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# GSAB Multi-Agency Adult Risk Management Practice Guidance



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## **Multi-agency Adult Risk Management Practice Guidance**

### **Gloucestershire Safeguarding Adults Board**

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## Guidance Summary

### Criteria for a Multi-agency Adult Risk Management (MARM)

The agency that identifies the risk to the adult should take the lead in coordinating the MARM process. However, in particularly complex cases, or where the referring agency lacks experience or confidence in arranging and chairing multi-agency meetings, the MARM Co-ordinator may provide support.

In exceptional circumstances, the MARM Co-ordinator may assume a more active role in leading and coordinating the process.

There may be instances where it is appropriate for the lead agency (who holds chairing responsibility) to change during the course of the MARM process, in order to support the best possible outcomes for the individual. Any such changes must be communicated promptly to all relevant agencies involved in the MARM.

Consent to hold a MARM should be sought from the adult wherever possible, and they should be actively encouraged to participate in the process. However, the absence of consent does not prevent a MARM from proceeding. Under common law, professionals may act without consent if it is necessary to prevent serious harm, in line with the principle of necessity.

To consider an individual for a MARM, **all** of the following criteria must be met:

1. The adult **has mental capacity** to make decisions about their life.
2. There is a **risk of serious harm or death**, which is imminent or likely, and arises from issues such as:
  - Severe self-neglect
  - High fire risk
  - Rapidly deteriorating health
  - Persistent refusal of essential services
  - Targeting by others (e.g. hate crime, sexual violence, anti-social behaviour)

*Serious harm includes life-threatening, or traumatic, physical or psychological injury.*

3. The case **does not meet the threshold for a Section 42 Safeguarding Enquiry**.
4. There is a **significant risk to others**, including:
  - Community safety concerns (e.g. cuckooing, drug activity, hate crime)
  - Environmental hazards (e.g. vermin, hoarding, unsanitary conditions)
  - Risks to professionals or neighbours entering the property
5. There is **substantial concern from multiple partner agencies**, particularly where risks are escalating or complex.

Any agency can initiate a MARM meeting. Where applicable, the organisation's MARM Champion, or Safeguarding Lead, is expected to exercise professional judgement when making a referral, ensuring the case meets the agreed threshold for MARM involvement.

The GSAB MARM Administrator should be informed of all MARMs initiated via email -

[MARM@gloucestershire.gov.uk](mailto:MARM@gloucestershire.gov.uk)

You will be given a reference number to use for all future MARM communications – such as requests for support or advice and the sharing of updates / action plans and outcomes.

**If it is not felt that the concerns meet criteria for a MARM Meeting you will be advised of this. Alternative support options may be available to help meet the adult's needs – such as the existing multi-agency forums within Gloucestershire as listed on the following page.**

## Existing Multi-Agency Forums in Gloucestershire that should also be considered

MDT Forum	Focus Area	Lead/Key Agencies
<b>MARAC</b> (Multi-Agency Risk Assessment Conference)	High-risk domestic abuse	Police, IDVA, health, housing, probation
<b>MAPPA</b> (Multi-Agency Public Protection Arrangements)	Management of violent and sexual offenders posing serious risk	Police, probation, prisons, mental health, social care
<b>MTAC</b> (Multi-Agency Tasking and Coordination)	Serial domestic abuse perpetrators and prevention of reoffending	Police, housing, health, probation, local authority
<b>SWOP</b> (Sex Workers Outreach Project)	Support for sex workers	Outreach teams, public health, safeguarding
<b>Complex Case Cell</b>	Rough sleepers with substance misuse and housing challenges	Housing, substance misuse services, safeguarding
<b>Blue Light Forum</b>	Individuals frequently engaging emergency services	Emergency services, mental health, social care
<b>FERN</b> (Frequent Engagement Response Network)	Mental health crisis and frequent professional contact	Complex Emotional Needs Team, mental health services, safeguarding

**If you require assistance identifying an appropriate pathway, please contact Call Gloucestershire on 01452 426868 for further advice.**

### Section 1: Invitation to Attend a MARM Meeting

The lead agency is responsible for arranging and chairing the MARM meeting, as well as any subsequent review meetings. It is essential that the adult's views are fully represented, either directly or through an advocate, to ensure meaningful participation in the process.

When planning a MARM meeting, it is important to identify and address any barriers that may affect the adult's ability to attend or engage meaningfully. Consider the following:

- **Venue Accessibility:** Is the location physically accessible and appropriate for the adult's needs?
- **Inclusion in the Process:** How can the adult be supported to participate—either in person, virtually, or through an advocate?
- **Risks or Concerns:** Are there any safety, emotional, or practical concerns that may impact the adult's attendance or engagement?

The '*MARM: What to Expect*' leaflet serves as both an invitation and a tool to support the adult's understanding and involvement in the MARM process. It should be completed with the adult or their advocate, allowing them to express their views using their preferred method of communication. The leaflet can be discussed in a face-to-face meeting prior to the MARM or sent by post with a stamped addressed envelope for return.

**The Chair must ensure there is time to gather the adult's views and confirm whether they wish to attend the meeting.**

Reasonable adjustments should be made to support the adult's attendance wherever possible. Completed leaflets should also be shared with the MARM Administrator to support learning and service improvement through the MARM Working Group.

The nominated Chair is responsible for completing **Section 1** of the '*MARM Meeting Record*' form. This section should include clear, relevant, and meaningful information, with particular attention to:

- The adult's **history and current situation**
- The adult's **views and expectations** (where known)
- **Work already undertaken** to reduce risk or address concerns
- **Agencies** that should be invited or involved in the MARM process
- A proposed **venue, date, and time** for the meeting
- The **identified risk of serious harm or death**
- How the adult's views will be included (e.g. direct attendance or via an advocate)

Once completed, the Chair must circulate the MARM Meeting Record to relevant partner agencies using a **secure email account or delivery method**. It is recommended that a minimum of **10 working days** is allowed for agencies to prepare and assess any associated risks prior to the meeting.

### Receiving an Invitation to Attend a MARM Meeting

Agencies invited to a MARM meeting are expected to:

- **Gather relevant information** held within their organisation about the adult.
- **Take reasonable steps** to obtain any additional information that may support risk assessment and planning.
- **Liaise with the Chair or Lead Agency** to confirm attendance or, if unable to attend, submit a detailed written report to inform the MARM process.

The adult may be invited to attend the meeting. However, consideration should be given to whether full or partial attendance is appropriate. In some cases, the adult's presence may:

- Increase risk (e.g. due to full disclosure of sensitive information),
- Impact their ability to engage with the process, or
- Inhibit open discussion between professionals.

In such circumstances, a **pre-meeting** may be held prior to the adult's arrival. The Chair should determine how the pre-meeting is recorded, and all agencies must ensure compliance with **confidentiality and data protection** requirements.

Each agency should be represented by a professional with:

- Appropriate knowledge and expertise in their field, and
- The authority to make decisions on behalf of their organisation.

Invited Professionals should be sent a copy of the MARM – Report for Partner Agencies Document for their consideration, completion and return.

## Section 2: The MARM Meeting

### Chairing Responsibilities

The nominated Chair is responsible for coordinating and leading the MARM meeting. They must complete Section 2 of the MARM Meeting Record Form, which serves as an aide-mémoire to ensure all key areas are addressed.

### Meeting Opening

- **Introductions:** The Chair will introduce all attendees, clarify their roles and the agencies they represent, and introduce the adult or their advocate (if present).
- **Confidentiality Statement:** The Chair will read the MARM Information Sharing Confidentiality Statement, outlining the legal basis for information sharing.
- **Apologies:** Any apologies and submitted reports from non-attending agencies should be noted and recorded.

### Adult Participation

- **Is the Adult Present?**  
*While adult participation is encouraged, it may not always be appropriate or achievable. If a representative or advocate is attending on the adult's behalf, their relationship and suitability should be assessed in line with the adult's best interests.*
- **Sensitive Information:**  
*The meeting may involve confidential or sensitive information. The Chair and attendees must consider the relevance and necessity of sharing specific details. For example, while a fire risk may not require disclosure of a diagnosis, information about mobility may be essential for risk planning.*
- **Understanding the Meeting:**  
*Reasonable efforts should be made to ensure the adult understands the purpose of the meeting. This may involve written and/or verbal explanations.*

### Capturing the Adult's Perspective

What is important to and for the adult? The Chair should facilitate discussion that distinguishes between:

- What matters most to the adult (e.g. independence, privacy)
- What professionals believe is necessary to reduce risk (e.g. safety interventions)

This section allows for open dialogue, negotiation of outcomes, and recognition of differing perspectives. **However, risk mitigation must remain the priority.**



### Example: Cuckooing

*An adult may wish to retain belongings that pose a fire hazard. Professionals may need to explore compromise solutions that reduce risk while respecting the adult's wishes.*

- **What's important to the adult:** *They feel socially connected to individuals staying in their home.*
- **What's important for the adult:** *These individuals are exploiting the adult financially and using the property for criminal activity, increasing risk to the adult and community.*
- **Negotiation:** *Professionals may work with the adult to understand the risks and explore safer ways to maintain social contact.*

### Description of risks (including a risk rating)

Set out the risks known to the group. It may be necessary to write a short explanation of the risk and the hazard to which the risk relates.

For example:

- **Risk of fire** from old electrical installation.
- **Risk of infection** from poor hygiene and lack of washing facilities.
- **Risk of scalding** given excessively high-water temperature.
- **Risk of a fall** given poor balance and the absence of a handrail.
- **Risk of malnourishment** given difficulties purchasing food due to immobility and financial difficulties.

### Rating the risk

Each identified risk should be rated by the most appropriately qualified professional present. The rating should reflect the **likelihood and potential severity of harm**, based on the adult's current circumstances.

A complex scoring system is not required. However, where available, the group should refer to relevant **guidance, codes of practice, or evidence-based tools** to support consistent decision-making. Formal research into risk rating is not necessary for this task.

*For Example:*

- **Low:** *Harm is unlikely and/or impact would be minimal.*
- **Medium:** *Harm is possible and could have a moderate impact.*
- **High:** *Harm is likely or imminent and could have severe consequences.*

### Actions to reduce the risk

The **Action Plan** is a record of agreed activities designed to reduce the adult's exposure to identified risks. The effectiveness of the plan will depend on:

- The **professional judgement** and expertise of those attending the meeting,
- The **appropriateness of the actions** identified, and
- Whether the actions are **successfully implemented**.

Each action should be:

- Clearly linked to a specific risk,
- Assigned to a named **individual or agency**, and
- Accompanied by an **anticipated completion or review date**.

Actions may vary in nature. Some may offer **direct risk reduction** (e.g. securing the property to prevent unauthorised access), while others may provide **indirect or enabling support** (e.g. financial advice, referral to substance misuse services).

The impact of each action must be **monitored and evaluated** by the agencies involved. Based on this evaluation, the group should determine whether a **MARM Review Meeting** is required to reassess risk and progress.

### Description of conflict identified

Conflict of opinion may arise for any number of reasons. This is an opportunity to describe the nature of the conflict, and the views of the individuals involved.

*For example, a Fire Officer or Environmental Health Officer may demand the removal of materials from a hoarded property for the purpose of fire prevention and/or vermin management, but another attendee may feel that this is a violation of the lifestyle choices of the Adult.*

### Legal Powers and Duties considered

Professionals attending a MARM meeting should consider any **relevant legislation, statutory duties, discretionary powers, policies, or codes of practice** that may apply to the case. These should be clearly referenced in the discussion and, where appropriate, reflected in the Action Plan.

- **Statutory duties and powers** should be identified and any proposed interventions clearly recorded.

- **Discretionary powers**, even if not enacted, should be noted where relevant to the adult's circumstances.
- All decisions must consider the **Human Rights Act 1998**, particularly **Article 8** (the right to respect for private and family life).

There is an expectation that MARM Chairs are familiar with key legislation, which may include (but is not limited to):

- Human Rights Act 1998 – European Convention on Human Rights
- Mental Capacity Act 2005 / Mental Health Act 1983
- Public Health Act 1936
- Housing Act 2004 – Housing Health and Safety Rating System Regulations 2005
- Environmental Protection Act 1990
- Fire and Rescue Services Act 2004 / Regulatory Reform (Fire Safety) Order 2005

### Outcome of the Meeting

At the conclusion of the MARM meeting, the Chair should verbally summarise the risks identified, and the actions agreed by partner agencies. Each agency is responsible for ensuring that their assigned actions are completed within the agreed timescales and for evaluating the impact of those actions on the identified risks.

**If an agency is absent from the meeting, the Chair may assign actions to them.**

However, **responsibility for completing the action remains with the agency**, not the Chair. During the meeting, it may become clear that an alternative statutory pathway is more appropriate for managing the risks. This may include, for example:

- **Care Act 2014** (e.g. Section 42 Safeguarding Enquiry),
- **Mental Capacity Act 2005**,
- **Mental Health Act 1983**, or
- Other relevant legal frameworks.

In such cases, the MARM process may be closed, and the case transferred to the appropriate statutory process. This decision should be clearly recorded.

Where it is agreed that the risks have been sufficiently reduced or removed, the MARM can be formally closed. This decision must be documented in **Section 4: Closure of MARM** on the MARM Meeting Record Form.

### Review Meeting Required

The Chair will decide whether a further meeting is required, and the timeframe for this to happen. It is more than likely that at least one Review Meeting will be required to record actions taken and evaluate the impact of these on the identified risks.

The Chair will need to consider whether any other agencies could usefully contribute to a Review Meeting and invite them accordingly.

### Following the MARM Meeting

The Chair is responsible for ensuring that **Section 2** of the MARM Meeting Record Form is completed accurately and circulated securely to all invited agencies, regardless of attendance, via secure email (or other secure means).

If a minute taker has formally recorded the meeting, the minutes should be summarised or attached within the free-text section of the Meeting Record.

The Chair must also:

- Clearly identify how the outcomes and actions from the MARM will be shared with the adult.
- Communicate the date, time, and purpose of any review meetings to the adult or their advocate, following the guidance outlined in this document.

### Section 3: MARM Review Meeting

The Chair responsible for the MARM Review Meeting should record updates in the Update and Actions section (3) of the MARM Meeting Record.

#### Agency Update:

Each agency is responsible for providing an update on:

- The impact of actions they have taken.
- Any outstanding actions that remain incomplete.

It is the responsibility of each attendee, not the Chair, to follow up on and complete the actions assigned to them.

#### Additional actions

During the MARM meeting, attendees may identify new actions beyond those agreed in previous meetings. These **additional actions** should be recorded clearly, including:

- The **individual or agency** responsible.
- The **agreed timescales** for completion.

*Note: This section should only include new actions. Outstanding actions from previous meetings should be recorded separately.*

The Chair is responsible for:

- Deciding whether a **further Review Meeting** is required.
- Making the necessary arrangements if a review is to take place.
- Circulating the **updated MARM Meeting Record Form** to all relevant parties.

### Section 4: Closure of MARM

The Chair should complete this section when it has been agreed that the MARM process can be closed.

#### Date of closure

This identifies the date that the MARM process concludes. This does not prohibit the re-opening of a MARM should it be necessary at a later point.

#### Reason for closure / update from Chair / Evaluation of Meeting

The Chair should use this section to summarise and conclude the MARM meeting, including:

- Key **discussions and decisions** made.
- **Actions agreed** and any **relevant legislation** applied.
- Any conflicting views, lack of engagement by the adult, or other significant factors that influenced the outcome.

The Chair may also:

- Highlight any shortfalls in the process.
- Identify potential triggers for re-referral into the MARM process.

#### Risk Retention and Closure Considerations

If the adult chooses to remain in a situation that exposes them to identified risks, this decision must be clearly documented.

The MARM Meeting Record should include:

- The **adult's views and choices**.
- The **perspectives of each agency** regarding the closure of the MARM.
- A summary of **any ongoing risks** that remain.

It is acknowledged that not all risks or concerns may be fully resolved. However, the purpose of the MARM process is to ensure that **all agencies have taken reasonable and proportionate steps** to support the adult in recognising and reducing the risk of serious harm or death.

Feedback on the MARM process - such as how it was applied, whether it led to meaningful change, and its overall effectiveness - can be submitted to the GSAB MARM Co-ordinator using the [MARM Feedback Forms](#) – [Links for these can be found at the end of this document](#).

Your insights help improve future practice and support continuous learning across partner agencies.

## Glossary

Acronym	Description
MARM	Multi-agency Adult Risk Management
Risk	The term used to judge the likelihood of harm
Adult	The person at risk of harm or death
Advocate	A representative for the Adult
Attendee	An appropriately appointed/invited professional representing an organisation at the meeting.

## Supporting Documents

- MARM Policy
- MARM Frequently Asked Questions (FAQ's)
- MARM Flowchart
- MARM What to Expect Leaflet
- MARM Guidance for the Chair
- MARM Report for Partner Agencies
- MARM Confidentiality Statement
- MARM Meeting Record
- MARM Risk Management Action Plan

## MARM Feedback Forms

**Links to be shared with relevant parties following closure of the MARM process**

[MARM Feedback Form \(for person subject of MARM\)](#)

[MARM Feedback Form \(for Supporting Person\)](#)

[MARM Feedback Form \(for involved Professionals\)](#)

[MARM Feedback form \(for MARM Chair\)](#)