

You wouldn't turn a blind eye to
child abuse... Would you?

So why would you ignore **adult abuse**?

If you think a vulnerable adult is at risk of abuse ring
01482 616092 and speak to the Safeguarding Adults team
based at Brunswick House, Strand Close, Hull

Who will reach out to
adults with care & support
needs & **safeguard** them in
our community?



**Hull Safeguarding Adults
Partnership Board**
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Guildhall Road
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01482 379092

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2017 / 18
annual report



...we will

Our vision for adult safeguarding

People are able to live life free from harm where our community has a culture that does not tolerate abuse; works together to prevent abuse and knows what to do when abuse happens.



It is my privilege to introduce the 2017/18 Hull Safeguarding Adult Partnership Board annual report which has been a busy and productive year for the partnership.

Message from the Chair

As forecasted previously demand and expectations upon the board have risen following its establishment as a statutory board as per the Care Act 2014.

Significant progress has been made in delivering the actions contained within our strategic plan and we successfully completed the first safeguarding adult review ever undertaken by the board. This identified learning and resulted in improvement activity being undertaken across the partnership which was subsequently quality assured through the established governance processes of the board.

Throughout this year we have sought out opportunities to collaborate with other partnerships where cross cutting issues exist. This with the aim of maximising our impact upon improving safeguarding outcomes and reducing duplication of effort. By working together with Hull Safeguarding Children's Board and the Community Safety Partnership we helped to inform the development of the domestic abuse strategy and undertook our first ever joint conference with these partnerships in relation to this issue. This was symbolic as a demonstration of the commitment of the partnerships

to work more closely to address the impact of domestic abuse in Hull.

Our strength is in partnership and the commitment of our three statutory partner agencies Hull City Council, NHS Hull CCG and Humberside Police in relation to improving outcomes for adults at risk of abuse or neglect is well evidenced in the content of this report. Additionally, the other partner agencies represented within our Strategic Delivery Group the "engine room" of the board who are tasked with the delivery of the strategic action plan have ensured not only is the work on the plan completed but by their involvement ensured the wider partnership who all have a role in keeping adults safe are both engaged and committed in supporting the vision of the board.

I would wish to close by formally recording my thanks to my vice chair Sarah Smyth (NHS Hull CCG), Kate Rudston (Hull East Yorkshire Hospital Trust) Chair of the Strategic Delivery Group, Dave Blain (NHS Hull CCG) for his support of the SAR process, Steve Clay my hard-working board manager and Charmaine Lovell in providing excellent administration and data support.

“
The Board has 3 statutory members. Hull City Council, Police & NHS Hull CCG.
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Rick Proctor

Rick Proctor,
Hull Safeguarding Adult Partnership Board
Independent Chair



Hull Clinical Commissioning Group



Article by
Sarah Smyth
Director of Quality & Clinical Governance

NHS Hull Clinical Commissioning Group

Our Adult Safeguarding functions

To deliver the safeguarding adults functions and duties commensurate with Care Act 2014, Health and Social Care Act 2012 and NHS constitution principles.

Ensure commissioned providers deliver safeguarding adults functions through quality and governance processes.

Hull CCG also complies with the NHS England Safeguarding Vulnerable People in the NHS Accountability and Assurance Framework 2015

Our Adult Safeguarding achievements 2017/18

- Continued to support the Hull SAPB at all levels including financial contributions.
- Vice chair of the Hull SAPB and chair of SAFE sub group.
- Provided strategic leadership and clinical input into Safeguarding Adult Review (SAR) panels throughout the year.
- Continued support for partner agencies and vulnerable individuals involved in criminal justice processes including MAPPA, Criminal Justice Board and Reducing Re-offending Board.
- Establishment and embedding of processes to review all deaths of service users with a learning disability in accordance with NHS England guidance.
- Achieved significant assurance from internal audit of safeguarding in 2017/18.
- Continued to strengthen safeguarding assurance processes with all commissioned providers through safeguarding self-assessments and quality processes.
- Continued to support CCG colleagues with Serious Incident processes and provided safeguarding advice in relation to reviews.
- Attendance at counter terrorism Prevent silver group and associated Channel Panel.
- Represented the local health economy at Community Safety Partnership.

How we raised awareness of Adult Safeguarding in the NHS Hull CCG

Staff completed safeguarding adults training via face to face and e-learning packages including board members.

New staff completed Counter Terrorism workshop training for Prevent.

Quarterly assurance reports to quality and governance processes within the CCG.

Involvement in procurement and commissioning processes within the CCG

How we supported service users & carers through the Safeguarding Adults procedure

- Delivery of safeguarding adult training to Hull CCG champions.
- Involvement of members of the public in the people's panel.

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Achieved significant assurance from internal audit of safeguarding
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Our Adult Safeguarding objectives for 2018/19

Effective safeguarding arrangements across the primary care setting in order that all GPs and primary care staff will feel competent and confident to undertake their safeguarding responsibilities.

1. The development and publication of bespoke safeguarding policies and procedures for all practices.
2. The development and completion of a safeguarding self-assessment tool for all practices.
3. The development and delivery of a safeguarding adults training programme for all staff in primary care.
4. The development of formal, standardised information sharing arrangements between GP practices and community health services.
5. The development of a process for data cleansing in GP practices as a first step towards establishing a clear picture in every practice, of the numbers and extent of vulnerable children and families on patient lists.

Review of the safeguarding adults health role within the Hull Multi Agency Safeguarding Hub (MASH).



Article by
Mathew Hutchinson
Detective Superintendent



Humberside Police

Our Adult Safeguarding functions

Humberside Police manage the policy and multi-agency collaboration for Adult Safeguarding within the Protecting Vulnerable People Unit (PVP) however it is acknowledged that the safeguarding of 'Vulnerable Adults' in the context of the College of Policing definition of vulnerability and 'Adults at Risk' in respect of the Care Act definition is incumbent of everyone within Humberside Police.

The PVP is a multi-faceted team which is located on the north bank of the Humber at Clough Road Police Station in. The team based at Clough Road service the demand across the city of Hull in addition to the East Riding of Yorkshire and have close working relationships with a wide range of partner agencies.

Operating between 0700hrs and 2300hrs, seven days per week; the PVP is comprised of warranted Police Officers and civilian investigators supported by civilian administrative staff.

The PVP Detective Superintendent is a core member of the Hull Safeguarding Adults Board and the Detective Chief Inspector attends the various sub-groups to ensure that the seriousness and complexity of adult safeguarding is reflected in the senior representation.

A Dedicated Decision Maker (DDM) at the rank of Detective Sergeant supported by administrative support staff is co-located within the 'Early Help And Safeguarding Hub' (EHASH) in Hull, working alongside the Adult Safeguarding Team to deliver an effective multi-agency response to concerns regarding adults at risk of abuse or neglect.

The Police Decision Maker responds to information received from a range of sources including police and a various other agencies. They undertake additional research and conduct formal strategy discussions with key partners to share information and agree an appropriate safeguarding response.

Humberside Police are also co-located within the Hull Domestic Abuse Partnership to ensure an effective multi-agency response to domestic abuse and a victim focused service.

In addition to the mainstream policing services, Humberside Police also operate a team of specially trained Hostage and Crisis Negotiators on-call 24 hours a day, 365 days a

year. In 2017 this team responded to over 150 incidents of which a significant majority were relating to suicide intervention.

To further improve the response to adults in crisis and those with acute mental health issues, Humberside Police now have a crisis worker from MIND now based within the force command centre seven days per week between 1600hrs and 2200hrs. This collaboration ensures specialist tactical advice to call-handlers and response officers and enables immediate mental health intervention to support members of the public where required.

Our Adult Safeguarding achievements 2017/18

- * Operation Signature has been adopted within the force and is a national process designed to identify, and then provide support to, vulnerable victims of fraud and financial abuse.
- * The Banking Protocol is a national initiative which Humberside Police signed up to and went live on 20th November 2017. It addresses the same issues, but in the circumstances where victims physically attend inside Banks (and other Financial institutions) to carry out transactions.
- * Bank counter staff have been trained to identify vulnerability and are actively encouraged with intervening and quizzing the victim over the proposed transaction. If this confirms an offence, or the concerns of the bank staff are not completely satisfied they simply report the matter to the Police via the 999 system
- * Throughout 2017/18 Humberside Police Hostage and Crisis Negotiators intervened to save the lives of over a hundred lives last year involving people in crisis.

How we raised awareness of Adult Safeguarding in the Humberside Police

The force has delivered extensive training to support front-line officers with a greater understanding of how to respond to vulnerable people with mental health issues, Autism Spectrum Disorders and understanding the Herbert Protocol in

respect of mentally vulnerable people who go missing.

Within Humberside Police awareness has been raised in respect the emerging issue of Modern Day Slavery and Human Trafficking through local and regional training events and the creation of specially trained Police Tactical advisors.

In addition Humberside Police have delivered Domestic Abuse Matters training to a significant proportion of the force aimed at raising awareness of the impact of DA on victims and the need for positive intervention and support.

How we supported service users & carers through the Safeguarding Adults procedure

Humberside Police works collaboratively with a range of partner agencies to support service users who have been victims of crime or are at risk of abuse or neglect.

Throughout 2017/18 numerous succession prosecutions were brought in respect of allegations of physical abuse, sexual abuse, theft and domestic abuse involving vulnerable victims.

In addition to the successful prosecutions there have been hundreds of safeguarding concerns which have been reviewed and then acted upon to ensure appropriate multi-agency intervention to protect those at risk and improve their lives.

“ Operating seven days a week between 7am and 11pm ”



Our Adult Safeguarding objectives for 2018/19

- To reduce the number of repeat vulnerable adults
- To increase the number of successful prosecutions for offences perpetrated against vulnerable adults
- To increase awareness within Policing of the issues faced by vulnerable adults and adults at risk in order to provide a better service.



Article by
Alison Barker
Director Adult Social Services



Hull City Council

Our Adult Safeguarding functions

The Local Authority has a statutory duty (Care Act '14) to make enquiries and decide on actions that need to be taken when an adult with care and support needs is experiencing or is at risk of abuse or neglect and is unable to protect him or herself from that neglect. The local authority upholds the principle of making safeguarding personal and as such will undertake enquiries with the full involvement and agreement of the person believed to be at risk or their advocate.

Decision-making in relation to enquiries will also frequently involve other partner agencies, and equally, in line with the act, other agencies, organisations or providers might be asked to contribute or lead on an enquiry. The local authority must be satisfied, however, with the extent of the enquiry undertaken, and the subsequent actions that take place to address the safety and wellbeing of the person at the centre of the concern.

The local authority will end the enquiry once it is satisfied that appropriate actions have been taken.

Our Adult Safeguarding achievements 2017/18

Received positive feedback from the Board following the first complete year of quarterly audits. All four audits this year focussed on the work of the local authority safeguarding team and the Multi-Agency Safeguarding Hub (MASH).

New, refreshed safeguarding training plan drawn up in partnership with the local authority Training and Development Department. A new suite of Safeguarding training is now firmly established in the annual programme, and is available to external partners, providers and agencies as well as local authority staff.

Significant investment in a refresher programme of Mental Capacity Act training, both general and targeted specialist training that takes full account of learning from the first 10 years of case law in relation to the application of the Act.

All members of the MASH have been trained in Achieving Best Evidence and as such are able to act as second operator in undertaking Police DVD interviews of vulnerable victims. Once

portfolios are completed this should relieve some of the pressure on policing colleagues who currently are tending to have to provide two officers for each DVD interview. In terms of our own development, it has provided excellent opportunity to develop our own interviewing techniques

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Enhancing the multi-disciplinary of our safeguarding response

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Consolidated practice in relation to both the Care Act and the principle of Making Safeguarding Personal by establishing monthly practice sessions with staff from the MASH; by changing documentation to support good quality enquiries; by more rigorous consultation, involving the person or their advocate / family in the safeguarding enquiry process, and in agreeing the outcomes of the enquiry before seeking 'sign off'.

Direct involvement in the implementation of a new electronic social care database (ESCD) ensuring all safeguarding paperwork was reviewed and updated a part of this process.

Some indication of uptake in the use of paid advocacy in relation to safeguarding enquiries
The Safeguarding Team, on behalf of Adult Social Care, has become a Designated officer once again on the MARAC Steering Group.

We have worked in conjunction with the Strategic lead for the domestic Abuse Partnership to ensure that there is now a Domestic Abuse training package targeted at staff who work specifically with adults, previously ASC staff had to attend generic training that had more focus on domestic abuse in households where there are children present. The new training looks at the additional barriers that face adults with additional health and social care needs.

We also meet on a quarterly basis with the strategic lead and team leader of DAP to discuss the interface between domestic abuse and safeguarding to ensure we have a shared understanding of our respective roles and responsibilities and how these are applied in practice.

We have achieved full staffing levels for the first time in a long time this last year, and are proud of the fact that our latest recruit is a registered nurse (learning disabilities) so enhancing the multi-disciplinary nature of our safeguarding response.

We have succeeded in increasing the resourcing of our business support by 2 whole time equivalent posts. This has created significant scope in better managing both Safeguarding and Deprivation of Liberty processes, both of which the operational Safeguarding Team is responsible for.

The safeguarding team itself was shortlisted for a Partnership Working Award by colleagues in the Humberside Fire and Rescue Service.

How we raised awareness of Adult Safeguarding in Hull City Council

Joint working / joint visit's with members of the locality based social work teams when undertaking enquiries in relation to people supported by those social work teams

Established the practice of undertaking welfare visits one day a week with a representative from the See and Solve team, who provide the first line response to enquiries people might have in relation to general social care needs. The purpose behind this is to establish a shared understanding of our respective roles and in time better manage the influx of referrals to the safeguarding team that are essentially about welfare rather than abuse and neglect

Contribution to action planning for the wider staff group in relation to lessons learned; both in relation to Coroner's Court and safeguarding enquiry. We are about to formalise a process that includes lessons learned and logging as a standard agenda item within manager and team meetings. Our own lessons learned process has already resulted in a case being presented to the Board's Safeguarding Adult Review Panel, and in terms of positive lessons to learn, another case being prepared for presentation as a case study for a future Safeguarding Board Learning Event.

We have supported both an ASYE (newly qualified social worker) to complete her portfolio from within the safeguarding team this year, and have just recently taken on a social worker in training into the Safeguarding team. Both should start their

social work careers with a good grounding in safeguarding enquiry and action planning, in Making Safeguarding Personal, and in the wide breadth of partnership working that is required to ensure we safeguard those people whose ability to safeguarding themselves is compromised because of a health or social care need. We also offer support to all social workers in training within Adult Social Care, and all new employees within adult social care, the opportunity to visit the team as part of their induction.

How did you support service users and carers through the Safeguarding Adults procedure

We have spent time in practice sessions sharing our own good examples of the positive engagement we have had with people to achieve the outcomes they want to feel safer in their life.

We have adapted our own documentation to prompt enquirers to involve the person themselves, or their family, representative or advocate in the safeguarding enquiry from a very early stage, and encourage staff to share a draft of their findings, conclusions and recommendations for action with the person or their representative prior to presenting a final draft for 'sign off'.

When requesting others to undertake enquiries on our behalf, we make sure to request consultation throughout the process with the person themselves or their advocate. We ask that enquirers are explicit in including the views and wishes of the person or their advocate in their summary of their enquiry. Where this is absent we go back to the enquirer and or identify as an action for the organisation involved that staff attend to relevant safeguarding training course.

Even when we are not able to resolve all issues for individuals or their representative's satisfaction we apply the principle of ensuring 'their voice is present' within the final outcome report.

We are clear in discussing with whom the document is to be shared, and what these other people might be in a position to do if we share the information with their agency or organisation.

In most cases, the people we become involved with are able to advocate for themselves, or have a friend or relative that can advocate for them and support them through the safeguarding process. However, this is not

always the case. We have been slow to pick up on the use of paid advocacy in Hull, partly perhaps because of the market position over the last few years in relation to available advocacy. There is however a framework in place, and there is a slow uptake in the use of advocates. We are moving in the right direction, but not as yet at pace.

The Quarter 3 and 4 audits undertaken by the Board this last year focussed on making Safeguarding Personal, and on Advocacy. The feedback from both audits was positive

MSP: "The consideration by MASH staff of the outcomes for the person involved within the S42 enquiry was very good it was well evidence within the body of the report, and was a theme throughout"

The Audit identified that the same focus on the voice of the person was not so evident by those raising the safeguarding concern. This will need to be considered as an objective for this coming year.

Advocacy: "our audit of advocacy, although a small number, was good overall"
What was evident from our National Safeguarding return for this year is that we are failing to capture use of advocate friend or family in a format that can be measured statistically. This has already been raised with our performance monitoring team and should be rectified for next year's return.

Our Adult Safeguarding objectives for 2018/19?

Advocacy: improve on our use of paid advocacy throughout this coming year

With the support of the Performance Management and Information Technology teams, ensure that information relating to the use of advocacy, friend or family within the safeguarding process can be captured statistically

Additional post: In acknowledgement of the emerging picture that some safeguarding enquiries take an exceptional amount of time to bring to a conclusion, we plan to scope the feasibility of an additional post(s) at a basic social work grade to take on the support of those people where a more sustained case holding arrangement is required. Typically this tends to relate to people where no one organisation might identify itself as having the principle role of overall case co-ordinator, or where someone requires a degree of input to keep them supported and 'safe' until the appropriate support or support services are in place.

Achieving Best Evidence: Ensure all team members have had to opportunity to shadow Police DVD interviews, and be on course to have completed their portfolio.

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Raise awareness in adult social Care Teams
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Section 42 Enquiries: Ensure providers are given electronic copies of the revised documentation, and are encouraged to attend the S42 enquiry training. Continue to support providers to improve the quality of the reports they produce particularly in identifying the views and wishes of the person themselves when formulating how the enquiry should be undertaken and what outcomes are hoped to be achieved

Safeguarding Concerns received: Review the standard of concerns received generally, and as a team become more proactive in clarifying with the referrers what information is expected of them including how they have consulted with the person they are concerned for prior to approaching the safeguarding team.

Promote the Safeguarding Referrer training where required: Review the current arrangement with the See and Solve team to determine the success of the joint venture and agree in the circumstances in which it is appropriate to pass referrals from safeguarding to See and solve, and vice versa.

Raising Awareness in Adult Social Care Teams: Team manager to continue to attend the social care team managers meetings and use as a platform for sharing the experiences of the Safeguarding Team, contributing to lessons learned across the sector, and developing a shared understanding of the interface between the Safeguarding Team and the new Adult Social Care model.

Continue to jointly work and/or advise on cases with staff from the Locality Teams where there are a Safeguarding concern



Cllr Gwen Lunn

As the Portfolio Holder for Adults Social Care for Hull City Council, one of the 3 statutory partners of the Board, I have had the pleasure of being part of an effective and proactive board. It is easy sometimes to overlook the fact that some of the people in receipt of care, either from outside agencies or even family and friends, can be vulnerable and in need of safe guarding. The Board works to ensure that where there is a risk then that is addressed and resolved as quickly as possible. Equally some people can be vulnerable and at risk from scams or opportunistic crimes so much work is also done to raise these matters with people who may be most at risk. Helping them to stay safe and well and to continue enjoying their lives.

I look forward to the year ahead which will no doubt bring challenges with it but I am reassured that working with our partners, who bring with them invaluable experience, skills and commitment, we can and will make a difference.

Strategic Delivery Group (SDG)

Our Adult Safeguarding functions

The Strategic Delivery Group is Chaired by Kate Rudston, Assistant Chief Nurse at Hull East Yorkshire Hospital Trust.

The SDG is responsible for the delivery of the strategic action plan set by the Board and consists of agencies across the statutory, voluntary and community sector.

Our Adult Safeguarding achievements 2017/18

The SDG have successfully overseen the completion of the Boards strategic plan overseeing the SAFE group who are the operational group responsible for many of the actions including multi agency audits of safeguarding enquiries.

The SDG has also focussed on a broader aspect of safeguarding and has received presentations from the National Probation Service on their annual report, HMP Hull and Humberside Police on their work to safeguard vulnerable prisoners and financial scams of the elderly.

As a standing agenda item the group receive a "safeguarding story" from one of the agencies about a case they have recently dealt with and share the learning, good or bad with the group.

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Completion of the Boards strategic plan overseeing the SAFE group
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SAFE Group



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Introduction of supportive learning visits (SLV) to each member agency of the SAFE group

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Our Adult Safeguarding functions

The SAFE group is a sub group of the safeguarding adults board. It has the responsibility of carrying out the actions of the Boards strategic plan and consists of operational staff from partner agencies

Our Adult Safeguarding achievements 2017/18

- Established core membership and terms of reference for the group.
- Established a memorandum of agreement between all partner agencies for escalation of incidents and reviews as consideration for a safeguarding adult review (SAR).
- Initiated and completed quarterly audit processes for safeguarding concerns raised with the MASH.
- Introduction of supportive learning visits (SLV) to each member agency of the SAFE group utilising organisational raid methodology.
- Delivery of actions from the board strategic action plan.

Our Adult Safeguarding objectives for 2018/19

Delivery of actions from new strategic action plan when agreed.

Continue quarterly audits of safeguarding concerns raised with the Hull MASH.

Continue to support and monitor delivery of domestic abuse in adults training.

Learning and Improvement

The Board has introduced quarterly learning events which have been attended by around 120 people for each session.

The purpose is to present and discuss safeguarding issues from across the country to improve the way we safeguard our community here in Hull. Topics covered have included:

- The Herbert protocol for vulnerable missing people
- Financial abuse and scams presented by Humberside Police
- Modern Slavery and our response in Hull
- Learning from a tragic death of a man who led a very risky lifestyle and was murdered by people who befriended him.
- What a Safeguarding Enquiry is and how it is conducted
- Learning from a large fraud enquiry in Hull, Operation Rumble, which led to lengthy prison sentences for the offenders

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We have had superb feedback from the events and have over 100 people on our repeat booking list!



Conference 2017

We had a combined Conference this year in conjunction with the Safeguarding Children Board and Community Safety Partnership.

The theme was around Domestic Abuse. Topics covered were:

- Coercive Control
- Toxic Trio
- Managing risk
- Abusive parenting
- Children living with Domestic Abuse

We also had a brilliant production of “Lady in Red” by the Certain Curtain Theatre Company. A hugely powerful drama which received great feedback from delegates

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Conference Selfie with the Board Manager and Independent Chair
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Safeguarding Adult Reviews

The Board has a statutory duty under the Care Act to carry out a review of a case if certain criteria are met.

A SAB must arrange for there to be a review of a case involving an adult in its area with needs for care and support if:

- There is reasonable cause for concern about how the SAB, members of it.
- Other persons with relevant functions worked together to safeguard the adult.
- The adult has died, and the SAB knows or suspects that the death resulted from abuse or neglect.

Last year the Board undertook 2 safeguarding adult reviews. One is still underway and the other although concluded the learning from the case cannot be shared at this time due to an ongoing process.

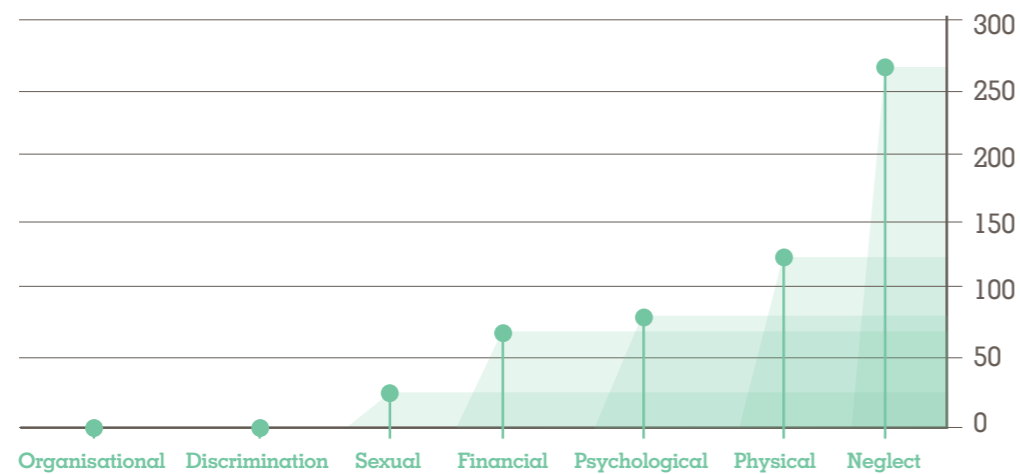
Learning from both cases will be shared once the reviews are completed

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The brilliant Lady in Red
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Safeguarding Enquiries and Concerns

The MASH (Multi Agency Safeguarding Hub) received 1905 safeguarding concerns last year from many different sources. 780 were taken forward as a S.42 Enquiry, a conversion rate of 41%



A S.42 Enquiry is when 3 things are present and triggers the statutory duty any Local Authority has under the Care Act to undertake a safeguarding enquiry. These are:

1. The person has a Care and Support need
2. They are at risk or have suffered abuse or neglect
3. Because of their care and support need they cannot protect themselves

A summary of those 780 enquiries

- The group of people that are most at risk are females, white and living in their own homes or residential care.
- Their main support need will be physical and secondly a learning disability.
- They are most at risk of physical or neglect as the type of abuse.
- The Mental Capacity of the person at risk is likely to be present to a slightly higher degree.
- They are more at risk from people they know or a provider of a service.
- The safeguarding enquiry will more than likely identify the risk and take action to remove or reduce it.
- The risk will more than likely be reduced in 70% of all Hull safeguarding enquiries.

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The risk will more than likely be reduced in 70% of all Hull safeguarding enquiries
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Modern Day Slavery

This year has seen a huge increase in the number of Modern Slaves that have been identified across the Hull and Humber region.

17

people were referred to the National Referral Mechanism to provide them with help and support.



The Humber Modern Slavery Partnership continues to thrive and is actively involved in campaigns and operations to tackle this global issue.

The HMSP were amongst those presenting at the global Modern Slavery summit in October hosted in Hull at the Wilberforce Institute for Slavery and Emancipation.

OVER 120

pieces of intelligence were submitted to Humberside Police as the emerging picture of Slavery is identified.

“
Board Manager
at the World
Slavery Summit
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ETHICAL IS YOUR SUPPLY CHAIN?

Modern Day Slavery is an international crime, affecting an estimated 46 million people around the world.

At Arco, we go to great lengths to ensure we deliver a supply chain which is ethical and does not compromise on the welfare of its workers.

Has your business taken the necessary steps to ensure your brand and reputation aren't at risk?