



4LSAB Multi-Agency Risk Management (MARM) Framework

Guidance on Chairing MARM Meetings

Introduction

Chairing multi-agency meetings where complex and sensitive information is disclosed and discussed can be a challenging task, particularly for practitioners who are new to the role of chairing meetings or who may do so infrequently.

Any meetings convened under the Multi-Agency Risk Management Framework should be chaired by someone who, as a minimum requirement, is a senior member of staff (e.g. local authority senior practitioner, Band 7 nurse, police inspector, registered care home manager, voluntary organisation manager or equivalent).

The 6 Principles of adult safeguarding should be promoted throughout the 4LSAB Multi-Agency Risk Management Process by all participants irrespective of which agency is leading and coordinating the process. These principles are:

Empowerment

People being supported and encouraged to make their own decisions and informed consent - "I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens."

Prevention

It is better to take action before harm occurs - receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help."

Proportionality

The least intrusive response appropriate to the risk presented – "I am sure that the professionals will work in my interest, as I see them and they will only get involved as much as needed."

Protection

Support and representation for those in greatest need – "I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want."

Partnership

Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse - "I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me."

Accountability

Accountability and transparency in delivering safeguarding - "I understand the role of everyone involved in my life and so do they."

Criteria for calling the MARM meeting

A MARM meeting is likely to be useful to any professional who is working with an adult who is experiencing an unmanageable level of risk as a result of circumstances which create the risk of harm. Such circumstances might include:

- a) Vulnerability factors placing them at a higher risk of abuse or neglect including mate crime, network abuse, etc.
- b) Self-neglect including hoarding and fire safety.
- c) Refusal or disengagement from care and support services.
- d) Complex or diverse needs which either fall between, or spanning a number of agencies' statutory responsibilities or eligibility criteria.
- e) On-going needs or behaviour leading to lifestyle choices placing the adult and/or others at significant risk.
- f) Complex needs and behaviours leading the adult to cause harm to others.
- g) "Trigger Trio" of domestic violence, mental health and substance misuse and
- h) Risks previously addressed via a section 42 enquiry but for which the need for on-going risk management and monitoring has been identified. This should be in relation to a change of risk where the person no longer meets the threshold for section 42.

In addition to the above, the MARM framework may also be useful in an acute hospital context to address concerns about:

- i) Complex discharges.
- j) An adult being discharged back to a vulnerable situation e.g. homelessness, self-neglect.
- k) Managing complex behaviours/needs during admission.
- l) Continuance of complex case management.
- m) An adult's refusal of medical treatment posing significant risk.
- n) Disputes with family members about treatment and discharge arrangements.

In complex cases, professionals are often dealing with long term and entrenched behaviours to which responses require a commitment to a longer term, solution-based approach which has at its core, a focus on building trust and a rapport with the adult. The MARM process provides an effective, coordinated and multi-agency response to these "critical few" cases and facilitates timely information sharing around risk; holistic assessment of risk; shared risk management plans; shared decision making and responsibility; the adult's involvement and improved outcomes for them.

Preparing for the meeting

In line with safeguarding principles and Making Safeguarding Personal (MSP), a discussion should take place with the person about whom there is concerns to establish if they wish to attend any of the meetings. Where necessary, this should include the involvement of their advocate (which may be a family member, friend or neighbour or someone from an advocacy service). There may be situations where an adult may not want to attend, may not be able to attend, or exceptionally, where it may not be appropriate for them to attend. Consideration should be given to holding the meeting virtually or in a service user friendly space e.g. GP surgery, ward, and somewhere close to where they live or somewhere accessible by public transport should also be considered.

Prior to the meeting, the most appropriate professional working with the adult who is the subject of the meeting may wish to meet with them to help prepare them to attend; this may include the involvement of their advocate as necessary.

This should include the following matters:

- The purpose of the meeting, what it will cover and its confidential nature.
- Does the person have any particular communication or access needs that will have to be accommodated.
- Who will be attending the meeting and from which agency.
- Will the person be able to attend the whole meeting or part of the meeting e.g. if Police intelligence is being shared, it may not be appropriate for the person to attend whilst this is being discussed.
- Confirm what the person wishes as an outcome from the process or any particular things they do want to happen.

Arrangements to have the minutes of the meeting taken should be made prior to the meeting.

The meeting

A professional will usually chair any such meetings and minutes will be taken. Outcomes are to be identified at the start of the meeting and evaluated at the end. At the meeting, the chair will:

- Remind people of the confidentiality statement.
- Ask all those attending to introduce themselves, who they work for and what their role is.
- Ask professionals not to use jargon and advise the adult that they can ask for things to be re-phrased or repeated if they wish.
- Ensure appropriate support is provided to the adult and/or their representative, that their views and wishes are clearly communicated and considered.
- The Chair should ensure that the agenda is followed and action-planning completed. Remain professionally curious.
- Facilitate a free and full discussion of the facts to establish the status of the concerns. Support professional challenge and recognize this as a sign of good practice.
- If complex and/or large amounts of information are shared, it will be helpful to summarise periodically.
- Formulate a clear risk management plan as appropriate and clarify with those present.
- Facilitate discussion regarding any risk to others and formulate a plan to reduce or remove the risk, in liaison with other agencies.

- Set out plans for additional services or therapeutic interventions and/or changes in service provision or daily routines.
- Identify specific indicators that should trigger a review or escalation.
- Confirm relevant feedback arrangements to appropriate people.

In complex cases where the risk remains a significant factor, the nature and frequency of review meetings will vary in each case.

The minutes of the meetings should be succinct and contain only essential facts, decisions, recommendations, actions and an outline of the ongoing/long term risk management plan for those concerned. They will be circulated to participants following the meeting. Written reports provided by agencies will not be circulated with the minutes, unless this has been agreed at the meeting. Arrangements for any subsequent meetings should be confirmed.

For further guidance please refer to the [4LSAB Multi Agency Risk Management Framework](#)