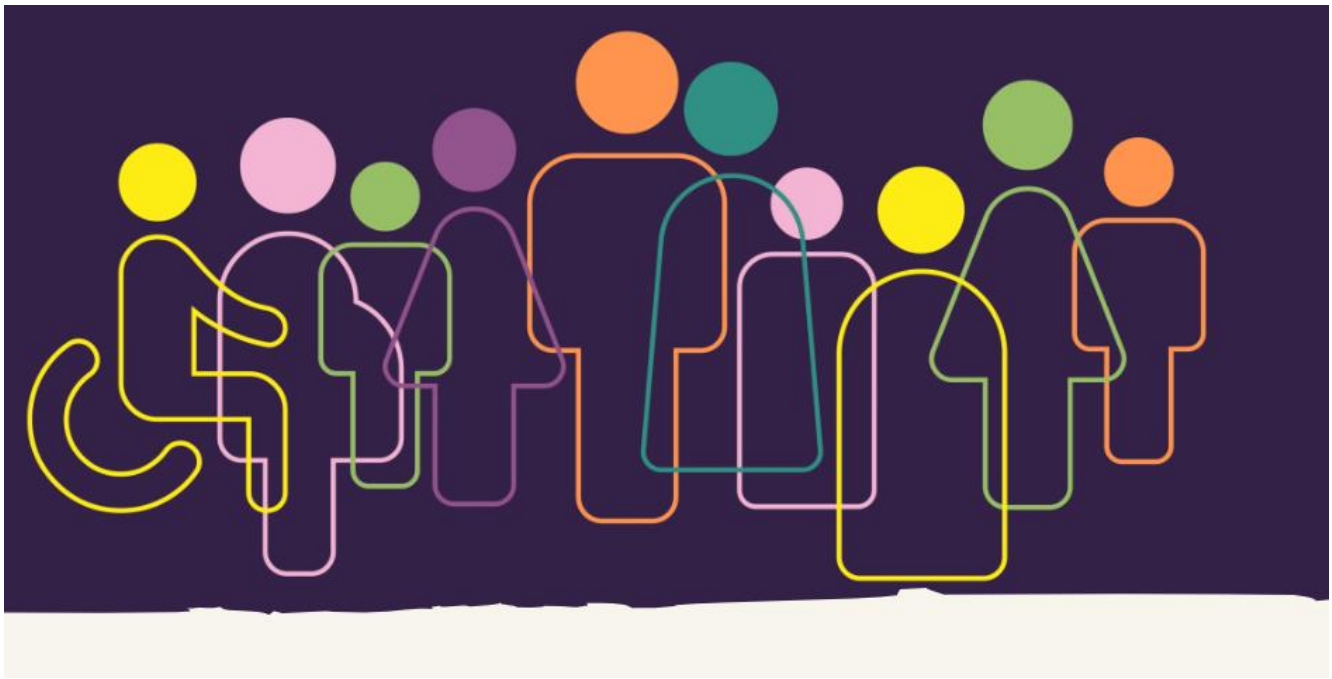
Nottingham City Safeguarding Adults Board

Annual Report

April 2025 – March 2026



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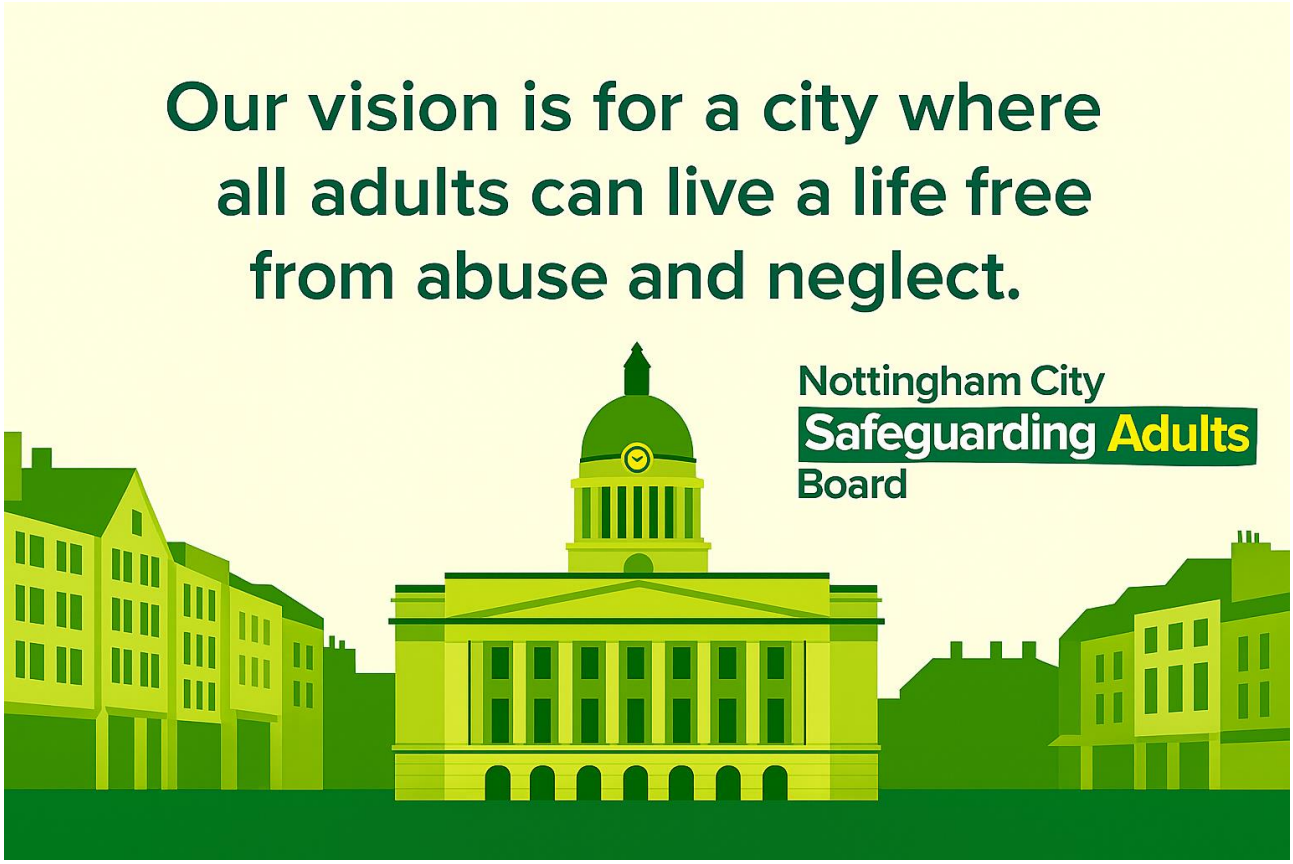


Message from the Chair

Welcome to Nottingham City Safeguarding Adult Boards Annual Report for 2025/2026. I am pleased to introduce the report which sets out the continued commitment of partners working across Nottingham City to safeguard adults with care and support needs from abuse, harm and neglect. The report also demonstrates our commitment to prevention and the steps we are taking to raise awareness – not least our work with the Community Safety Partnership in September 2025 for Prevent and Serious Organised Crime Week. We also had an extensive programme much of which was joint with Nottinghamshire SAB raising awareness during Safeguarding Adults Awareness Week in November 2025. The report reflects on the achievements over the last 12 months and details the focused work which has been taking place in the first year of delivering the new Strategic Plan 2025/2028. We have continued to strengthen our communication and engagement arrangements and launched our new independent website and have formally joined Nottinghamshire SAB in having a shared sub-group which has started to develop some very creative materials in partnership with Nottingham Trent University.

We continued throughout the year to seek assurance from Nottingham and Nottinghamshire Integrated Care Board regarding the oversight and delivery of the Nottinghamshire Healthcare NHS Foundation Trust Improvement Plan following the tragic death of three citizens and three attempted murders in June 2023 and have continuously asked Nottinghamshire Police for assurance. We welcomed the commencement of The Nottingham Inquiry in February 2026 and we have been listening to the evidence being presented and await the findings of this.

The Boards sub-groups have all worked tirelessly during the year to provide assurance, ensure we meet our statutory duties in relation to Safeguarding Adult Reviews and utilise as many mechanisms as we can to promote training, learning and development. I would like to particularly thank the Chairs for continuing to push forward our work, as well as all sub-group members. Going forward we will try and find ways to share the load more widely and are particularly pleased to have a new part time Training Officer in post to help with this.

You will note in the report we have published two SARs can I please urge you to consider the learning from these and share widely we do not want to see patterns repeated and are working with Board agencies to try and ensure this doesn't happen again.

We have also included two stories about two people in Nottingham City who have been supported by local services and adult safeguarding. We have done this to ensure our citizens stay the central focus of everything we do. These demonstrate how applying Making Safeguarding Personal and adopting a trauma-informed, relationship-based approach can lead to positive outcomes and improve people's lives.

Finally, I wanted to thank our Board Manager Emma Coleman who is instrumental in keeping the Board functioning well.

Thank you,

Lesley Hutchinson

Nottingham City Independent Chair

Practice Example – Adult Social Care Safeguarding Team

Summary of Safeguarding Concern

An older adult living in supported accommodation had been subject to ongoing financial abuse and exploitation over a prolonged period by two individuals who persistently visited his home. The individuals regularly requested money and alcohol, and there were reports of items being taken from the property without consent.

Previous safeguarding concerns had been raised; however, the individual was assessed as having capacity and had chosen not to pursue intervention at that time.

Following a significant health event resulting in hospital admission, further financial abuse was identified, including unauthorised use of the individual's bank card while he was in hospital. At this stage, the individual engaged with safeguarding processes and disclosed the extent of ongoing exploitation.

Making Safeguarding Personal (MSP) Approach

A person-centred approach was taken to understand the individual's experience and desired outcomes.

Key themes identified through direct engagement included:

- The individual did not view the perpetrators as friends but described the situation as having "built up over time"
- Feelings of sympathy and perceived obligation towards the individuals contributed to continued financial support
- The individual did not report overt threats but felt the situation had become "relentless" and difficult to stop
- There was a clear recognition that the situation was exploitative and unsustainable

Desired outcome: The individual expressed a clear wish to:

- Return safely to their home following rehabilitation
- Stop the individuals visiting and accessing the property
- Regain control over their finances and living environment

Actions Taken

A coordinated multi-agency safeguarding response was implemented, centred on achieving the individual's desired outcomes.

Key actions included:

- Multi-disciplinary meetings involving the individual to develop and agree a safeguarding plan
- Immediate steps to secure finances, including cancelling bank cards and closing accounts being misused
- Referral to police and initiation of a criminal investigation
- Legal action resulting in injunctions to prevent the individuals from approaching the property or the individual
- Strengthening environmental safety within the accommodation (e.g. secure access, staff awareness, monitoring)
- Engagement with a wide community support network to provide ongoing emotional and practical support
- Implementation of a care package and structured support to monitor risk and reinforce safety measures
- Provision of personal safety tools (e.g. phone access, alarm system)
- Clear, strengths-based conversations with the individual regarding personal responsibility and maintaining boundaries

Outcome

The individual was able to return home safely following hospital discharge, with a comprehensive safeguarding plan in place.

At the point of closure:

- There had been no further contact from the perpetrators
- Legal measures and multi-agency monitoring significantly reduced the risk of ongoing abuse
- The individual demonstrated greater awareness of risk and increased confidence in managing their situation

Core duties of Nottingham City Safeguarding Adults Board

Each local authority must set up a **Safeguarding Adults Board (SAB).**

The main objective of a SAB is to assure itself that local safeguarding arrangements and partners act to help and protect adults in its area who meet the criteria set out in the Care Act (2014).

The SAB has a strategic role that is greater than the sum of the operational duties of its core partners. It oversees and leads adult safeguarding across its locality and is interested in a range of matters that contribute to the prevention of abuse and neglect.

A SAB has three core duties:

Strategic Plan

- It must publish a Strategic Plan for each financial year that sets out how it will meet its main objective and what the members will do to achieve this

Annual Report

- It must publish an Annual Report which details what the SAB has done during the year to achieve its main objective and implement its strategic plan, and what each member has done to implement the strategy, as well as the findings of any Safeguarding Adults Reviews (SARs) and subsequent action.

Safeguarding Adults Reviews (SARs)

- It must conduct any SARs in accordance with Section 44 of the Care Act 2014

Our strategic priorities and what we achieved

The Board's New Strategic Plan for 2025-2028 has six key strategic priorities which build on and expand the priorities in the previous plan. There are three priorities focussing on the organisational activity of the Board and how agencies work together to understand and improve the wider adult Safeguarding system, and three which focus on reducing, removing and preventing the impact of abuse and neglect on citizens.

Our 2025-2028 Strategic Priorities

Organisational Activity of the Board These priorities relate to how Board agencies will work together to understand and improve the wider adult Safeguarding system			**Impact on Individuals** These priorities relate to areas where Board agencies will work together to reduce, remove and prevent the impact of abuse and neglect		
1. Assurance	**2. Communication, Engagement and Participation**	**3. Partnerships**	**4. Prevention and Early Intervention**	**5. Domestic and Sexual Violence and Abuse (DSVA)**	**6. Self-Neglect/ Hoarding**
Seeking assurance that effective adult safeguarding arrangements are in place. This will be demonstrated by sharing what's working well; by identifying improvements in practice; by seeing an increase in the risks associated with abuse and neglect being removed or reduced	By raising awareness, involving our stakeholders and citizens in the work of the Board, we will ensure people are equipped to identify and respond to safeguarding concerns, and ensure the voices of individuals and carers influence our work	By strengthening relationships with other multi-agency partnerships and forums, we will reduce duplication and ensure a joined-up approach to cross-cutting themes is prioritised	Supporting professionals to identify risks and provide the right support at an early stage. We will work together to evidence the impact of this	By working together, we will improve the safeguarding experience and outcomes for all adults with care and support needs experiencing Domestic and Sexual Violence and Abuse	Helping to create a more skilled and confident workforce that have the right tools to support individuals who self-neglect and/or hoard and provide appropriate support. We will evidence this through our training and development and quality assurance arrangements

Strategic Priority 1: Assurance

- ✓ Received regular updates from Nottinghamshire Healthcare NHS Foundation Trust involved in the Nottingham Inquiry – Nottinghamshire Police have been able to share very limited information to date.
- ✓ Sought assurance, in conjunction with Nottinghamshire County SAB, annual assurance from all partners via completion of the Partner Assurance Tool (PAT) that their adult safeguarding arrangements remain effective.
- ✓ Requested focussed data on People in Positions of Trust and training compliance.
- ✓ Sought assurance from POhWER Advocacy and Adult Social Care on commissioning on the provision of advocacy for city residents.
- ✓ Maintained a central risk register to monitor current and emerging themes.
- ✓ Continued liaison with the Chairs of the Community Safety Partnership, Safeguarding Children's Partnership, Health and Wellbeing Board and Local Resilience Forum via a quarterly meeting to look at cross-cutting themes.
- ✓ Continued to ensure learning from reviews is embedded across the partnership to improve practice through the SAR Impact Tool, audits and the PAT return.
- ✓ Carried out a multi-agency Training Assurance Exercise.
- ✓ Continued to support the work led by the Nottinghamshire and Nottingham ICB (Integrated Care Board) on closed cultures through the Mental Health Assurance Task & Finish Group.

Strategic Priority 2: Communication, Engagement and Participation

- ✓ Set up a new joint Communications and Engagement Subgroup with Nottinghamshire County SAB.
- ✓ Held a Prevent and Serious Organised Crime Week in September 2025 with webinars delivered to 689 professionals and a resource pack distributed to agencies – we did this with the Community Safety Partnership.
- ✓ Worked jointly with students from Nottingham Trent University on developing safeguarding campaign aimed at underrepresented groups and groups who cannot easily engage with traditional campaigns – these will be taken forward in 2026/27.
- ✓ Continued to progress the 3-year Comms and Engagement Strategy.
- ✓ Continued to begin every Board meeting with an example of how agencies have ensured Making Safeguarding Personal is implemented - making sure the discussions stay focussed on the person's voice and to share good practice. This year, the MSP examples were from Probation, East Midlands Ambulance Service, University of Nottingham and Juno Women's Aid.
- ✓ Started to map how agencies communicate with the public and how the voice of lived experience shapes their work.
- ✓ Participated in a National SAB Community of Practice on Participation.
- ✓ Worked jointly with the Nottingham Practice Development Unit to promote resources relating to people experiencing Severe and Multiple Disadvantage.

Strategic Priority 3: Partnerships

- ✓ Worked jointly with the Safeguarding Adults Board in Nottinghamshire County and both Safeguarding Children's Partnerships on Transitional Safeguarding with a Vision Workshop for senior leaders scheduled for May 2025 to look at systemwide opportunities.
- ✓ Appointed a joint Training Officer with the Safeguarding Childrens Partnership.
- ✓ Worked as a multi-agency partnership to identify and explore systemwide risks at the January 2026 Development Day.
- ✓ Continued to strengthen our partnership with Nottinghamshire County Safeguarding Adults Board though shared assurance exercises, awareness raising webinars and resources and a new shared Subgroup.
- ✓ Continued to participate in the East Midlands Regional SAB Chairs Group and Regional SAB Managers Group, providing business support to the Chairs group.
- ✓ Continued to share the learning from the National SAB Chairs Network with Nottingham City SAB Chair taking on a role as joint convenor.
- ✓ Continue to participate in the National SAB Managers Network and various associated national workstreams, including planning a National SAB Conference in May 2026 for around 500 delegates.

Strategic Priority 4: Prevention and Early Intervention

- ✓ Utilised the Partner Assurance Tool (PAT) return to seek direct assurance from partner agencies.
- ✓ Continued to chair the Nottingham City Collective Review Subgroup which triangulates learning from statutory/non-statutory reviews and Regulation 28 notices, escalates common themes and informs training for practitioners.
- ✓ Reviewed the priorities set by the National SAB Chairs network and incorporated them into the new 2026/2027 Annual Plan.
- ✓ Created Learning Briefings for all completed Safeguarding Adults Reviews.
- ✓ Developed a multi-agency training programme to start delivery in 2026/2027.
- ✓ The work with students from Nottingham Trent University when publicised will help raise awareness with the public to ensure everyone knows how to get support.
- ✓ Utilised the SAB website as a resource hub for professionals with policies, videos, learning briefings, training opportunities and national safeguarding related news.
- ✓ Collaborating with Nottinghamshire County SAB, Carers Federation and West Notts College on a Safeguarding animation aimed at Carers.

Strategic Priority 5: Domestic and Sexual Violence and Abuse (DSVA)

- ✓ Received an overview from Nottinghamshire Healthcare NHS Foundation Trust on their work on Perpetrators in Health and now participate in their working group.
- ✓ Agreed with Community Safety Partnership to jointly seek assurance on the local implementation of the new National Violence Against Women and Girls (VAWG) Strategy.
- ✓ Supported the work of the DSVA Steering Group within Community Safety.
- ✓ Information and signposting to local and national DSVA services and support included on the SAB website.
- ✓ Carried out a Training Assurance Exercise with specific focus on Domestic Abuse training which led to a recommendation of mandatory Domestic Abuse training in the 2026/2027 Annual Plan.
- ✓ Continue to have DSVA as a shared priority with the Community safety Partnership and Safeguarding Childrens Partnership.

Strategic Priority 6: Hoarding and Self-neglect

- ✓ Scheduled in multi-agency training on Hoarding and Self-neglect which is being delivered jointly by Adult Social Care, Housing, Nottinghamshire Healthcare NHS Foundation Trust and Nottinghamshire Fire & Rescue.
- ✓ Supported the establishment of a multi-agency Task and Finish group being led by Housing on behalf of the Board to develop multi-agency guidance on agency roles and responsibilities.
- ✓ The Board are now supporting a review of the multi-agency panels for people who sit outside Section 42 Statutory Safeguarding with a focus on people who self-neglect and hoard.

The Board has four subgroups to support it:

The Quality Assurance Subgroup

This is a proactive subgroup that supports Nottingham City SAB in its assurance responsibilities by gathering evidence on the quality of local safeguarding practice. It focuses on how agencies and their staff carry out safeguarding duties and promotes the principles of Making Safeguarding Personal (MSP).

The Training, Learning and Improvement Subgroup

This is a reactive and proactive subgroup that shares learning from Safeguarding Adults Reviews and other activity across partner agencies. It supports workforce development by promoting safeguarding messages, coordinating training on behalf of the Board, and reviewing the impact of multi-agency learning and improvement.

The Communication and Engagement Subgroup

This is a reactive and proactive joint subgroup with Nottinghamshire County SAB. It is responsible for raising awareness of adult safeguarding among professionals and the public through coordinated webinars, accessible resources and targeted communication campaigns.

The Safeguarding Adults Review Subgroup

This is a reactive subgroup that considers all SAR referrals received by the Board. It oversees commissioned reviews to ensure learning is identified and applied, supporting agencies to improve practice and develop SAR processes in line with the Care Act and local and national best practice.

In addition to the four Subgroups and the quarterly main Board, the Independent Chair and representatives from the three statutory agencies meet with the Subgroup Chairs and Board Manager on a quarterly basis at the Business Management Group to assist in the implementation of the Board's Annual Action Plan.

Quality Assurance (QA) Subgroup

Partner Assurance Tool

The Subgroup received the annual Partner Assurance Tool (PAT) submission from the following partner agencies: Adult Social Care, Nottingham City Council Communities, Framework, Nottingham City Council Housing Services, Nottinghamshire Police, Nottingham CityCare Partnership, Healthwatch, Nottingham and Nottinghamshire ICB, Nottingham University Hospitals, Nottinghamshire Fire & Rescue, and Nottinghamshire Healthcare NHS Foundation Trust. More bespoke assurance was also received from East Midlands Ambulance Service (EMAS) and HMP Nottingham.

This year, the PAT return included new questions on trauma-informed or culturally competent practice, involvement in multi-agency panels for adults who do not meet the

Section 42 Statutory Safeguarding criteria in the Care Act (2014), and the performance of the Safeguarding Adults Board.

Key risks highlighted in the PAT include:

- ✓ Increased demand and complexity
- ✓ Severe and Multiple Disadvantage
- ✓ Hoarding
- ✓ ICB Reorganisation and the impact on safeguarding
- ✓ Domestic and Sexual Violence and Abuse
- ✓ Slavery and Exploitation
- ✓ Legal literacy
- ✓ Information Governance/Information Sharing
- ✓ Safeguarding Training – Knowledge Gaps
- ✓ Mental Capacity Act – Embedding Practice
- ✓ Resources and Funding Pressures

The full agency returns are available on request.

Audits

The Subgroup has prepared for a face-to-face multi-agency audit looking at allegations against People in Positions of Trust (PiPOT). The audit will build on assurance collected via the PiPOT Policy Impact Tool which was completed in 2024/2025 and shaped the audit tool and Terms of Reference. The audit is scheduled for 12th and 13th May 2026 with audit tools sent to Adult Social Care, Nottinghamshire Police, Nottingham University Hospitals, Nottingham CityCare Partnership and Nottinghamshire Healthcare NHS Foundation Trust.

The Subgroup continues to take forward the actions from the Self-neglect audit and Discriminatory Abuse audits carried out in 2024/2025.

The Subgroup have a Safeguarding Concerns audit planned for 2026/2027 with an audit tool and Terms of Reference drafted which will follow the journey from initial agency decision making and referral right through to conclusion by Adult Social Care Safeguarding. A further area of focus in 2026/2027 will be on advocacy.

In the 2026/2027 SAB Annual Plan, it has been agreed that the Subgroup will carry out future audits on Self-neglect Audit to measure progress, and an audit on supporting people with Severe and Multiple Disadvantage (SMD) in 2027/2028.

Making Safeguarding Personal Questionnaire

Following analysis of the 469 multi-agency responses in 2024/2025, this year the Subgroup focussed on receiving individual single-agency analysis of their own results and assurance on how they intend to respond to the findings. This intelligence has been used to review and update the Questionnaire, with an updated version drafted and agreed with Nottinghamshire County SAB to go out in 2026.

Data

The Subgroup has continued to expand data analysis with data submitted from:

- Nottingham CityCare Partnership
- Nottingham City Council Adult Social Care
- Nottingham City Council Communities
- Nottingham City Council Housing
- Nottinghamshire Fire and Rescue
- Nottinghamshire Healthcare NHS Foundation Trust

- Nottinghamshire Police
- Nottingham University Hospitals

The parameters in the Adult Social Care data submission was reviewed at the January 2026 SAB Development Day to try and find a balance between what can be provided and what the Board require and continues to evolve.

Multi-agency data in 2025/2026 focussed on People in Positions of Trust and training compliance, with additional data from Communities on Prevent - Channel numbers, Domestic Homicide Reviews and numbers of rough sleeper deaths from Housing. In 2026/2027, the data set will be updated to new thematic areas of focus.

The Subgroup continues to receive six monthly data from Adult Social care on Providers under the Provider Investigation Procedure.

Measuring Impact

A new area of focus for the Subgroup is to map all Board and Subgroup activity against the Annual Plans to gather evidence of impact. This is an ongoing, long-term piece of work which has just started.

The Subgroup continues to work to an overarching Quality Assurance Framework. The Subgroup is chaired by Nottinghamshire Healthcare NHS Foundation Trust.

The Training, Learning and Improvement (TLI) Subgroup

Training, Learning and Professional Development

In Autumn 2025/2026, the Board welcomed a part-time Training Officer, who developed a 2025-2028 Training Strategy for the Board which was agreed by the full Board in March 2026.

Working alongside the TLI Subgroup on identifying training themes, a full programme of training has been scheduled in for 2026/2027 on topics including:

- Professional Curiosity
- Making Safeguarding Personal
- Learning from Safeguarding Adults Review
- Introduction to the Mental Capacity Act
- Transitional Safeguarding
- Hoarding and Self-neglect
- Slavery and Exploitation
- Cuckooing

Training courses and the Training Strategy can be accessed through the SAB Website: Training, Learning and Professional Development – Nottingham City Safeguarding Adults Board

SAB Website

The Independent SAB Website was officially launched in April 2025 through a multi-agency webinar which also introduced the new SAB Strategic Plan to a wider audience. The website provides a hub for professionals including policies and procedures, Safeguarding Adults Reviews (SARs), resources including 7 Minute Briefings, videos and SAR Learning Briefings, training opportunities and a dedicated page on Prevent which was

developed in collaboration with Community Safety. The website also includes information on local services for professionals and the public, with a direct link to make a Safeguarding referral and signposting to domestic and sexual abuse services, scams awareness and Ask Lion. The website features a 'news' section where regular updates are posted from UK Government, Alcohol Change UK, Carers Federation and Changing Futures.

Feedback from partner agencies has been positive, and a wider workforce survey is planned for 2026/2026 to ensure the website continues to work for local agencies.

Prevent and Serious Organised Crime Week

As referenced above in September 2025, the Safeguarding Adults Board and the Community Safety Partnership jointly held a Prevent and Serious Organised Crime Week with a range of multi-agency webinars on:

- County Lines (x2)
- Getting Upstream of Terrorism - An Introduction to Prevent
- Slavery and Exploitation (x3)
- Cuckooing (x2)
- Illegal Money Lending (x2)
- Professional Curiosity
- Prevent – From Neo Nazis to Nihilism – Current Trends in Extremism
- Prevent - Mis, Dis and Mal – How Extremists Exploit the Online Space

The week was opened up to colleagues in Nottinghamshire County and was very popular with partner agencies, with 689 attendees across 13 webinars and positive feedback received.

Training Assurance Exercise

The Subgroup has started a Training Assurance Exercise which aims to map current single agency training and seek assurance on the standard of adult safeguarding training provided to the workforce. An initial assurance exercise from Safeguarding and/or Workforce Development Leads has concluded, with significant differences in training noted and raised to the Board. While some agencies have good provision, other agencies have gaps in Adult Safeguarding, Domestic Abuse and Mental Capacity Act training. In 2026/2027, the Subgroup will build on this with a workforce survey and establishment of a training peer review group where agencies can share best practice and support each other to improve training content.

Communications Routes & Voice of Lived Experience

In 2025/2026, the Subgroup agreed to map how partner agencies are sharing communications with the public e.g. social media, newsletters etc. and also how they are hearing the voice of lived experience in their work e.g. forums and feedback surveys. A request has been sent out to agencies with responses expected Summer 2026.

The TLI Subgroup is chaired by Nottingham City Council Communities.

Joint Communications and Engagement Subgroup

In September 2025, we joined with the Nottinghamshire County SAB Communications and Engagement Subgroup. The group now has a shared membership, joint Terms of Reference and a joint workplan. This new subgroup has a focus on developing safeguarding related communications with professionals and the public.

National Safeguarding Adults Awareness Week

We supported National Adult Safeguarding Awareness Week from 17th to 21st November 2025 by hosting a series of free webinars for professionals jointly with Nottinghamshire County Safeguarding Adults Board. Webinars and lunchtime 10 minute briefings were held on adult safeguarding related topics such as Slavery and Exploitation, Housing and homelessness, working with adults with Severe and Multiple Disadvantage, Safeguarding Adults Reviews, Transitional Safeguarding, Slavery and Exploitation, Cognitive Impairment and Exploitation of Adults, Professional Curiosity, Safer Cultures in Sport and Staff Wellbeing. The webinars were accompanied by a Communication Pack which went out to all agencies with links to resources from the SAB, Nottingham Practice Development Unit and Ann Craft Trust. Preparation for the week was shared between the Training, Learning and Improvement and Communications and Engagement Subgroups.

Joint Workplan

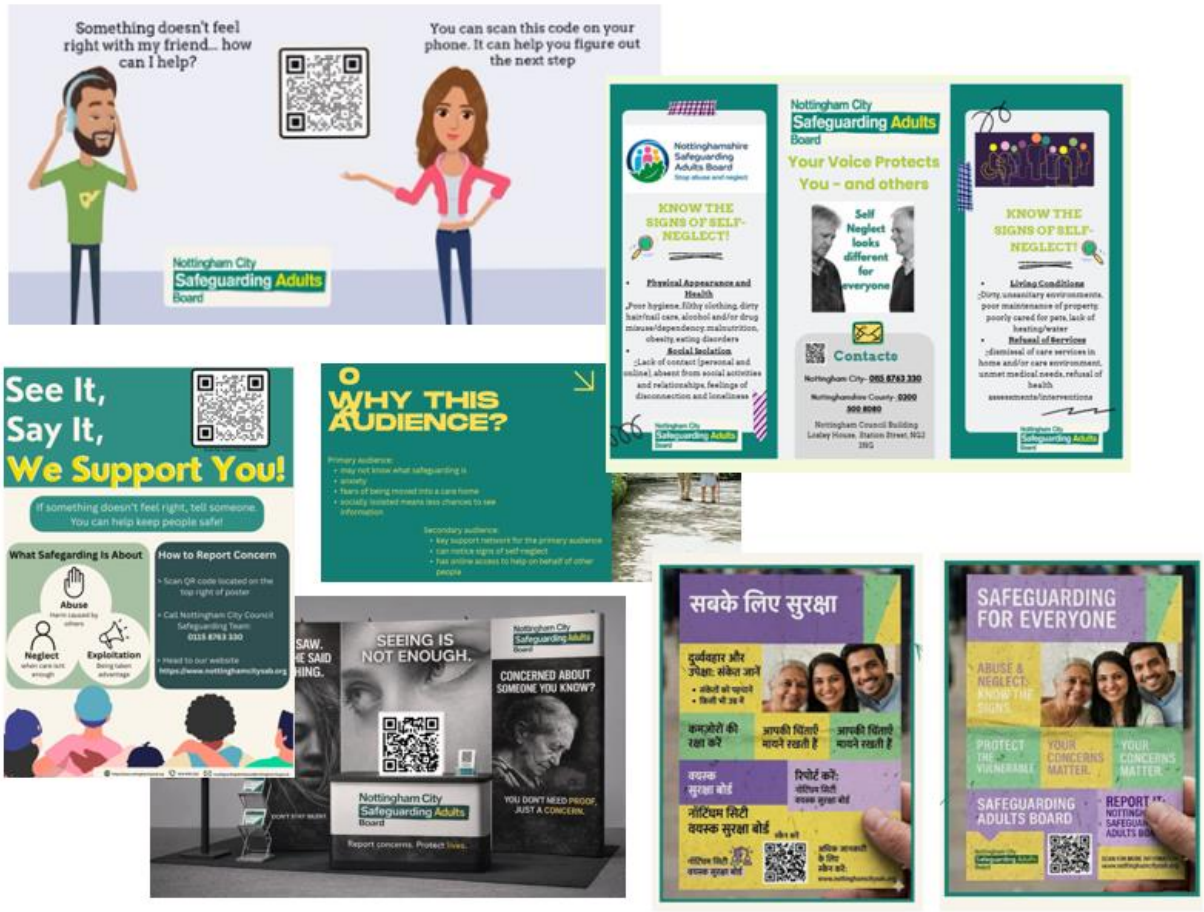
Since September 2025, the Subgroup have worked towards creating a shared workplan which incorporates priorities from both the City and County Strategic Plans and Annual Plans, with shared priorities where possible. The agreed priorities for 2026/2027 are:

- A public Adult Safeguarding campaign
- Back to Basics approach to adult safeguarding practice, focussing on areas such as Making Safeguarding Personal, understanding what Care and Support needs are and Mental Capacity Act
- Strengthen the voice of lived experience in Communication and Engagement

Collaboration with Nottingham Trent University

In early 2026, we embarked on an exciting project with Nottingham Trent University Business School. We asked five groups of marketing students to develop ideas for a public safeguarding campaign which will be launched in National Adult Safeguarding Awareness Week. The groups each worked on a different audience as we have recognised that a generic safeguarding campaign will not reach everyone we need to as some group will need additional support to see, hear and understand the messages. The five students' groups were each asked to work on a campaign for:

- Adults who are neurodiverse
- Adults who do not have English as a first language, with a focus on the South Asian Community as they are marginally underrepresented in Adult Safeguarding data
- Adults who have challenges with digital technology
- Adults who are over 65
- Adults who are not in need of safeguarding, but may know someone who is e.g. family, friends, colleagues, carers



These initial ideas will be shared with groups with lived experience so they can be involved in shaping the final campaign. We are extremely grateful for the support of Nottingham Trent University in helping to keep adults at risk safe.

Carers Animation

The Subgroup are currently working with students in West Notts College and Carers Federation to produce a short animation on adult Safeguarding aimed at Carers. An initial draft is expected early 2026/2027 and the final product is expected to be complete by Autumn 2026.

The Communications and Engagement Subgroup is chaired by Nottingham Healthcare NHS Foundation Trust.

Safeguarding Adult Review (SAR) Subgroup

Safeguarding Adults Reviews Commissioned:

There were two referrals received in 2025/2026. One progressed to being considered against the SAR criteria by the multi-agency SAR Subgroup via an extraordinary meeting in 2025/2026. It was unanimously agreed the SAR criteria set out in Section 44 of the Care Act (2014) was not met. The second referral was at the stage of multi-agency information gathering at the end of 2025/2026 and is due to be considered against the SAR criteria in June 2026. There were no new reviews commissioned in 2025/2026.

Safeguarding Adults Reviews in progress:

A SAR for Mary commissioned in June 2024 is nearing completion and due to go to the main Board for sign-off in Spring 2026 before being published on the SAB website. Mary was a woman in her 50's who died where there were concerns about severe self-neglect and her ability to engage with services linked to long-term anxiety, agoraphobia and deep-rooted trauma. As one of the key themes in this review is around unrecognised carers, Carers Federation supported the SAR process as an expert advisor/critical friend.

A second SAR which was commissioned in March 2025 is in progress for an individual with Autistic Spectrum Disorder who experienced serious injury within an inpatient care setting due to extreme levels of self-harm. This mandatory SAR has an appointed independent reviewer, Terms of Reference agreed, has had two well attended practitioner events to inform the review and two panel meetings. This review is expected to be completed in 2026.

Safeguarding Adults Reviews Completed and/or Published:

There were two reviews published in 2025/2026. The first, Lauren, was a woman in her late 20s who was non-verbal with severe physical and learning disabilities who died in hospital. Lauren's care spanned across two local authority and health areas, Nottingham and Derbyshire, and the review and practitioner event were well supported by agencies in both areas. There is a joint action plan with Derbyshire Safeguarding Adults Board. The full report was published on the Board website in January 2026, together with an Executive Summary and Learning Briefing.

The second published review, Lisa, was for a woman individual that died in hospital following a 999 call from their son. Ambulance staff had been advised that Lisa had been unresponsive after weeks of lying on the sofa refusing food, drink or any help and was found to have multiple pressure sores. There were concerns relating to neglect, self-neglect, alcohol use, her ability to engage with services and missed identification of her son as a carer. Due to alcohol use being a key theme of this review, Public Health supported the SAR process as an expert advisor/critical friend. An action plan is in progress. An Executive Summary and Learning Briefing were published on the Board website in February 2026.

We still await the outcome of criminal proceedings in relation to a previous SAR, 'Bob', which until concluded we are unable to publish a briefing. However, assurance has been sought from the agencies involved and all actions from this SAR have been completed.

Published SARs can be found here: Safeguarding Adults Reviews – Nottingham City Safeguarding Adults Board

Additional SAR Work:

A review of the current SAR Procedures was completed, with the updated document agreed in December 2025 and published on the Board website.

The Training, Learning and Improvement Subgroup continue to develop Learning Briefings for any new SARs completed as a way of sharing learning with operational staff. These briefings are published on the SAB Website and are included within training.

Regionally, the East Midlands Safeguarding Adults Board Managers have adapted regional guidance on Cross-Boundary Safeguarding Adults Reviews from the North-East SAR Champions Network which has been agreed by Nottingham City, Nottinghamshire, Derby City, Derbyshire, Northamptonshire, Lincolnshire, Leicester, and Leicestershire and Rutland SABs. This document has been included within the revised SAR Procedures published on the SAB website.

Nottingham City SAB continue to chair the Chair the Nottingham City Collective Review Subgroup which triangulates learning from statutory and non-statutory reviews to escalated common themes and share learning with practitioners. In 2025/2026, the group submitted its first Annual Report to Boards and Partnerships in the City to inform new Annual Plans and escalate areas of concern.

The SAR Subgroup is chaired by the Integrated Care Board (ICB).

What difference have we made?

We said, we did

Within our last annual report, we set out the aims for the next financial year. Here's an update on how we met those aims:

We said……	We did……
We would start progressing the work in the priorities in the new 2025-2028 Strategic Plan and ensure delivery of the 2025/2026 Annual Delivery Plan.	Publish our new Strategic Plan and Annual Business Plan. Individual actions have been allocated to all Subgroups, and they have individual workplans which are reviewed regularly. We have escalated SAR learning nationally through the East Midlands Regional Network, and have also collated the regional SAR themes on behalf of the group and embedded them in local learning.
We would prioritise work on the response to the Ministerial Letter on Homelessness with local partners as well as Regional SAB Chairs.	Produce a joint action plan which was created by Nottingham City Council Housing, Adult Social Care and the Board reflecting the points in the Ministerial Letter. Progress has been made in all areas. Housing data on the Target Priority Group now comes to the Board, and a Homelessness Social Worker is now in post funded by Housing. By March 2026, 23 of the 43 Target Priority Group caseload from April 2025 had been accommodated, with a further 6 in prison, 10 rough sleeping and 3 lost contact (2 were confirmed as living out of area). This continues to be a priority in the 2026/2027 Annual Plan.
We would seek clarification and assurance around the impact on safeguarding of proposed local, regional and national changes within the ICB and local government.	Routinely ask the ICB to keep us informed of capacity changes which might impact on the work of the SAB. The ICB have provided updates where they can as they progress through structural changes having merged with Derbyshire and Lincolnshire ICBs to form a new entity. We have directly liaised with NHS England and lobbied to ensure there is minimal disruption and impact on the SAB and its work to safeguarding adults however wait for a final position to be shared.
We would continue to build our independent website as an important resource for	Build the website which continues to grow with additional training, resources and

professionals and the voluntary and community sector with the addition of guidance, podcasts, videos and training opportunities.	information. Feedback from partner agencies has been positive.
We would extend our awareness raising to include Carer's Week and a Prevent and Serious Organised Crime Week in addition to supporting National Adult Safeguarding Awareness Week.	Support the Carer's Federation by sharing details of their event and resources and encouraged partner agencies to sign up to the Carers Federation Quality Standard in Carer Support (QSCS). We jointly delivered a Prevent and Serious Organised Crime week with the Community Safety Partnership with 689 professionals attending webinars.
We would set up a joint Comms and Engagement Subgroup with Nottinghamshire County SAB to explore communication and participation opportunities with professionals and people with lived experience.	Set up the Joint Communications & Engagement Subgroup – we have joined with the Nottinghamshire County SAB and have a shared workplan and shared priorities.
We would work with Nottinghamshire County SAB on Transitional Safeguarding through multi-agency workshops to develop a maturity matrix, embed the resources developed in 2024/2025, and hold a multi-agency practitioner event	Through the Transitional Safeguarding Working group which is joint with Nottinghamshire County SAB and both Safeguarding Children's Partnerships we have delivered webinars, developed training slides for agencies to use, developed and completed a self-audit which evolved from the proposed maturity matrix, and evaluated approaches from other areas. We are working towards a Transitional Safeguarding Vision Workshop for senior leaders in May 2026.
We would continue to prioritise embedding learning from SARs.	Learn from our SARs - identified learning was central to the development of the new Annual Plan, with actions for each subgroup relating to SAR themes. Learning from SARs is also woven through the content of all new SAB Training and awareness raising webinars, in addition to 2 bespoke Learning from SARs half day workshops scheduled for 2026. Learning Briefings have been published for all completed SARs to help embed learning.

Practice Example – Adult Social Care Safeguarding Team

Summary of Safeguarding Concern

An adult was subject to a safeguarding enquiry due to long-standing and escalating self-neglect, including unsafe living conditions, repeated falls, alcohol misuse, financial vulnerability, and disengagement from health services.

The individual was living alone in hazardous conditions, unable to meet basic daily living needs, and had stopped taking prescribed medication. There was evidence of significant trauma, isolation, and previously expressed suicidal ideation, placing them at high risk of serious harm or death.

Making Safeguarding Personal (MSP) Approach

The individual was assessed as having mental capacity throughout, and practice was rooted in respecting autonomy alongside proactive risk management.

Initial engagement was challenging, with the individual:

- Declining support and demonstrating mistrust of professionals
- Expressing strong emotions linked to past trauma
- Finding traditional language around “help” and “support” triggering

A trauma-informed, relationship-based approach was adopted, adjusting communication to maintain engagement and build trust over time.

The individual’s views fluctuated, with decisions revisited regularly and consent sought at every stage. Over time, they were able to clearly express outcomes that mattered to them:

- To feel safe and reduce the risk of falling
- To regain independence and dignity in personal care
- To remain in control of decisions
- To reduce isolation and reconnect with others
- To improve living conditions, including cooking and toileting independently

Actions Taken

A persistent, coordinated, and multi-agency approach was implemented over an extended period, with a strong focus on relationship-building and practical support.

Key actions included:

- Ongoing welfare visits and continuity of involvement across community and hospital settings
- Close liaison with health professionals to review medical needs and risks
- Support to stabilise finances and secure appropriate benefits
- Coordination of a move to safer accommodation, tailored to the individual's needs
- Provision of equipment and adaptations to reduce falls risk
- Continued multi-agency communication to monitor and manage risk

Outcome

As trust developed, the individual became increasingly engaged with support aligned to their own goals.

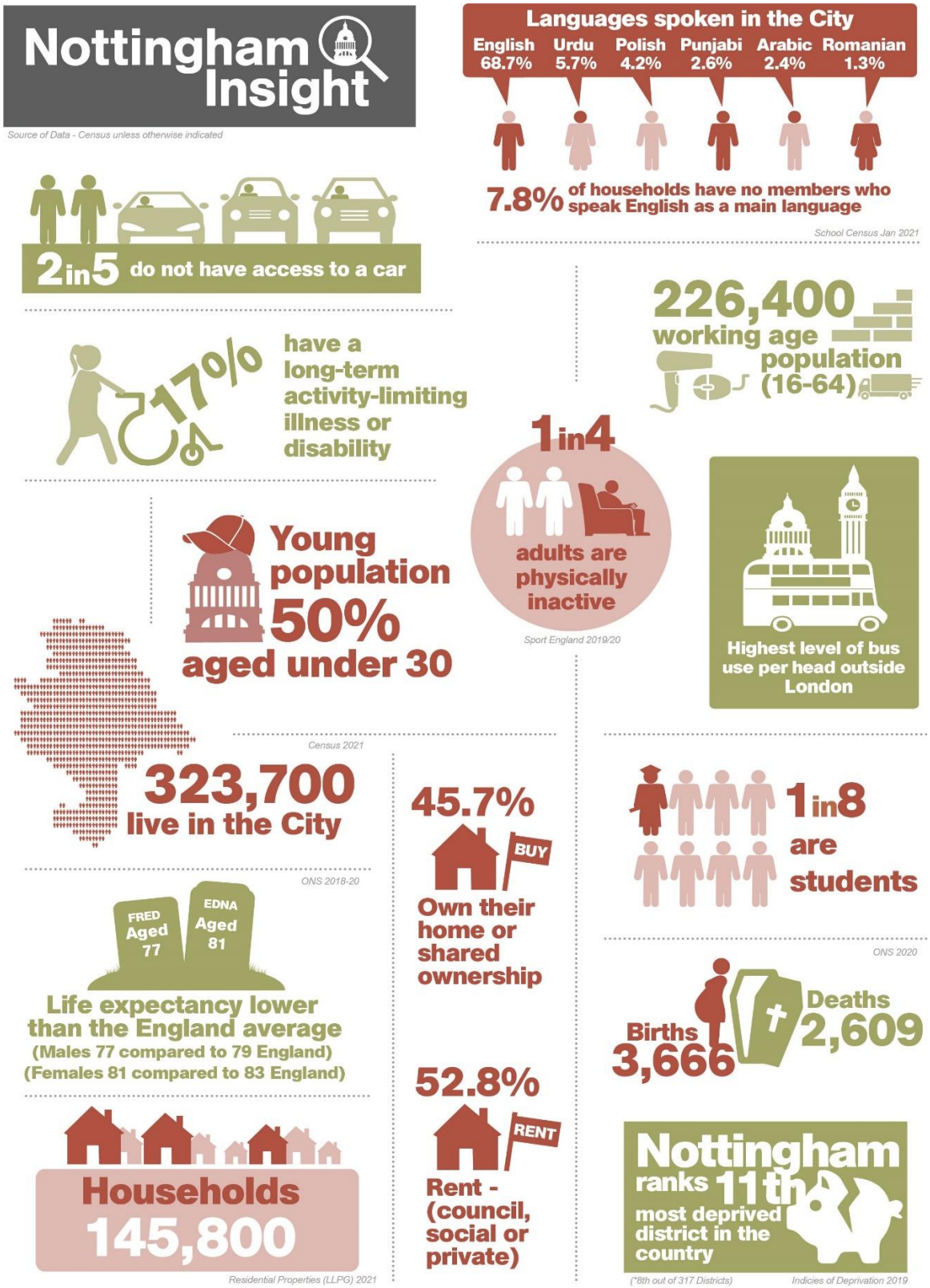
A significant improvement followed relocation to safer accommodation, which directly addressed key risks. At the point of review:

- The individual was able to maintain personal hygiene and use facilities independently, restoring dignity
- Risk of falls significantly reduced, with no further incidents reported over a sustained period
- Increased social connection, including re-establishing relationships with family
- Improved mental wellbeing and motivation
- Greater ability to manage daily living tasks, including cooking
- Reduced alcohol consumption and increased community engagement
- Stabilised financial situation
- Positive changes in self-care and presentation

The individual transitioned from long-term disengagement to active participation in support, and reported that the intervention had had a significant and positive impact on their life.

About Nottingham City

Data provided by Nottingham Insight (2021): [Key facts about Nottingham - Nottingham Insight]



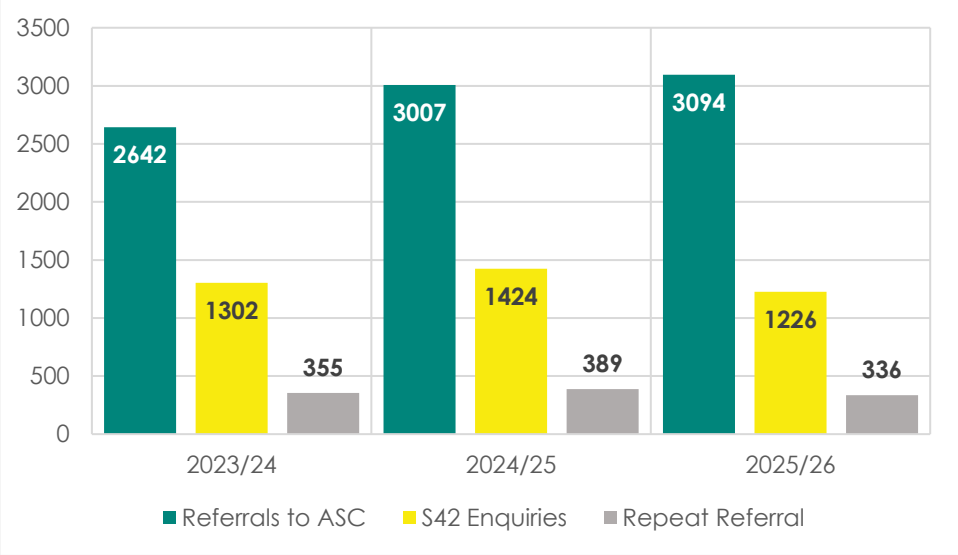
Safeguarding Adults Activity

Section 42 of the Care Act 2014 requires local authorities to make enquiries, or cause others to do so, if they believe an adult with needs for care and support (whether or not the local authority is meeting any of those needs) 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. These enquiries are commonly referred to as 'Section 42 enquiries'.

Every local authority in England must collect specific data relating to their safeguarding activity and report this to NHS Digital every year. NHS Digital then publishes the data collected, together with some national averages.

NHS Digital Safeguarding Adults Collection data analysis for 2025/26 is due to be published in late August/early September 2026 and will provide the benchmarking information for this report and safeguarding activity and outcomes.

Chart 1: Adult safeguarding concern referrals and Section 42 enquiries by financial year



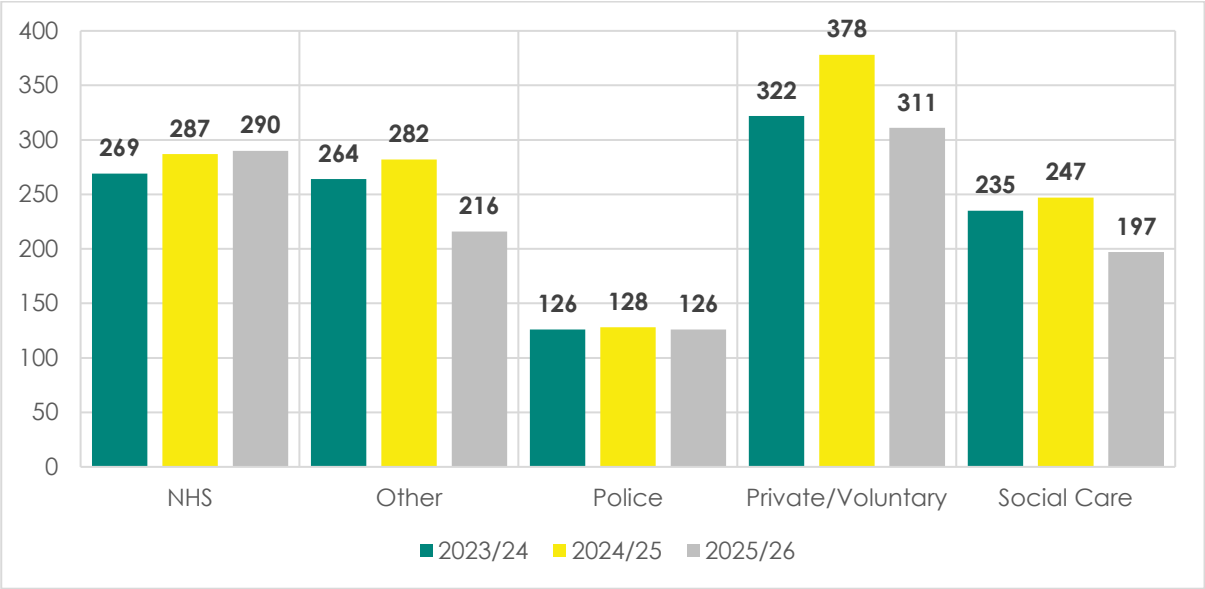
Nottingham City's data shows a 2.89% increase in adult safeguarding referrals when compared to 2024/2025, a smaller increase than in 2024/2025.

When considering S42 enquiries, there is a decrease of 13.9% in 2025/2026. Nottingham City Council Adult Social Care department has robust screening frameworks in place to determine if Safeguarding concerns require further Enquiry. For example, Care Homes are required to report 'falls' to the local authority safeguarding team which would be recorded as a 'concern', the team have formalised this process and Care Homes are required to evidence what action has been taken to address the potential risk of further falls with the resident or resident. The team quality assures this information and if it has been determined that the fall has been properly managed, there is no further risk, and the fall has also been reported to CQC and the ICB, no further action is required. Closing these referrals at concern stage is a proportionate and appropriate response.

The number of concerns which were multiple referrals has decreased. This is seen as a positive as this can be interpreted that Safeguarding interventions have had positive outcomes for citizens where the risk has been removed, reducing the likelihood of another referral. National data on multiple referrals is not collected, and so there is no national benchmark.

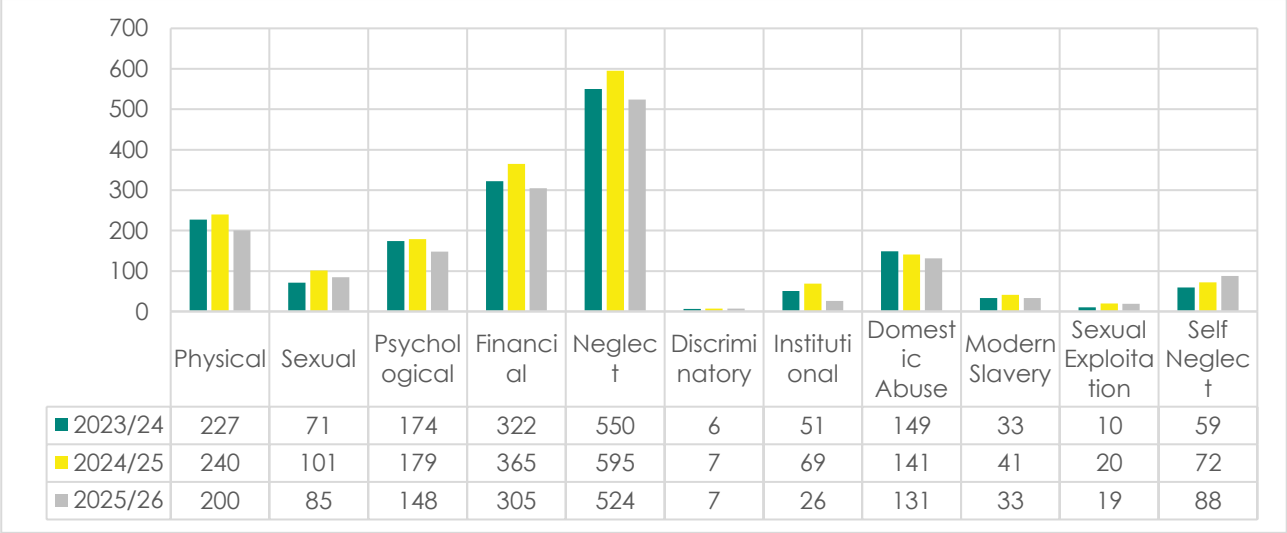
The SAB will continue to seek assurance that safeguarding concerns are being raised where appropriate, that agencies are well informed about when to raise a concern and demonstrate good decision making.

Chart 2: Volume of Section 42 enquiries by Agency Referring a Concern



With the reduction in the overall number of S42 enquiries, the chart above is expected, showing a reduction from all sectors except NHS which saw a marginal increase of 3 Enquiries.

Chart 3: Volume of Section 42 enquiries by type of abuse

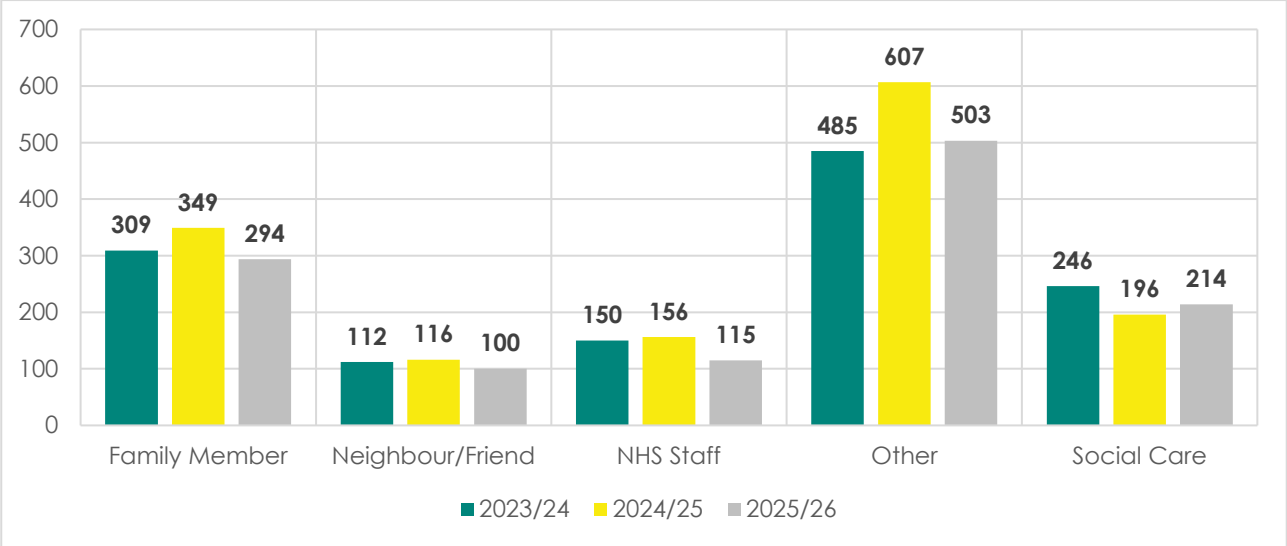


	Physical	Sexual	Psychological	Financial	Neglect	Discriminatory	Institutional	Domestic Abuse	Modern Slavery	Sexual Exploitation	Self Neglect
2023/24	227	71	174	322	550	6	51	149	33	10	59
2024/25	240	101	179	365	595	7	69	141	41	20	72
2025/26	200	85	148	305	524	7	26	131	33	19	88

In 2025/2026, the data for Nottingham City shows that neglect and acts of omission are still the most common risk locally, followed by financial abuse, physical and then psychological risks. This has remained unchanged for several years since 2022/2023. There has been a small increase in S42 enquiries for self-neglect, a trend which has been in place for several years. Numbers for physical abuse, sexual abuse, domestic abuse and modern slavery have seen a small decrease. However, it is important to note that more than one abuse type can be selected in relation to one referral.

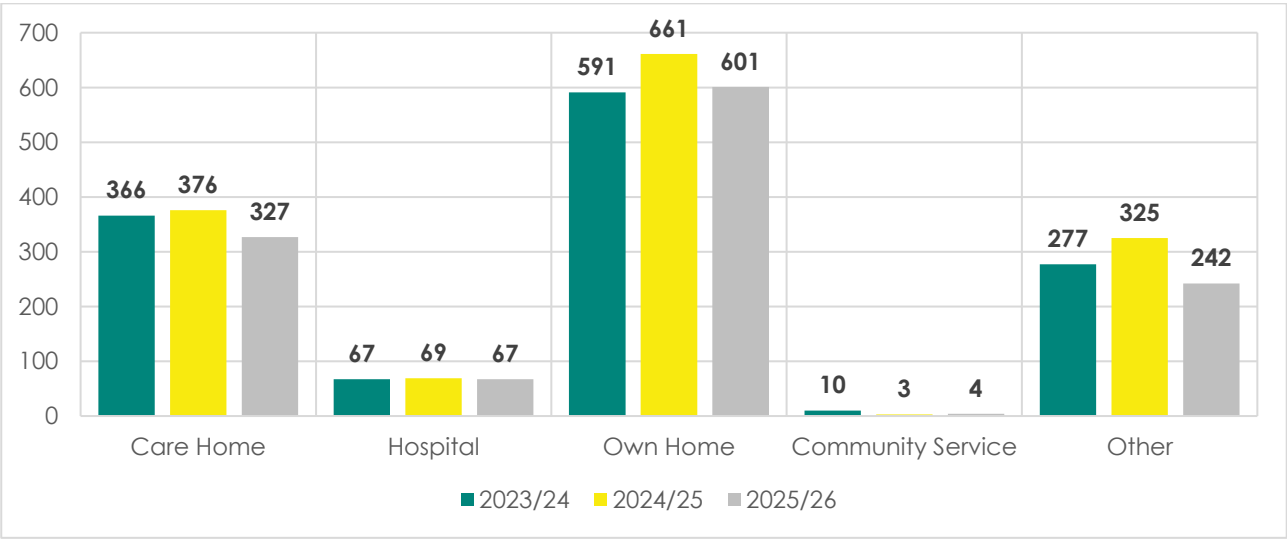
Neglect and acts of omission account for over half of S42 enquiries and are often related to care delivery from providers of care in both home and care settings.

Chart 4: Volume of Section 42 enquiries by perpetrator relationship



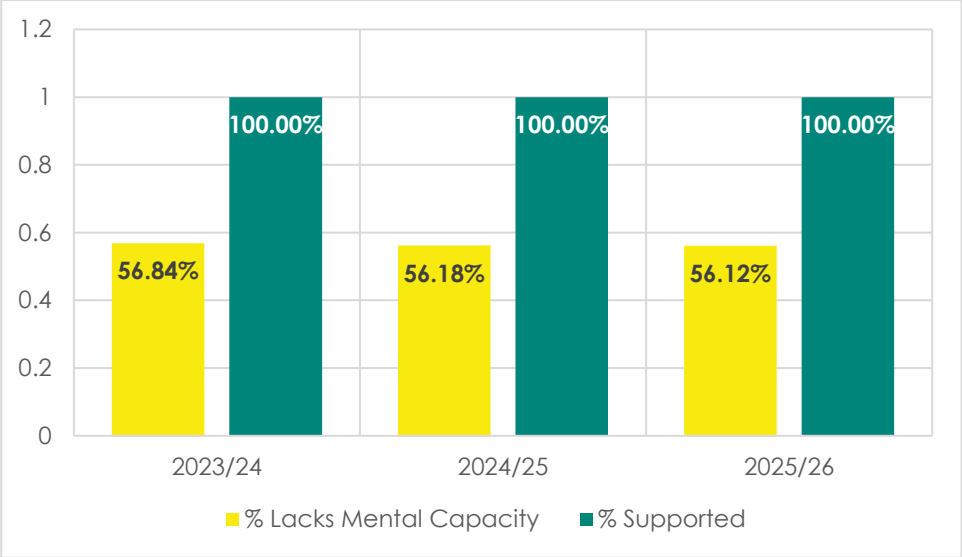
All named categories except Social Care have seen a decrease since 2024/2025, with a significant decrease in the category of 'other'. Adult Social Care have been working to address data recording in this area to ensure categories of perpetrator are fit for purpose, with the aim of reducing the use of the 'Other' category.

Chart 5: Volume of Section 42 enquiries by location of abuse



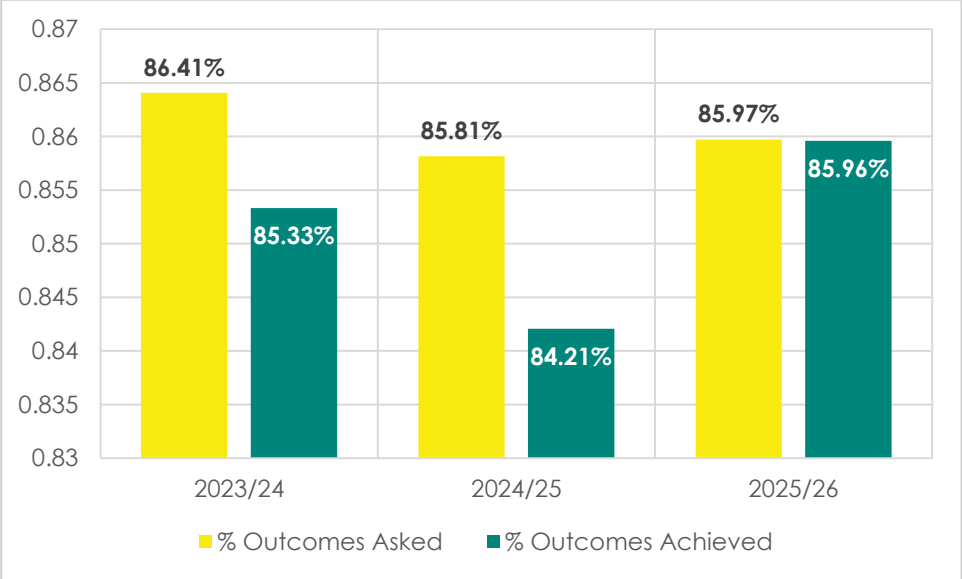
Nottingham City has seen a decrease in all categories since 2024/2025 except for 'Community Service' which has a marginal increase of 1. 'Own home' consistently remains the largest category of location of abuse.

Chart 6: Proportion of Section 42 enquiries where the adult lacked mental capacity



The data above has remained consistent over the last few years. It is extremely positive to see that 100% of people who 'lacked mental capacity' are supported through the safeguarding procedure; this is exactly as would be expected. NCC Adult Social Care has a robust Mental Capacity Act training programme to ensure that all practitioners consider Mental Capacity and advocacy in all assessments and reviews. The commissioned advocacy service has been a member of the Board since 2023 bringing information and data.

Chart 7: Section 42 enquiries where the adult was asked about their desired outcome



85.97% of individuals were asked what outcomes they wanted, and of those, 85.96% had their outcomes achieved. On the 14.04% of citizens that were not asked, there can be several reasons for this, including:

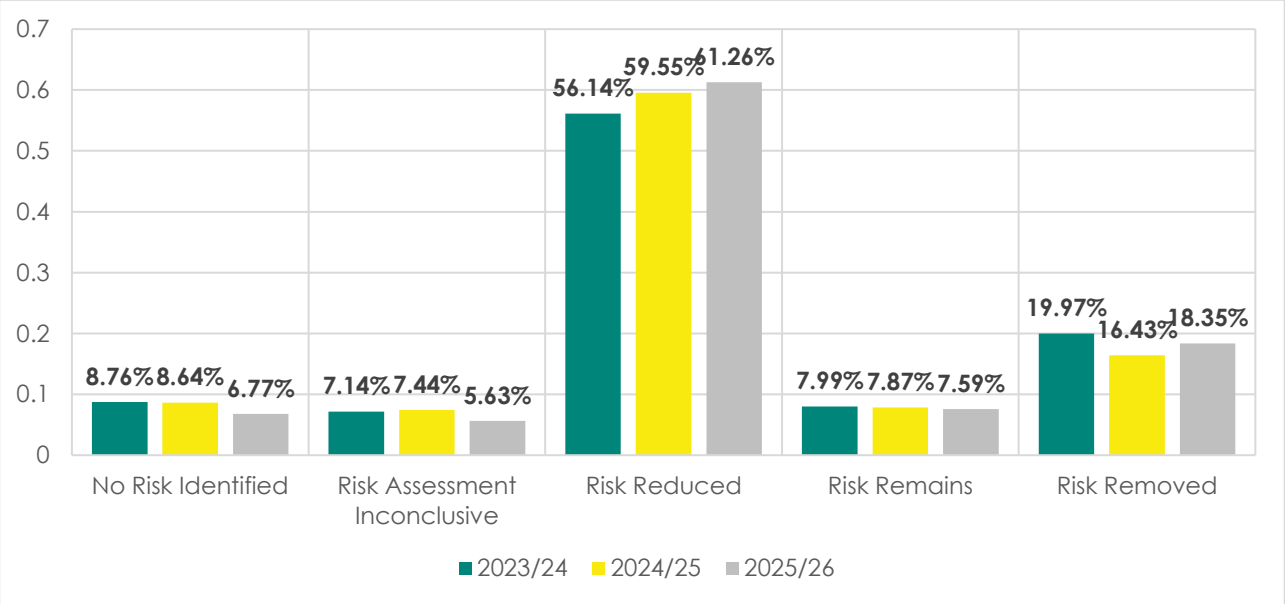
1) Person lacking capacity and unable to provide a view.
2) For some people who experience self-neglect, hoarding and Severe Multiple Disadvantage, it is often difficult to establish contact and they find it less easy than others to engage in services in the way services would hope. We need to adapt our

services to support them more effectively however this is a current reason for not being clearer on outcomes.

3) A safeguarding referral has been received and the person has died.

Making Safeguarding Personal sits within the Engagement strategic priority of the Board and this chart is part of the evidence the Board uses to assure itself that safeguarding support is personalised to people's views and situations.

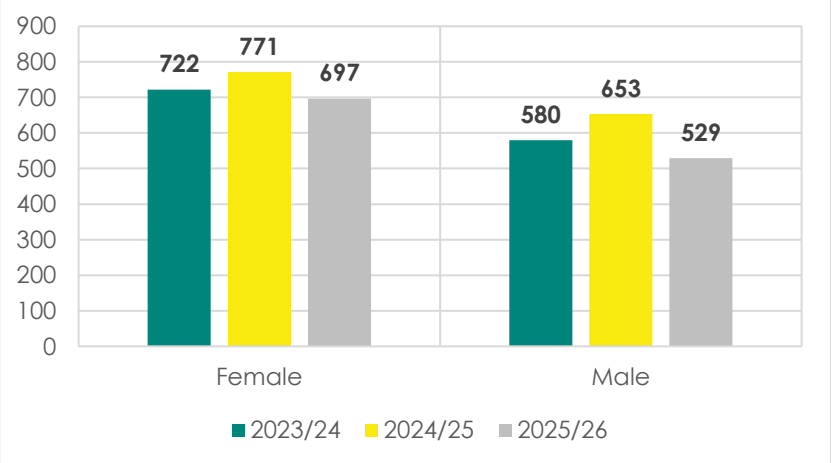
Chart 8: Percentage of Section 42 enquiries by risk outcome



In Nottingham City, for 86.38% of people supported through safeguarding adults procedures the risk was reduced, removed or no risk identified; a small increase from 2024/2025. However, if we include those which were inconclusive, the percentage would be 92.01%. This figure has remained consistent for several years. The Board monitors this figure but accepts that risks might always remain for some situations. Some citizens, if there is no evidence of mental impairment, may choose to live in a risky situation despite support, as under the Mental Capacity Act, citizens have the right to make 'unwise decisions'.

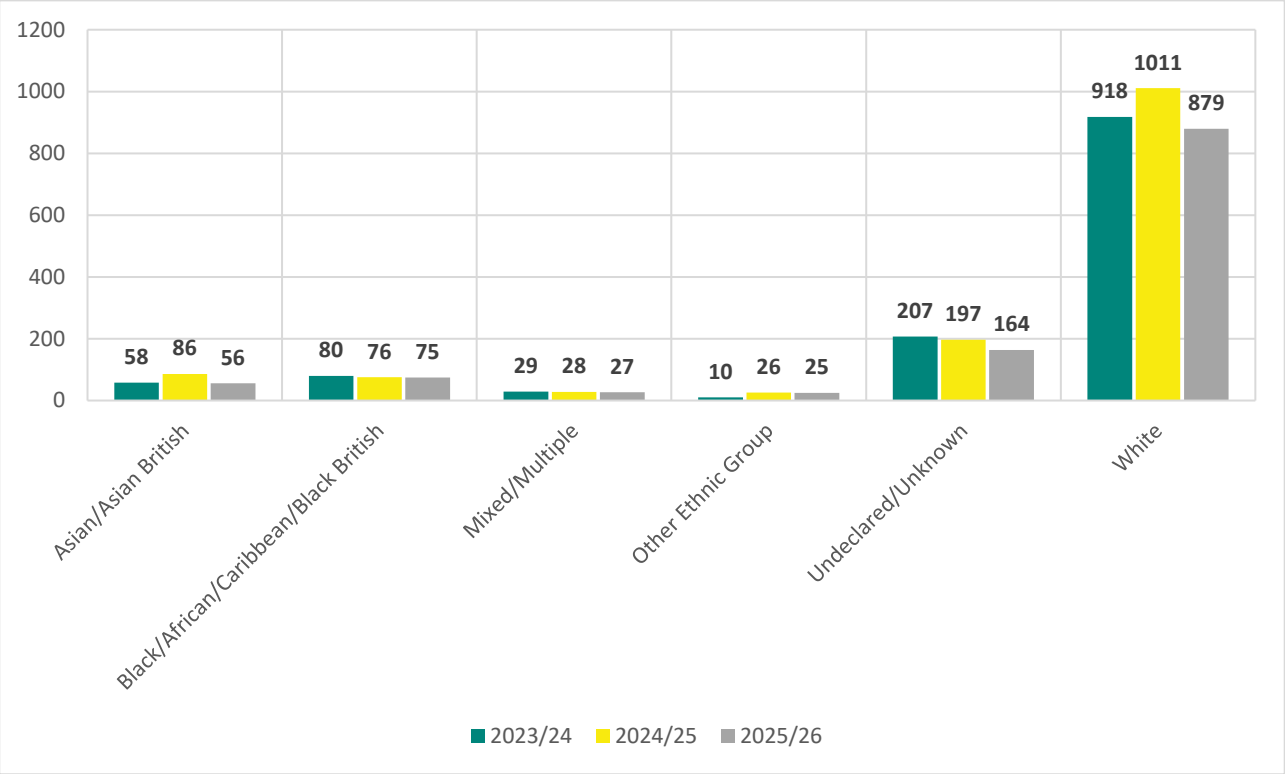
Demographics

Gender



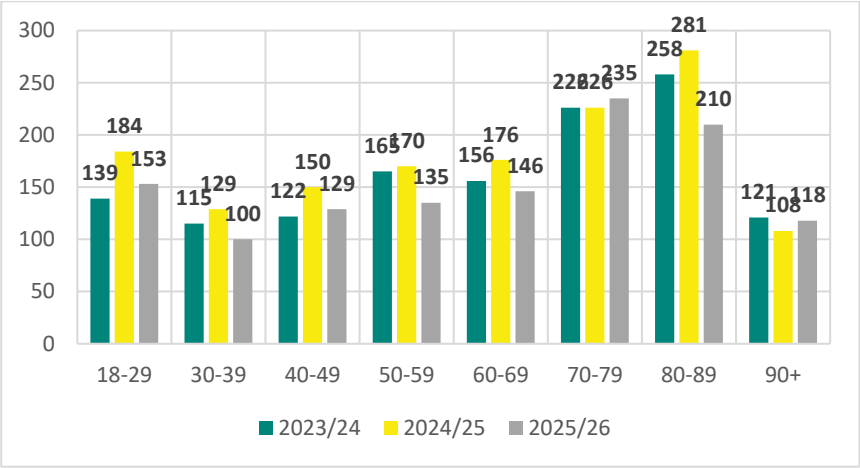
The numbers for males and females have both decreased since 2024/2025. This correlates with the ‘Age’ section indicating older people are the highest quartile. Women also have a higher life expectancy than men.

Ethnicity



The majority of Section 42 enquiries are for citizens that are white, with numbers for Asian/Asian British, Black/African/Caribbean/Black British, Mixed/Multiple and Other ethnic groups much less. In the past, it was noted that the figures did not necessarily reflect the demographics of the City as per the census results, however the Quality Assurance Subgroup has replicated work carried out by other Boards and Local Authorities to attempt to measure the figures against the ethnicity of adults with care and support needs rather than the whole population. This was completed by using the figures of adults in receipt of a package of care, and when reviewed in this way there were no groups which stood out as being significantly underrepresented in safeguarding referrals. However, it is a priority of the Board to raise awareness about adult safeguarding and how to make a referral in all local communities and all communities will be considered in our public Adult Safeguarding Campaign for November 2026.

Age



The majority of Section 42 enquiries are for adults in the 70-79 year-old age bracket, which is a change from 2024/2025 when the highest bracket was 80-89 years old. There has been a decrease in all age ranges except 70-70 and 90+.

Who sits on the Board and how does it work?

Throughout 2025/26, the Board was chaired by Lesley Hutchinson, with Emma Coleman as the full time Board Manager we also had a part time Business Support Officer. In 2025, we were delighted to welcome a part time Training Officer, a role shared with the Safeguarding Children's Partnership.

The Board met quarterly, with senior representatives attending from the following organisations:

- Carers Federation
- Department for Work and Pensions (DWP)
- East Midlands Ambulance Service (EMAS)
- Framework
- HMP Nottingham
- National Probation Service, Nottinghamshire
- Nottingham and Nottinghamshire ICB
- Nottinghamshire Care Association
- Nottingham CityCare Partnership
- Nottingham City Council Adult Social Care
- Nottingham City Council Communities
- Nottingham City Council Housing (Tenancy & Neighbourhoods, Housing Solutions)
- Nottingham City Council Public Health
- Nottingham University Hospitals NHS Trust
- Nottinghamshire Fire and Rescue Service
- Nottinghamshire Healthcare NHS Foundation Trust
- Nottinghamshire Healthwatch
- Nottinghamshire Police
- POhWER Advocacy
- University of Nottingham

Funding

Nottingham City Council, Nottinghamshire Police, and Nottingham and Nottinghamshire ICB jointly fund the Nottingham City Safeguarding Adults Board.

During 2025/2026 these statutory partners continued to provide financial support in line with previously agreed contributions, and the budget was balanced at year end.

Contributions

Nottingham and Nottinghamshire ICB	41%
Nottingham City Council	41%

Nottinghamshire Police	9.7%
Other	8.3%

Nottingham City Safeguarding Adults Board 2025/26	Annual Cost (with on costs) 2025/26
Staff Costs	£110,191
Running Costs	£757
SARs	£2,750
TOTAL	**£113,698**

Board Constitution

How the Board works is set out in the published Constitution, which states that:

- ✓ The aim of the Board is to ensure the effective co-ordination of services to safeguard and promote the welfare of adults in accordance with the Care Act 2014 and the Statutory Guidance.

- ✓ The NCSAB is a multi-agency Board that will coordinate the strategic development of Adult Safeguarding across Nottingham City and ensure the effectiveness of the work undertaken by partner agencies in the area.

- ✓ The Board aims to achieve its objectives through partner agencies supporting individuals in maintaining control over their lives and in making informed choices without coercion.

- ✓ Whilst NCSAB has a role in coordinating and ensuring the effectiveness of work being done by local individuals and organisations in relation to safeguarding adults, it is not accountable for their operational work. Each Board Partner has their own existing lines of accountability for safeguarding adults by their services. The Board does not have the power to direct other organisations but aims to assure itself that members and partners act to help and protect adults experiencing or at risk of abuse and/or neglect.

What next for 2026/27? Continuing our journey

2026/2027 will be another busy year for the Board. We will be focusing on the following actions:

1. Start to deliver Multi-agency training to agencies in Nottingham City to raise awareness, improve skills and focus on prevention.
2. Design and launch a new public Adult Safeguarding Awareness Campaign across city and county in National Adult Safeguarding Awareness Week incorporating the ideas from students at Nottingham Trent University.
3. Build on the established work with Housing and Adult Social Care on the recommendations in the Ministerial Letter on Homelessness to seek assurance on the effectiveness of the local implementation of the UK Government National Plan to End Homelessness.
4. Support agencies to explore whether Multi-agency risk forums for Adults are as effective and joined up as they can be.
5. Work in partnership with Police and the Slavery and Exploitation Team to ensure partner agencies are aware of, embedding and utilising the new Cuckooing legislation.
6. Combine intelligence on the PiPOT process from the Policy Impact Tool, quarterly data and multi-agency audit to assess effectiveness and identify areas for further work locally and nationally.
7. Evaluate how partner agencies engage with service users and carers, what co-production/ participation takes place and how that is being incorporated into service provision.
8. Strengthen wider partnership links and identify joint priorities with the Community Safety Partnership, Safeguarding Children's Partnership, Health and Wellbeing Board and the Local Resilience Forum through the 5 Chairs Meeting.
9. Take forward our work on Transitional Safeguarding.
10. Ensure we utilise new national tools and guidance documents to improve our work and learning from SARs.

Reporting abuse

Safeguarding is the process of protecting individuals, especially vulnerable ones, from abuse, neglect, and harm. If you suspect that you or someone is being abused or neglected, it is important to report your concerns.

- If you live in Nottingham City, call Adult Social Care on 0115 8763330. Lines are open 9am to 5pm
- If you live in Nottinghamshire County, call Nottinghamshire County Council on 0300 500 8080

If you are unsure, please call any of the numbers and report what is happening to you or the person you are concerned about. You can report abuse in the strictest confidence and your identity can be kept private.

If you believe that you (or someone you know) may be at risk or experiencing neglect, explore the Safeguarding information within the hub. If necessary, you can complete Nottingham City Council's online Safeguarding referral form to tell them about your concerns.

For all queries and referrals for Nottingham City Adult Social Care please use the Adult Social Care Hub. The hub is home to information on preventive and community care options that can support you (or those that you are acting on behalf of) to remain independent and prevent the need for long term care.

You will also be able to Complete an on-line form to request support or advice.

Adult Social Care service is operational between 09:00 – 17:00, Monday to Friday – not including bank holidays. Outside of these hours if you have a social care need that requires an immediate response, please call the Emergency Duty Team on 0115 8761000.

If it is an emergency, dial 999

Appendix A – Agency Attendance

Note N/A means agencies are not expected to be at these meetings

Agency	Main Board	Business Management Group	Quality Assurance Subgroup	Safeguarding Adults Review Subgroup	Training, Learning and Improvement Subgroup
Adult Social Care	4/4	4/4	5/5	4/4	2/3
Nottingham and Nottinghamshire ICB	3/4	4/4	3/5	4/4	2/3
Nottinghamshire Police	4/4	4/4	2/5	3/4	0/1
Carers Federation	1/4	N/A	N/A	N/A	N/A
Department for Work and Pensions	3/4	N/A	N/A	N/A	N/A
East Midlands Ambulance Service	3/4	N/A	N/A	N/A	N/A
Framework	4/4	N/A	N/A	2/4	N/A
HMP Nottingham	1/4	N/A	N/A	N/A	N/A
National Probation Service	4/4	N/A	4/5	2/4	3/3
Nottingham CityCare Partnership	4/4	N/A	3/5	3/4	3/3
Nottingham Community and Voluntary Service	N/A	N/A	N/A	N/A	2/3
Nottingham City Council Communities	2/4	2/4	N/A	4/4	3/3

Nottingham City Council Housing	4/4	N/A	N/A	2/4	N/A
Nottingham City Council Public Health	1/4	N/A	N/A	N/A	N/A
Nottinghamshire Care Association	2/4	N/A	N/A	N/A	N/A
Nottinghamshire Fire and Rescue	4/4	N/A	N/A	N/A	N/A
Nottinghamshire Healthcare NHS Foundation Trust	3/4	4/4	4/5	4/4	1/3
Nottingham University Hospitals	4/4	N/A	1/5	2/4	2/3
Nottinghamshire Healthwatch	0/4	N/A	N/A	N/A	N/A
POhWER Advocacy	1/4	N/A	N/A	N/A	N/A
University of Nottingham	3/3	N/A	N/A	N/A	N/A

Appendix B - Glossary of acronyms

ASC	Adult Social Care
CSP	Community Safety Partnership
CHARLIE-P	Care and support needs; hoarding and mental health issues; alcohol and medication; reduced mobility; lives alone; inappropriate smoking; elderly; previous signs of fire
CHC	Continuing healthcare
COP	Court of Protection
CQC	Care Quality Commission
DBS	Disclosure and Barring Service
DHR	Domestic Homicide Review
DNACPR	Do not attempt cardiopulmonary resuscitation (CPR)
DoLS	Deprivation of Liberty Safeguards
DSL	Designated safeguarding lead
DWP	Department of Work and Pensions
EMAS	East Midlands Ambulance Service
GDPR	General data protection regulation
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
HMIP	Her Majesty's Inspectorate of Prisons
HMP	Her Majesty's Prison
ICB	Integrated care board
ICP	Integrated care partnership
ICS	Integrated care system
JWP	Joint Working Protocol
LD	Learning disability
LPS	Liberty protection safeguards
MAPPA	Multi-agency public protection arrangements
MARAC	Multi-agency risk assessment conference
MASH	Multi-agency safeguarding hub
MCA	Mental Capacity Act
MOU	Memorandum of Understanding
MSP	Making Safeguarding Personal
NCVS	Nottingham Community and Voluntary Service
NHS	National Health Service
NICE	National Institute for Health and Care Excellence
NUH	Nottingham University Hospitals

PAT	Partner Assurance Tool
PiPoT	People in a Position of Trust
PP	Public protection
QA	Quality Assurance
SAB	Safeguarding Adults Board
SAR	Safeguarding Adults Review
SCP	Safeguarding Children's Partnership
SERAC	Slavery and Exploitation Risk Assessment Conference
SHIP	Supported Housing Intervention and Prevention Team
SMD	Severe and Multiple Disadvantage
SPOC	Single Point of Contact
SWV	'Safe and well' visit