

ADULTS AND COMMUNITIES SCRUTINY COMMITTEE	AGENDA ITEM No. 5
12 NOVEMBER 2019	PUBLIC REPORT

Report of:	Wendi Ogle Welbourn, Executive Director – People and Communities	
Cabinet Member(s) responsible:	Cllr Wayne Fitzgerald, Cabinet Member for Integrated Adult Social Care, Health and Public Health	
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CAMBRIDGESHIRE & PETERBOROUGH SAFEGUARDING ADULT BOARD ANNUAL REPORT 2018-19

R E C O M M E N D A T I O N S	
FROM Russell Wate QPM – Chair of Cambridgeshire & Peterborough Safeguarding Adult Board	Deadline date: N/A
<p>It is recommended that the Adults & Communities Scrutiny Committee:</p> <ol style="list-style-type: none"> 1. Receive and note the content of the annual report 	

1. ORIGIN OF REPORT

1.1 The report is submitted to the Adults and Communities Scrutiny Committee following sign off and publication of the Cambridgeshire and Peterborough Safeguarding Adult Board Annual Report 18/19 in October 2019.

There is a statutory requirement under the Care Act 2014 that Safeguarding Adult Boards publish an annual report detailing the work of the Board.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of the report being brought to the Adults & Communities Scrutiny Committee is to ensure members are fully aware of the work and progress of the Cambridgeshire and Peterborough Safeguarding Adult Board.

The report covers the period from April 2018-March 2019 and was published in October 2019.

2.2 This report is for the Adults and Communities Scrutiny Committee to consider under its Terms of Reference. No. 2.1, Functions determined by Council:

2. Safeguarding Adults

2.3 How does this report link to the Corporate Priorities?

The extent to which Safeguarding is delivered effectively will have an impact on:

- The capacity of families to meet their own needs independently
- The long term health of vulnerable adults

2.5 How does this report link to the Children in care Pledge?

This report covers vulnerable adults and does not link to the Children in care pledge.

3. **TIMESCALES**

Is this a Major Policy Item/Statutory Plan?	NO	If yes, date for Cabinet meeting	
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4. **BACKGROUND AND KEY ISSUES**

4.1 The annual report includes information on the work that has been undertaken by the Cambridgeshire and Peterborough Safeguarding Adult Board in the period April 2018- March 2019.

Partner agencies, including Peterborough City Council, contributed to the information contained within the annual report.

The annual report highlights the significant events during the last year, summarises both the work of the Safeguarding Adult Board and the work of the sub committees. It highlights areas of good practice and presents statistical information about safeguarding performance.

The annual report was approved by the Safeguarding Adult Board in October 2019 and was subsequently published on the Boards website (www.safeguardingpeterborough.org.uk) and shared on social media.

Members are requested to note the contents of the report.

5. **CONSULTATION**

5.1 Partner agencies, including Peterborough City Council, contributed to the information contained within the annual report.

6. **ANTICIPATED OUTCOMES OR IMPACT**

6.1 The annual report highlights the significant events during the last year, summarises both the work of the Safeguarding Adult Board and the work of the sub committees. It highlights areas of good practice and presents statistical information about safeguarding performance.

The report has been brought to the Adults Scrutiny Committee for information purposes.

7. **REASON FOR THE RECOMMENDATION**

7.1 There are no recommendations for the Committee to consider – the report is for information only

8. **ALTERNATIVE OPTIONS CONSIDERED**

8.1 There was no reason to consider alternative options. It is a statutory responsibility of the Safeguarding Adult Board to produce an annual report.

9. **IMPLICATIONS**

9.1 **Financial Implications**

There are no financial implications

9.2 **Implications**

There are no legal implications

9.3 **Equalities Implications**

There are no equalities implications

9.4 **Rural Implications**

There are no rural implications

10. **BACKGROUND DOCUMENTS**

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

- 10.1 The majority of statistics contained within the annual report are from the Safeguarding Adult Board dataset.
Partners provided information (including data) from their agencies which was used to formulate the annual report.

11. **APPENDICES**

- 11.1 Appendix 1- Annual Report of Cambridgeshire and Peterborough Safeguarding Adults Board 2018-19



Cambridgeshire
and Peterborough
Safeguarding
Adults Board
Annual Report 2018/19

Foreword

BY DR RUSSELL WATE QPM, INDEPENDENT CHAIR CAMBRIDGESHIRE AND PETERBOROUGH SAFEGUARDING PARTNERSHIP



It gives me great pleasure to present to you Cambridgeshire and Peterborough's Safeguarding Adults Board annual report for the period April 2018 – March 2019.

This has been as always, another challenging year for those of us involved with safeguarding the most vulnerable adults in our society, those adults being abused or at risk of harm. We have put in place strengthened ways of working that mean we are better able to measure what is needed and then meet those needs. An example of this is the new innovative Multi Agency Risk Management process (MARM).

As mentioned last year the review of Local Safeguarding Children Boards and the Social Care Act 2017 have changed how agencies will work together to protect children our response to this meant a joining together of the Boards across Cambridgeshire and Peterborough into one Adult Board this has been monitored and reviewed and agreed by an Executive Board as the appropriate way of working. This has allowed us to increase the effectiveness of our efforts and reduce barriers to services across different parts of the County whilst saving money for front-line services.

This is now the second Safeguarding Adults Board Report for Cambridgeshire and Peterborough. It outlines the activities and achievements of the Board and its partners over the last year and how well we have delivered on our priorities and actions in the Business Plan. It is our account to the community of the work we have done to safeguard and enhance the wellbeing of adults with care and support needs. We as a safeguarding partnership are clear that everything, we do is through the principles of Making Safeguarding Personal.

Safeguarding is about people -their wishes, aspirations and needs. We have been active in trying to learn lessons when incidents happen through our Safeguarding Adult Review Sub-Group and have published one review in this reporting year.

Our Safeguarding awareness month in February 2019 was our most successful to date, and had an incredible number of agencies supporting it.

What we as a Board do has to be judged in terms of whether it has placed adults in need of safeguarding at the centre of its work. How well we hear and respond to what people want is the measure of our success. I am confident we have the right mechanisms in place to carry out our role, and look forward to Chairing the Board as it uses those mechanisms to ensure safeguarding in Cambridgeshire and Peterborough is sensitive to the needs of the people involved, effective and above all personal.

Finally, I would like to say thank you to the incredible work that all agencies and the frontline staff do to keep adults safe from harm and abuse. Thank you also to Jo Procter and her staff in the Independent Safeguarding Partnership Team, for their hard work during this last year.

A handwritten signature in blue ink, appearing to read 'Russell Wate'.

Dr Russell Wate QPM

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It's really important that agencies work together to protect people.

It can't be done by one agency

Quote from an Adult

About the Board



Leadership and Governance

Legislatively there have been a number of changes within the safeguarding arena for both children and adults at risk:

- The Children and Social Work Act 2017, brings in Working Together 2018 that abolishes Local Safeguarding Children Boards and provides new ways of working in partnership
- The Care Act 2014 has established the need to have Safeguarding Adult Boards in each local authority Area

The changes of the legislative acts coupled with ongoing demands and a need for increased joint working between the two local authorities across the County of Cambridgeshire and the City of Peterborough, have led to a joint Children’s Board and a joint Adult’s Board.

Legislation indicates that each board should have three statutory partners with a shared and equal duty to make arrangements to work together to safeguard and promote the welfare of all children and safeguarding adults at risk in a local area. The new arrangements bring together the statutory safeguarding partners (Health (CCG), Police and local authority) to form an Executive Safeguarding Partnership Board. The structure combines the governance arrangements at a senior level to look at safeguarding arrangements holistically across both the children’s and adults safeguarding arena

Bringing together adults and children’s safeguarding on a countywide level ensures that safeguarding issues are looked at holistically in a “think family approach” and also provides a forum for transitional arrangement’s to be discussed and agreed



Figure 1: Diagram of Cambridgeshire and Peterborough safeguarding partnership structure

The Executive Safeguarding Partnership Board has strong and meaningful links with other groups and boards who impact on child and adult services. The safeguarding arrangements have been established in the context of wider statutory partnership arrangements that are in place across Cambridgeshire and Peterborough. The relationships have been strengthened by the implementation of an Inter Board protocol and a comprehensive mapping of themes. This ensures that all aspects of safeguarding are taken into account by the other statutory boards and there is a co-ordinated and consistent approach to safeguarding vulnerable people.

The Chair of the Executive Safeguarding Partnership Board is also a member of other strategic and statutory partnerships within Cambridgeshire and Peterborough which include the Health and Wellbeing Board, the Community Safety Partnerships and the MAPPA Strategic Management Board. They also chair the MASH Governance Board. In addition, the Head of Service for the Safeguarding Partnership Boards is a member of the Domestic Abuse Governance Board and the Children and Families Joint Commissioning Board.



Cambridgeshire and Peterborough Safeguarding Partnership Boards

The two Safeguarding Partnership Boards (adults and children's) sit below the Executive Safeguarding Partnership Board (see Figure 1). The Safeguarding Partnership Boards are responsible for progressing the Executive Safeguarding Partnerships Board's business priorities through the business plan; authorising the policy, process, strategy and guidance to effectively safeguard children and adults at risk. The two Safeguarding Partnership Boards scrutinise, challenge and maintain an overview of the state of children's and adults safeguarding in Cambridgeshire and Peterborough; undertaken through quality assurance activity, learning and development programmes and commissioning and overseeing Child Safeguarding Practice Reviews / Safeguarding Adult Reviews / multi-agency reviews (as required.) The Safeguarding Partnership Boards have wider partner membership to include probation, health providers, education, voluntary sector, faith communities and housing.

Below the two (adults and children's) Partnership Safeguarding Boards are a range of sub groups and task and finish groups. These groups are responsible for a range of areas, including policies, training, consultation and quality assurance. The function of these groups are detailed below.

- Two consultation and development forums (one for adults and one for children's) responsible for securing the "voice" of practitioners and ensuring that learning is used to inform and improve practice. These groups have wider partner membership to include probation, health providers, education, voluntary sector, faith communities and housing.
- Two Quality and Effectiveness Groups (QEG), one for adults and for children's.

Chaired by the Head of Service for the Safeguarding Partnership Boards, the group's membership includes senior managers from the safeguarding partners and other relevant agencies that have responsibility for safeguarding performance within their organisation. These groups scrutinise safeguarding effectiveness and co-ordinate improvement activity by; quality assurance activity (both single and multi-agency), performance management information and overseeing of action plans.

- A single countywide Children's Case Review Group, that examines children's cases and a countywide Safeguarding Adults Review group which deals with adult's case reviews.
- Task and finish groups are established to progress themed areas, e.g. child sexual abuse, criminal exploitation. Each group is responsible for producing resource packs for practitioners which include strategies/ guidance, training, leaflets and tools.

- The structure also includes those forums who have a "dotted line" to the Safeguarding Boards (Education Safeguarding Group, Child Protection Information Network).

Independent Safeguarding Partnership Service

The work of the various Boards and groups within the governance arrangements is overseen by the Independent Safeguarding Partnership Service. The service is managed by the Head of Service and includes roles that cover both adults and children's agendas. Some of the roles are specialised in quality assurance and improvement, exploitation, training, communication and there are more general adult and children's leads and dedicated administrative roles. The service ensures that there is robust, countywide independent scrutiny and oversight of multi-agency practice.

Safeguarding meansthe safeguarding of adults by staff, family, neighbours and the whole world. We should look after vulnerable people. We should report any concerns we have, however minor they may seem

Quote from an adult

Progress against the Board's Priorities



Quality Effectiveness Group (QEG)

The Adult Safeguarding Partnership Board (ASPB) has a 2 year strategic plan, with priority areas and a number of aims. The aims listed below are the focus of ASPB for 2018 – 2019.

Listening and responding to the voice of the people of Cambridgeshire and Peterborough

- For the first time the ASPB conducted a survey to ascertain what the community understood about adults at risk, safeguarding and the Safeguarding Board. The findings have informed the board what areas to focus on to ensure that the general public are informed about safeguarding adults at risk and who to contact should they have safeguarding concerns. A briefing of the findings from the survey are on the website. Further details can be found on page 11

The pressures due to societal changes are immense. Good luck

Quote from an Adult

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- The Quality Effectiveness Group undertook a consultation activity with partners to find out how organisations and professionals within agencies engage with adults at risk and listen to and record their thoughts, wishes and feelings with regards to service delivery. A further consultation activity was widened to include other Safeguarding Adult Boards across the Country to see how they consult and engage with adults at risk within their areas. Both activities showed that this is an area of work to focus on as to how we, as partners, practitioners and the board, ascertain what adults at risk tell us about service delivery and how to safeguard them.
 - The Sexual Assault Referral Centre (SARC) presented to the board concerns regarding offering support and referrals for those people with complex needs. A Task and Finish group has been set up to look at pathways for those

individuals who are victims of sexual violence and have complex needs.

Prevention – recognising abuse and neglect and trying to prevent harm from taking place

- Multi-agency safeguarding adults training has been developed by the board and is facilitated by members of the independent safeguarding partnership service. Training is available to all professionals (voluntary and statutory) who work with adults at risk. Identifying adult abuse, roles and responsibilities and what steps to take for safeguarding are integral to the training offer.
- Partners undertook a self- assessment audit earlier this year. One section focused on prevention and the majority of agencies scored this as being fully met within their organisation and practice with only 3 % regarding this as not being met within their agency. The self-assessment tool also contained questions regarding whistleblowing, safer recruitment of staff, supervision, allegations made against staff and the dissemination of safeguarding messages; all areas that focus on prevention of harm to adults at risk. The self-assessment tool findings were supported by the practitioners survey that contained similar questions requiring prevention of harm. Findings from this audit has been used to inform training and guidance. Further details can be found on page 11
- During early 2019 Multi-Agency Risk Management (MARM) Guidance was developed and launched via workshops across the region. In total 137 professionals attended the workshops. The **Multi Agency Risk Management Guidance** sets out a co-ordinated, multi-agency response designed to help protect adults who are not engaging with services and are deemed most at risk. It seeks to provide frontline professionals with a framework to facilitate effective working with

adults who are at risk; where that risk may lead to significant harm or death and the risks are not effectively managed via other processes or interventions due to the individual not wanting to engage.

- A Pressure Ulcer Task and Finish Group was set up to ensure that NHS trusts have policies and procedures in line with the Department of health protocol. Guidance has been agreed and developed and disseminated to agencies. The guidance is on the Boards website.

Ensuring practitioners work within the principles of Making Safeguarding Personal (MSP)

- MSP is a golden thread running throughout everything the board does and is in all of our multi-agency Training, resources and audits. Within the self-assessment audit tool there were specific sections relating to Making Safeguarding Personal and agencies scored their services accordingly. All audit activity of the board measures practice against MSP.

I just wanted someone to listen to me and they did

Quote from an Adult

- The lived experience of the adult training pack is being developed to cascade to professionals within workshops over the coming year. Within the pack are case studies and real life scenarios which focus on 'what does making safeguarding personal mean for them?'

Ensuring the workforce is appropriately skilled and trained to identify and respond to issues of abuse and neglect.

Training and Development – Safeguarding Multi-Agency Training

During 2018, the Peterborough and the Cambridgeshire Safeguarding Adults Boards

(SAB) combined to give a countywide approach to safeguarding adults at risk. For the first time, the joint SAB offered a combined training programme that included multi-agency adult safeguarding training as well as multi-agency children safeguarding training for all practitioners across Cambridgeshire and Peterborough. Additional resources including: leaflets, briefings, e learning links, Apps and training packages are available on the CPASPB website for professionals, carers and service users. Easy read leaflets are available to download. Safeguarding Board Training is monitored and reviewed within the Quality Effectiveness Group and for 2019 this function and role will move to the Training Subgroup.

Over the twelve months from January 2018 to December 2018, in total safeguarding adult's at risk training provision was given to 292 professionals.

Training Sessions. Training sessions during 2018 were evaluated highly by professionals with 98 % rating, both the delivery of the training and the aims and learning outcomes of the training as being 'good to excellent'. 99% of attendees said that they would recommend the training to colleagues.

Salient comments from attendees include

- *"The training was really engaging I thought it was very informative. I feel like I have learnt more in this area and good discussions were had. Very good training"*
- *"Very useful and informative and will provide vital in my role"*

In terms of impact of the training on practice 77 % of practitioners felt that they had learned a lot and that 85% felt that the training was completely relevant to their safeguarding role.

- **Confidence** -87% of attendees felt that after the training their confidence had improved.
- **Knowledge**- 87% of attendees felt that after the training their knowledge had improved
- **Skills and Practice**- 90% of attendees felt that after the training their practice skills had improved

Single Agency Training

As of 2019 Peterborough and Cambridgeshire Adult Safeguarding Partnership Board have developed and implemented a process for checking and making sure that partner agencies training is robust enough for the adult safeguarding workforce. Endorsement of training ensures that the safeguarding adults at risk training is; up to date, fit for purpose (aimed at different job roles and levels), has all of the local and national safeguarding messages and contains lessons from serious adult reviews. To aid this process there are a set of; training principals, a competency checklist and a full description of the groups of people that adult safeguarding training is aimed at. Up until April 2019 2 courses have been endorsed successfully.

Monitor, scrutinise and challenge safeguarding practice across the partnership

Quality Effectiveness Group (QEG)

Monitors the individual and collective effectiveness of the Adult Safeguarding Partnership Board partners and has a strong quality assurance function undertaking audits, focus groups and surveys. The annual themed audit programme (quality assurance planner) includes both single and multi-agency audits and are linked to the board's priorities. QEG advises and supports the board in achieving the highest safeguarding standards and promoting the safeguarding of adults at risk across Peterborough and Cambridgeshire by evaluation and continuous improvement. During the twelve months covered by this report the following audits have taken place:

- **Practitioners Safeguarding Survey.** 406 respondents to the survey which explored what professionals understood about safeguarding adults at risk and safeguarding within their organisation. The findings from this survey have informed adult safeguarding board policies and procedures and helped to identify the priority areas for the board to focus on.
- **Self -Assessment Audit Tool.** The self-assessment tool consisted of six sections referring to the elements of 'Making

Safeguarding Personal' (Empowerment, Prevention, Proportionality, Protection, Partnership and Accountability) and a final section on 'information sharing'. 14 agencies completed the tool and assessed their organisation and agency practice against the standards. Workshops were provided to support completion of the tool with 13 professional safeguarding leads attending. Completed responses of the self- assessment tool were effectively challenged, as part of the audit process, with further clarification and evidence provided by agencies. This will continue to be a bi-annual event.

- **Safeguarding Survey.** The Safeguarding Boards first ever survey to the wider public to ascertain what people understand about; what is an adult at risk, safeguarding adults at risk and what the Safeguarding Adult Board does. Questionnaire were via survey monkey (online) and an easy read hard copy leaflet. 122 people within the community responded. The findings from this survey have informed adult safeguarding board policies and procedures and helped to identify the priority areas for the board to focus on.
- **Scoping Activities.** A number of requests were sent out to partners of the board and to other Safeguarding Adult Boards to ascertain information about how the voice of the adult at risk is recorded and listened to within organisations. This work was utilised to inform the development of the lived experience of the adult training pack.

At the conclusion of all audit activity a briefing is prepared highlighting the implications for safeguarding practice across all agencies in terms of roles and responsibilities for safeguarding the adult at risk.

All of the audits have resulted in recommendations and learning for practice. Lessons learned from auditing will be cascaded through the Safeguarding Board Workshops during late 2019 and professional briefings on the Safeguarding Board's website.

Additionally, QEG reviewed and monitored single agency performance in relation to safeguarding adults at risk within the quarterly performance

report, contributed to by all partner agencies. For 2019 this process has been strengthened and partners will be required to present a report and have a discussion regarding individual performance relating to the board's priorities for 2019 – 2020.

My experience was a positive one and mum got the help she needed

Quote from an Adult

Raising awareness of the role of the SAB's and safeguarding issues across communities

Promoting awareness is an ongoing activity held throughout the year by the board and its members. The board provided the safeguarding adult's roadshow in 2018 to promote multi-agency training available whilst giving information regarding what is an adult at risk and how to safeguard them.

Over the past 12 months, the Safeguarding Board website has been further developed to include new briefings and resources for practitioners, updated guidance and can be translated into over 100 different languages in order to provide accessible information to all communities across Cambridgeshire and Peterborough.

The safeguarding board also continues to use social media to raise awareness of the work of the board and share messages of local and national importance.

February 2019 was Safeguarding Awareness Month for both the Children and Adults Boards focused on raising the awareness of the general public, we included messages about:

- What is safeguarding?
- signs of abuse
- how to make a referral
- public information – leaflets, websites and signposting to appropriate services
- What is an Adult Safeguarding Partnership Board / Children Safeguarding Partnership Board?

A communications strategy and tactical plan was developed, building the campaign around social media messages with other activities taking place

to complement it. The strategy also formed the basis of the awareness month resource pack which included:

- Banners for Email footer, Newsletter
- Social Media assets
- Leaflets, postcard & posters
- Hashtags
- Social Media messages



A whole host of agencies took part in Safeguarding Awareness Month, to raise awareness, by producing a short film giving safeguarding messages, having information stands and holding a drop in events.

Within the Board, there was:

- The community survey, extended to include safeguarding awareness month to gather as many responses as possible.
- Requests for radio interviews by the local media
- Creation of safeguarding easy carry cards and posters for staff and the general public

- Facebook and Twitter had a new message each day throughout the month on safeguarding. For **Facebook** the message with the biggest reach (**3880 users**) was “We all have a role to play in protecting children, young people and adults at risk from abuse and neglect. But right now, some people do not report concerns. Help us to help those in need of support and speak up about abuse”. this was also the most successful message for **Twitter** with a reach of **5256 users**.

Over the month we reached 76,725 users via social media, and from twitter polls ascertained that 91% of respondents said that safeguarding was everyone’s responsibility and 71 % of the general public knew what the children and adults board’s do.

Safeguarding Adult Reviews (SARs)

Under the 2014 Care Act, Safeguarding Adults Boards (SABs) are responsible for Safeguarding Adults Reviews (SARs). The purpose of SARs in the statutory guidance is to ‘promote effective learning and improvement action to prevent future deaths or serious harm occurring again’. The aim is that lessons can be learned from the case and for those lessons to be applied to future cases to prevent similar harm re-occurring.

During 2018/2019 the Safeguarding Adult Review sub-group began the year with 3 existing cases, 1 that has been concluded and two remain ongoing.

Arthur - Case

Very little was known about Arthur’s life until after the completion of the Safeguarding Adult Review. Arthur was 60 years old and lived alone in a first floor housing association flat. He was registered as disabled, having type 2 diabetes and a below the left knee amputation. He had limited mobility and used a wheelchair, which was stored in a hall cupboard for outside use as it was too big to use around the flat

Arthur was generally isolated and did not see many people apart from those agencies working with him and a friend, who was his neighbour.

Arthur’s case is a complex one and involved a number of professionals working with him. He spent a number of times in hospital with regards to his amputation site becoming infected, swollen and on one occasion maggot infested.

Sadly, Arthur, died in 2018 and his cause of death was recorded as cardiac arrest, peripheral vascular disease, hypertension, sepsis, type two diabetes and hyperosmolar hyperglycaemic state.

Practitioner Themes from the case included:

- Working Together
- Professional’s response to self-neglect
- Professional curiosity
- Disguised compliance of Arthur and the ability of professionals to have respectful uncertainty
- Engagement with Arthur and his social isolation
- Mental Capacity
- Discharge planning
- Assessments, inclusion of risk, planning and recording
- Access and use of policies and procedures
- Making Safeguarding Personal - The lived experience of the adult at risk and engaging his neighbour. Weighing up personal choice against health risks

Embedding the Learning

An Action Plan of recommendations from the Arthur SAR sits with the SAR subgroup for monitoring and reviewing completion by partner agencies identified within the review.

For 2019 a training pack has been developed on the lived experience of the adult at risk, and Arthur’s case study is an integral multi-agency exercise for professionals to identify what could have been done differently. A Practitioners briefing has been written on Arthur and later in 2019 a task and finish group will develop guidance for professionals to accompany the training pack.

The findings from Arthur’s SAR will be cascaded within the Adult Safeguarding Workshops, due to

take place later this year along with national SAR findings and local audit activity.

Learning Culture

The Children Safeguarding Partnership Board (CSPB) and the Adult Safeguarding Partnership Board (ASPB) create a culture of openness and facilitate effective and regular challenge to all partner agencies. The Boards do this by the

Independent Safeguarding Partnership Service (ISPS) reviewing, scrutinising and challenging local safeguarding arrangements. Findings from Serious Case Reviews / Safeguarding Adult Reviews and auditing activity are cascaded back to practitioners and agencies to embed the learning back into practice. The chart below shows how the ASPB and the CSPB identifies learning as part of evidence informed practice.

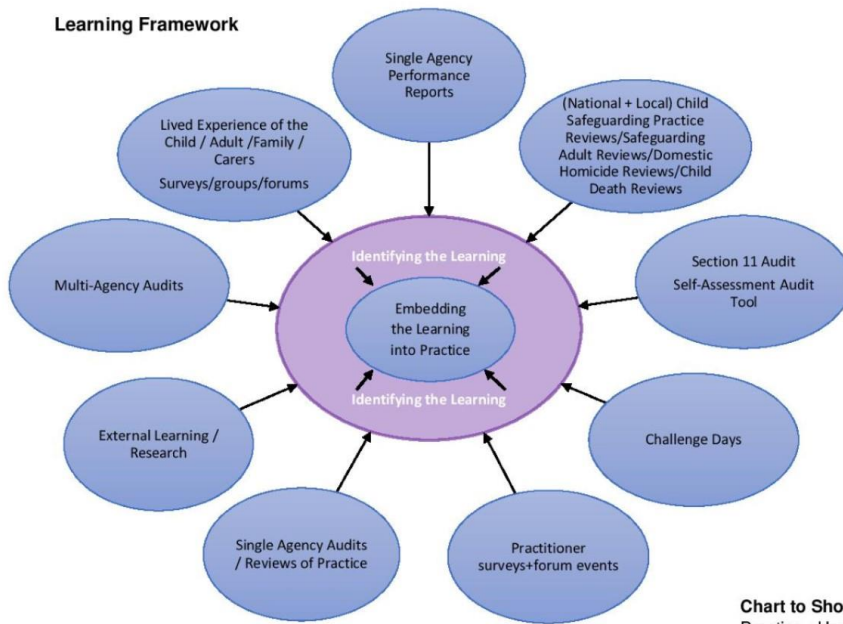


Chart to Show: Evidence Based Practice : How Cambridgeshire and Peterborough Children and Adult Boards Identifies Learning



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