to raise concerns without fear means that they have the confidence to go ahead and "do the right thing". It is part of encouraging workers to reflect on practice as a way of learning.

What To Do

Before making a disclosure, or at any time during the process, workers can contact support organisations for advice.

Workers should firstly raise their concerns with their line manager so that any appropriate action can be taken. If it is inappropriate to be shared with their line manager, for example if the concerns are about them or a relative, they should speak with a different member of the management team or raise their concerns directly with First Steps Fostering's Responsible Individual.

Disclosures can be made anonymously, although this may make it difficult in practice for the matter to be investigated if insufficient information has been given. If confidentiality is requested when making a disclosure, then every effort should be made to protect the identity of the whistleblower, although they should be advised that this may not always be possible. If it is not possible to withhold their identity, then, wherever possible, they should be notified of this as soon as possible.

After the matter has been raised, the matter will be looked into and where appropriate an internal inquiry or formal investigation will be carried out. The worker will be advised what will happen next, the likely timescale and arrangements made for contacting the worker and keeping them informed. Workers will be advised of the outcome to the extent that it is appropriate to do so although it may not be possible to include precise information as to the outcome as this may be in breach of First Steps Fostering's duty of confidence owed to someone else. A report of an outcome should be provided.

If the worker is not satisfied with the outcome they can then contact the Registered Manager or First Steps Fostering's Responsible Individual.

If the worker feels that their concern has not been addressed or the issues have not been resolved to achieve a solution and positive outcome, and that there are no further avenues for pursuing the matter within First Steps Fostering, then they can make a disclosure to a 'prescribed person'. Prescribed persons include:

- Children's Commissioner for England
- Ofsted
- NSPCC
- Health and Safety Executive
- Social Work England

SAFEGUARDING IS EVERYONE'S RESPONSIBILITY

Safeguarding is the responsibility of everyone. The aim of 'Working Together to Safeguard Children 2018' is to protect children from maltreatment, prevent impairment of children's health or development and ensure that children grow up in circumstances consistent with the provision of effective care. We will work together to prevent and minimise abuse. We will ensure that services we provide, or offer are appropriate to the person at risk.

Last reviewed by Register Manager Elizabeth McNeill 13.07.23

