



Croydon Safeguarding Adults Board

Strategic Plan

Written in conjunction with the CSAB Annual Report 2016/17

April 2017 to March 2020

Version 1	26 June 2017
Version 2	3 July 2017

“Safeguarding is everyone’s responsibility”

CSAB vision

To provide assurance that adults at risk are safeguarded from abuse or neglect. All partners of the CSAB, will work together to assure that people who have care and support needs are empowered to be kept safe from harm, abuse and neglect, and that where abuse occurs, partner organisations respond effectively and proportionately.

Croydon Safeguarding Adults Board Strategic Plan 2017 -2020

About the Croydon Safeguarding Adults Board



The Croydon Safeguarding Adults Board (CSAB) is a statutory, multi-organisation partnership coordinated by the local authority, which oversees and leads adult safeguarding across the London Borough of Croydon . CSAB's main objective is to gain assurance that safeguarding arrangements locally and its partner organisations work effectively individually and together, to support and safeguard adults in its area who are at risk of abuse and neglect.

The CSAB also has an interest in a range of matters that contribute to the prevention of abuse and neglect including the safety of patients in its local health services, quality of local care and support services, effect of approved premises in safeguarding offenders and awareness and responsiveness of further education services.

Our purpose

CSAB's remit is to set priorities, agree objectives and to co-ordinate the strategic development of adult safeguarding across the LBC area. It is the key mechanism for agreeing how local agencies will the safety and wellbeing of adults with care and support needs who are at and/or are in vulnerable situations. Under the Care Act 2014, CSAB is required to publish a strategic plan and an Annual Report. The CSAB also acts as an important source of advice and assistance, for example in helping others to improve their safeguarding arrangements.

Our membership

The Board has an independent chair that is responsible for ensuring that all organisations contribute effectively to the work of the Board. The Chair provides accountability for the work undertaken by the CSAB by way of reports to relevant strategic committees and boards. The CSAB Chair also chairs the CSCB and this provides a unique opportunity to ensure that partners consider safeguarding across families and communities. The CSAB is made up of wide range of statutory, community and voluntary organisations, which includes representatives from London Borough of Croydon, police, clinical commissioning groups, NHS and health providers, emergency services, independent care providers, housing, advocacy, service users and carers, etc.

CSAB also has links with a wide range of other strategic forums and partnerships including the Croydon Children's Safeguarding Board, Safer Croydon Partnership, Learning Disability Partnership, Health and Wellbeing Board and Health Watch in recognition of the strong synergies between the work of the CSAB and many of these forums and to minimise duplication and maximise efficiencies, particularly as objectives and membership are likely to overlap.

The JACS (Joint Adult and Children Committee) ensures that the strategic priorities are jointly agreed with a focus on the cross cutting agendas that impact on the commissioning and provision of services for adults at risk. This brings together strategic leads from both Safeguarding Boards and has maximised the opportunities to work together, which has already enabled collaboration in agreeing joint safeguarding priorities.

The CSAB aims to promote the involvement and contribution of service users on the Board and will continue to explore a range of approaches to achieve meaningful involvement of service users and other stakeholders and also ensure that the Board is informed by the voice of stakeholders in general.



Who lives in Croydon

- **2nd** largest population in London (379,031 in 2015).
- **17th** most deprived borough in London (out of 33)
- **2nd** largest 16+ population in London by (295,465 in 2015)
- By 2031, Croydon will have a population of 448,406.
- **14th** highest social care-related quality of life in London (2015/16).
- 46,300 (18.8%) of 16-64 are EA core or work-limiting disabled. **7th** highest rate in London (Dec 2016).

Equality Impact Assessment

When developing the business plan due regard was given to equalities and the impact the plan may have. Looking at the Joint Strategic Needs Assessment the plan should positively impact adults at risk that live within the Borough as well as carers that look after them.

An adult at risk is a person aged 18 or over who is in need of care and support regardless of whether they are receiving them, and because of those needs are unable to protect themselves against abuse or neglect. The plan aims to ensure that adults at risk are:

- Safe and able to protect themselves from abuse and neglect;
- Treated fairly and with dignity and respect;
- Protected when they need to be;
- Able easily to get the support, protection and services that they need.

Six Principles from the Government Policy on Adult Safeguarding (Department of Health May 2013)

The Government has published principles to be used by local authority adult social services, the NHS, Police and other agencies for both developing and assessing the effectiveness of their local adult safeguarding arrangements. These also describe, in broad terms, the desired outcomes for adult safeguarding, for both individuals and agencies.

These principles have been formally adopted by the Croydon Safeguarding Adult Board and its partner agencies with safeguarding responsibilities and they are incorporated into the local multi-agency adult safeguarding policy and guidance:

Principle	Description	Outcome for Adult at Risk
Empowerment	Presumption of person led decisions and informed consent.	<i>"I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens."</i>
Prevention	It is better to take action before harm occurs.	<i>"I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help."</i>
Proportionality	Proportionate and least intrusive response appropriate to the risk presented.	<i>"I am sure that the professionals will work for my best interests, as I see them and will only get involved as much as needed and I understand the role of everyone involved in my life."</i>
Protection	Support and representation for those in greatest need.	<i>"I get help and support to report abuse. I get help to take part in the safeguarding process to the extent to which I want and to which I am able"</i>
Partnership	Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse.	<i>"I know staff treat any personal and sensitive information in confidence, only share what is helpful and necessary. I'm confident professionals will work together to get the best result for me."</i>
Accountability	Accountability and transparency in delivering safeguarding.	<i>"I understand the role of everyone involved in my life."</i>

Our assurance and accountability framework

The Board has developed a framework for gaining assurance about the effectiveness of local safeguarding arrangements. This builds on the Government's six safeguarding principles and provides a number of key standards against which local agencies will be held account to.

Prevention and early intervention

- a) The Care Act 2014 places a duty on local safeguarding adults' boards to develop and implement a clear strategy around the prevention of abuse or neglect of adults at risk. Prevention is one of the core principles of safeguarding and as such forms a fundamental part of local adult safeguarding policy framework and arrangements.
- b) Critical to the vision in the Care Act 2014 is that the care and support system works to actively promote wellbeing and independence, and does not just wait to respond when people reach a crisis point. It is vital that the care and support system intervenes early to support individuals, helps people retain or regain their skills and confidence, and prevents need or delays deterioration wherever possible. This approach applies equally to adult safeguarding.

- c) CSAB will maintain an overview of the prevention of work taking place in the area and will maintain links with other strategic forums and plans to ensure this work ties in with their work. These include links with the Health and Wellbeing Board, Croydon Safeguarding Children's Board, Croydon Safety Partnerships, Mayors Office of Police and Crime, and the Care Quality Commission.
- d) Progress of work carried out to date on the prevention agenda is evident and set out in the CSAB Annual report on **page 19**. Examples include :
 - A robust system in place for joining up intelligence to identify concerns within the provider market.
 - Shared learning from Reviews.
 - Production of leaflets, posters and information cards communicating what is abuse and what to do if an adult is being abused or neglected.



An effective safeguarding system

a) The Care Act 2014 creates a new legal framework for how Local Authorities and other parts of the system should work together to protect adults at risk of abuse or neglect. Partners must agree how they will work together and the roles they will play, to keep adults at risk safe. This policy, guidance and toolkit outlines the local response to this requirement.

b) In Croydon, the main statutory agencies - Local Authorities, Police and NHS organisations – are committed to working together to both promote safer communities in order to prevent harm and abuse and to deal with suspected or actual cases effectively. We believe that people at risk are best protected when procedures between statutory agencies are consistent across local agencies.

- The CSAB has outlined below what it considers are the essential building blocks of an effective safeguarding system and will use these to gauge the effectiveness of local agencies:
- An open, transparent and learning culture within and across organisations;
- A well trained workforce operating in a culture of zero tolerance of abuse;

- Staff awareness and training to improve recognition of abuse and reporting including whistleblowing policies;
- All organisations appropriately report and act on safeguarding concerns;
- Adherence to national and locally agreed (single and multi-agency) frameworks and policies;
- Availability of a range of approaches and tools to promote prevention and early intervention to prevent situations developing to a crisis point e.g. wellbeing trigger tools and multi-agency risk management framework, etc.;
- All organisations appropriately report and act on safeguarding concerns;
- Availability of an effective framework for confidentiality and information sharing across agencies to enable the appropriate and timely sharing of concerns;

- Meaningful service user and family involvement and engagement in the safeguarding process with the Making Safeguarding Personal approach embedded in everyday practice across all organisations;
- A balance is achieved between protecting people and respecting their right to make decisions for themselves;
- Adherence to the 'duty of candour' and all adverse incidents are appropriately reported and investigated;
- The safeguarding process is proportionate and used appropriately and is not used as a substitute for:
 - The responsibilities of care providers' to provide good quality and safe care;
 - Commissioners regularly assuring themselves of the quality and safety of the services they commission;
 - Effective governance arrangements within local services
 - Regulators ensuring regulated providers meet required standards and taking timely enforcement action when necessary and
 - The core duties of the police and other agencies to prevent and detect crime and protecting life and property.

Governance and learning

- a) CSAB believes that when service users experience poor outcomes it is important that all services reflect on the quality of their services both internally and collaboratively, so that they are able to learn from their practice and that of others in order to improve local safeguarding practice.
- b) The essential building blocks of effective governance arrangements are outlined below and will be used gauge the effectiveness of local agencies:
 - Robust internal quality monitoring and governance systems to detect and respond to poor care the outcomes of which lead to improvements in service delivery;
 - Availability of a joint NHS Serious Incident Requiring Investigation (SI) process to enable an overarching investigation across more than one health organisation.
 - Commissioners have robust quality monitoring and oversight processes which identify under/over reporting, repeating patterns, thematic reviews to capture patterns and learning;
 - Alignment of governance processes - internal care governance processes are linked up with other and with CSAB multi-agency learning and review processes;

Governance and learning

- Availability of thematic and trend information highlighting emerging themes relating to a range of client groups with information used to inform service planning and development and to undertake targeted work;
- Service users' experiences and their feedback is used to inform service planning and development;
- Effective single and multi-agency learning and review processes to identify learning from serious cases;
- Governance processes are aligned and streamlined to avoid duplication and to provide a multi-agency perspective and holistic picture - an integrated approach will identify multi-agency learning and improvements;
- Mechanisms are in place to share learning and to apply this in practice;
- Agencies evaluate the impact of learning from investigations and reviews and this includes an analysis of the lessons identified,



- There is evidence that changes and improvements have been made to services as a result of lessons gained from reviews leading to improved outcomes for service users;
- Effective communication and joint working across health and adult social care commissioning organisations in response to critical events; and
- Relevant local and national frameworks are used to support the delivery of action plans developed in response to serious events.

Making Safeguarding Personal

- a) CSAB has adopted the principle of 'no decision about me without me' and means that the adult, their families and carers are working together with agencies to find the right solutions to keep the person safe and to support them in making informed choices.
- b) A person led approach to services which are: person centred and focused on the outcomes identified by the individual; planned, commissioned and delivered in a joined up way between organisations; responsive and which can be changed when required.
- c) Personalised care and support is for everyone, but some people will need more support than others to make choices and manage risks. A person led approach is supported by personalised information and advice and where needed, access to advocacy support.
- d) Making Safeguarding Personal (MSP) is about responding in safeguarding situations in a way that enhances involvement, choice and control as well as improving quality of life, wellbeing and safety. It is about seeing people as experts in their own lives and working alongside them with the aim of enabling them to resolve their circumstances and support their recovery.
- e) Raising awareness with both professionals and the public to increase the knowledge and understanding of the Mental Capacity Act (MCA).
- f) MSP is also about collecting information about the extent to which this shift has a positive impact on people's lives. The essential building blocks of an effective Making Safeguarding Personal approach are:
 - The person is involved from the beginning of the enquiry (unless there are exceptional circumstances that would increase the risk of abuse);
 - The outcome the person is seeking is addressed from the start of, and throughout, the safeguarding process. At the end of the process, the person is asked if all their outcomes have been met prior to the safeguarding enquiry being closed;
 - Adults who have substantial difficulty in being involved, and where there is no one appropriate to support them, have access to an independent advocate;
 - The adult is helped to understand their situation and what is needed to keep him or herself safe now and in the future in order to build the person's resilience and capacity to protect themselves from harm should a similar situation arise in the future; and
 - The support needed by the adult to recover from the abuse experienced is actively addressed as part of the safeguarding process.

Priorities for 2017 – 2020

The strategic plan highlights the CSAB's strategic priorities and objectives over the next five years. A number of factors have helped to shape and influence these priorities including:

The Board's review and evaluation in January 2017 and its Annual Development Day, of its progress in achieving its stated objectives in the CSAB Business Plan.

- Prevention and early identification of adults at risk of abuse
- Commissioning to ensure vulnerable adults services that protect them from abuse and there is a robust response to market failure
- Voice of service users is central to the work of the CSAB and all partners and influences policy and practice
- Making Safeguarding Personal is central to the commissioning and delivery of services to vulnerable adults.
- The CSAB ensures there is effective communications with Croydon residents, between professionals, agencies and between different Boards and Partnerships

Delivery of the Strategic Plan

The CSAB will achieve its vision through the working out of the following strategic priorities and objectives:

The CSAB has developed a 3 year Strategic Plan, which will be reviewed and updated annually in light of emerging safeguarding issues, recommendations and priorities arising from the work of the board. This will also include any Safeguarding Adult Reviews. CSAB will achieve its vision through the strategic priorities and objectives set out in the following tables:

CSAB: Establish a robust and committed partnership demonstrating compliance with the Care Act

Objectives	Action	Impact	Target date	Lead	Status (Open/Closed/in progress)
Establish working partnership arrangements between the Local Safeguarding Children Board, the Safeguarding Adults Board, Health and Wellbeing Board, Community Safety Partnership and other relevant partnerships	<p>CSAB chair to meet with Chairs of strategic partnerships to:</p> <ul style="list-style-type: none"> • Agree priorities for each board. • Develop a Memorandum of Understanding across all strategic boards. 	A co-ordinated response across the partnership for meeting the needs of adults at risk	May 2017	Ind. Chair CSAB	
Ensure the CSAB is Care Act Compliant	<ul style="list-style-type: none"> • Committee chairs to review terms of reference and work plans to ensure they meet the requirements of the Care Act. • CSAB committee Chairs to meet with the independent chair quarterly to enable sharing of work programme and learning • CSAB Annual development session to reflect on progress of the Care Act implementation. 	The CSAB will be Care Act compliant in order to be best placed to monitor the effectiveness of partner agencies	<p>April 2017</p> <p>On going</p> <p>March 2018</p>	<p>Committee Chairs</p> <p>Ind. Chair CSAB</p>	
CSAB partners to provide resources to support the functions of the CSAB	All partners to provide financial or people resources to the CSAB	The CSAB will have resources to be able to fulfil its functions and deliver priorities	April 2017	Independent Chair CSAB	

Residents of Croydon to be assured of the effectiveness of safeguarding practices	<ul style="list-style-type: none"> The Board's Annual Report will be publically available and shared with other Boards and Partnerships. The effectiveness of learning from SARs / SCRs / DHRs / Serious Incidents (health) will be evidenced in auditing processes. Agencies will be regularly reporting their experiences of implementing and participating in the safeguarding pathway. 		July 2017 Ongoing TBC	Ind. Chair CSAB Ind. Chair CSAB Ind. CSAB	
To hold an Annual CSAB Development Day with active engagement from all the statutory agencies and the majority of voluntary sector agencies on the Board.	<ul style="list-style-type: none"> Board members to actively contribute to the day. Priorities for the next year's Action Plan will be identified and agreed 	The identification of priorities at the Development Day will contribute to the CSAB Strategic Plan and CSAB Annual Report. The Day will engage partners of the Board with the work of the CSAB.	March 2018	Ind. Chair CSAB	
The Board will ensure its policies and procedures are kept up to date in line with legislation, guidance, Reviews and lessons learned from existing practice.	<ul style="list-style-type: none"> The London Policy and Procedures will be adopted by the CSAB. Other Policies and Procedures will be updated when relevant guidance or Reviews are published. New Policies will be introduced as and when required. 	Assurance that Policies and Procedures are in place in line with National, Local and London wide legislation and guidance.	December 2017	Leadership Executive	
Engagement with Croydon's Partnership boards, working together on CSAB's priorities.	<ul style="list-style-type: none"> Identification of and links made with the most relevant Partnership Boards. To manage the attendance at Board and Partnership meetings to ensure members are sighted on the Safeguarding Adults agenda. Evidence through Business Plans of shared priorities and information sharing. 	Workshops led by the CEO of LBC reviewing the LSP and position of safeguarding boards Ind. Chair CSAB meeting with Julian Ellerby LBC communication lead as a part of this work	September 2017	Ind. Chair CSAB	

CSAB: Public Awareness and Information Dissemination Committee

Objectives	Action	Impact	Target date	Lead	Status (Open/Closed /in progress)
Promote public awareness of and engagement in the work of the CSAB	<ul style="list-style-type: none"> Maintain and develop the CSAB website to ensure it is accessible to all parts of the community and professionals. To promote and produce a range of safeguarding adults publicity materials and have them available including briefings on types of abuse and neglect. To arrange for publicity materials to be available in a range of formats. To further focus on groups within the community who are not currently being reached – links to be made with the Performance and Quality Assurance Committee. 	Residents in Croydon will understand what safeguarding is and be aware of the process on how concerns are reported.	July – October 2017	PAID	
To ensure that Croydon's provision of Advocacy Services meets Care Act requirements	<ul style="list-style-type: none"> To review the commissioning and provision of Advocacy services in line with Care Act requirements. Seek adults at risk and carers views of the availability of advocacy services. 	Adults at risk and their families report they were appropriately supported through advocacy services.	September 2017	PAID	
To ensure Croydon supports Carers of adults at risk in line with the Care Act	<ul style="list-style-type: none"> To seek adults at risk and carers views of the availability of Carers services. 	Carers of adults at risk are aware of Carers Services in Croydon and know how to access the services.	September 2017	PAID	
To promote Making Safeguarding Personal [MSP] across CSAB organisations and partners	<ul style="list-style-type: none"> To collate feedback from service user's experience of the process, were they happy and is the safeguarding service reaching all parts of the community. To develop a survey to provide evidence that all multi-agency organisations are promoting MSP. To link with the Learning and Development Committee to ensure appropriate training is taking place across partners. 	<p>Those using the process will feedback that they were asked and involved in what they wanted to happen and what their outcomes would be.</p> <p>Assurance that MSP is central to the commissioning and delivery of services for adults at risk.</p>	July – October 2017	PAID	

CSAB objective 2 – To ensure that Learning and Development reflects local need and is responsive to change

Objectives	Action	Impact	Target date	Lead	Status (Open/Closed/in progress)
To formalise links and processes established with the CSCB	<ul style="list-style-type: none"> • Ensure that there are key links to data • SAR Committee to pick up and deal with multi agency messages and learning. • Ensure there are key links between Adults and Children & Families by looking at the CSCB model for multi-agency learning. 	Cohesive and efficient safeguarding practice across the adult social care workforce	September 2017	L&D Committee	Open
Learning needs documented and reflected in programme of learning	<ul style="list-style-type: none"> • To consult with agencies (particularly private and VCS partners) • To identify learning needs and evaluate and monitor learning/outcomes. 	Development of an evaluated, relevant and quality programme providing the workforce with the knowledge, skills & capabilities to deliver a safe and robust service	March 2018	L&D Committee	In -progress
Analysing and developing further how we have embedded learning across all partners	<ul style="list-style-type: none"> • With the use of metrics to evaluate the effectiveness of multi-agency learning and development. • To show the overall impact of learning and development on safeguarding practice. 	Congruent evidence of safe and good practice being shared and implemented. Evidence that changes add organisational value	July – October 2017	L&D Committee	Open
Commissioning a learning and development programme on behalf of the CSAB	<ul style="list-style-type: none"> • Use qualitative and effective commissioning approaches in the purchasing and selection of course development, design and facilitation. • To ensure that design meets demand and that our programme uses a mix of local expertise and purchased activity 	Timely completion of learning and development cycle to improve practice, outcomes and reputation	July – October 2017	L&D Committee	In-progress
Develop an evidence based impact programme.	<ul style="list-style-type: none"> • To ensure that the programme is informed by local need and best practice. • L&D needs identified through safeguarding adult reviews and inspections. • To collate and evaluate feedback to assure impact of training for frontline practice. 	To assure the CSAB that the workforce are equipped with the knowledge, skills, behaviour and capabilities to deliver an effective, reflective and robust service	July – October 2017	L&D Committee	In-progress

MCA/DoLS - Improve awareness and application of MCA and Best Interests

Objectives	Action	Impact	Target Date	Lead	Status (Open/Closed/ in progress)
To have effective governance arrangements and processes in place in relation to the work of the MCA/DoLS Committee. These need to reflect national, London and Local legislation and guidance.	<ul style="list-style-type: none"> To review membership and ToR to reflect Care Act requirements, supreme court judgement and to support realisation of strategic objectives. To monitor regular attendance at Committee meetings. To sustain commitment to and leadership of shared objectives. 	Arrangements support tangible realisation of strategic plan objectives and reflect Care Act/ Supreme Court (Cheshire West) expectations	August 2017	Ernest Johnson MCA/DoLS Lead	Open
Awareness raising with professionals and the public to increase the knowledge and understanding of the MCA. To ensure that practitioners providing care and support to adults at risk are able to apply the MCA to their practice .	<ul style="list-style-type: none"> Ensure that the website has robust, timely and up to date information. A range of learning and development opportunities are made available – links to the Learning and Development Committee. Training opportunities provided ie case file audits. Care Forums To provide telephone and face to face consultancy to managing authorities provided by MCA/DOLS manager 	<p>Professional staff in care homes, nursing homes and hospitals know when and how to apply for a DOLS in respect of adults or when to seek advice.</p> <p>Evidence from training evaluations showing training attendance.</p>	September 2017	Ernest Johnson MCA/DoLS Lead	In Progress
To seek assurance that all partners use up to date tools, guidance and training for those using MCA in practise. The CSAB promotes a clear working understanding . and competence in applying the Mental Capacity Act	<ul style="list-style-type: none"> Audit through strategic partners and report to the CSAB. Provide multi agency MCA and DoLS training programme. Audit the application of the MCA via the organisational leads to evidence the extent to which the MCA is embedded in practise and taking strategic action where gaps exist. Focus in single agency audits and challenge event 	People's decision-making capacity is supported whenever possible and when necessary best interest decision making ensures the adult's wishes and feelings are respected. Positive risk taking and the right to make unwise decisions is weighed carefully by professionals and care providers	July – October 2017	Ernest Johnson MCA/DoLS Lead	In progress

<p>Ensure that changes in Legislation/Law and Guidance are embedded and appropriate processes are in place.</p>	<ul style="list-style-type: none"> • To ensure and support any proposed legislative changes across the CSAB and partners eg Law Commission report re DoLS. • Committee members to keep abreast of developments in case law related to MCA/DOLS. • Develop legal literacy in working with capacity issues across the Committee. 	<p>Professionals will show a good understanding of how to apply MCA/DOLS accurately.</p>	<p>July – December 2017</p>	<p>Ernest Johnson MCA/DoLS Lead</p>	<p>Open</p>
<p>Developing advocacy</p>	<ul style="list-style-type: none"> • Partner agencies to be aware of use of advocacy to support people’s decision making. • Adults have access to IMCA/ informal advocacy and Relevant Person’s Representatives as needed. • Police ensure access to appropriate adults and intermediaries as required • Partner agencies to monitor access to advocacy and alert commissioners to any problems. 	<p>Partner agencies to monitor access to advocacy and alert commissioners to any problems</p>	<p>July – October 2017</p>	<p>Ernest Johnson MCA/DoLS Lead</p>	<p>In progress</p>
<p>Clear standards around supporting people at the end of their life which incorporate MCA/DOLS issues</p>	<ul style="list-style-type: none"> • Standards reflecting best practice are put in place. • Sharing of best practice disseminated via training and relevant forums. 	<p>People at the end of their life are supported to have a peaceful and dignified death Carers feel supported</p>	<p>Completed September 2016 to be reviewed in July 2017</p>	<p>Ernest Johnson MCA/DoLS Lead</p>	<p>Open</p>

Performance and Quality Assurance - CSAB to have Assurance on the quality of frontline Practice

Objectives	Action	Impact	Target date	Lead	Status (Open/Closed /in progress)
The CSAB is assured the CSAB partners have effective safeguarding systems and processes in place to safeguard vulnerable adults	<ul style="list-style-type: none"> • To further develop the multi agency dashboard . • To ensure the dashboard delivers data that can effectively inform and drive the Board's work. • To share with CSAB Committees information regarding trends within the data. 	A detailed framework will be available at each Board meeting that contains relevant information on safeguarding practice and priorities.	July – October 2017	PQAC	In progress
The CSAB is assured that processes are in place to ensure learning from case audits accessible alongside the ability to learn from other organisations/boroughs.	<p>The PQAC will develop a mechanism to undertake multi-agency case file audits. This will include:</p> <ul style="list-style-type: none"> • sharing the learning from the audits with the Board. • sharing the learning across the CSAB Committees. • audits will be themed to provide the Board with information on appropriate issues. 	The Board will be provided with information on appropriate issues and linked to areas of practice flagged within the performance data. The Board will be assured that the PQAC will have oversight of the multi-agency case audit work being undertaken by all CSAB Committees.	July – October 2017	PQAC	In progress
The CSAB is assured that there is effective governance in place in relation to the work of the PQAC	Revise the Terms of Reference	Terms of Reference to be shared with the Board on an annual basis.	August 2017	PQAC	In progress

Learning and Reflection Committee – To ensure that there is dissemination of learning and reflection of real cases.

Objectives	Action	Impact	Target date	Lead	Status (Open/Closed /in progress)
Ensure effective governance is in place and the Learning and Reflection Committee has appropriate membership and engagement from partners	<ul style="list-style-type: none"> Review membership. Identification of appropriate members and Chair to engage with new and existing members. Revise Terms of Reference. To review roles and responsibilities of the Committee members. 		September 2017	Chair or LARC	Open
Develop a tracker of LARC information dissemination of learning points to be completed quarterly	<ul style="list-style-type: none"> Develop a tracker tool Advertise and explain the tracker to LARC members Encourage initial use of the tracker by attendees 	Improved impact assessment of learning points and knowledge dissemination so that the Board can more accurately assess what information is being given to the market and what information is being shared with the professional community	July – October 2017	M. Titus & S. Duignan-Murphy	Open
Draw information and themes from the ASC Quality Assurance framework to inform the topic/ discussion roster	Draw information from the Intelligence Gathering Committee, Quality Assurance Committee and the Professional Standards team to ensure that a thematic representation is present across the Committee	Ensure that topics covered and presentations requested are on the topic of what practitioners need to discuss and providers need to be considering thus ensuring a more direct impact on practice as blind spots are being targeted	July – October 2017	M. Titus & S. Duignan-Murphy	Open
Ensure that ideas, learning and work to be considered are brought back to the Board and the relevant committees/ council officer	Bring back learning points for the CSAB and ensure implementation of improvements, closing of gaps and passing on of new knowledge to relevant officers	Improve CSAB practice by using feedback given in LARC Committee sessions, use provider market and partner experiences to develop and grow practice	September 2017	M. Titus & S. Duignan-Murphy	

Intelligence Sharing Committee					
Objectives	Action	Impact	Target date	Lead	Status (Open/Closed /in progress)
Develop for local use a joint health and social care provider quality monitoring and assurance protocol	<ul style="list-style-type: none"> • A robust system is in place for joining up intelligence to identify concerns. • Effective joint working on an early warning system that joins up information so that concerns are identified and prevention is supported. • Development of service level concern protocol including escalation policy for provider concerns 	Improved partnership and cooperation in monitoring concerns across health and social care is in place and demonstrates ability to join up information and influence improvement.	April 2017	S. Olivier	OPEN
Establish a clear link from the range of Provider Quality Monitoring mechanisms to the Leadership Executive and SAB to increase the Leadership Executive and SAB's awareness of patterns and themes of concerns as well as good practice in commissioned services.	<ul style="list-style-type: none"> • Regular safeguarding adult concern notification received by all key partners. • Evidence of improvements in areas that cause concern/decisive action where necessary. • Learning and development plan responds to identified concerns. 	<p>The SAB knows about areas/patterns of concern and is assured of actions in place to address these. Each relevant group/mechanism is mindful of the need to communicate areas of risk to SAB/LE. The SAB/LE alerts those groups to its objectives and requirements.</p> <p>A reporting format allows the SAB to see what the issues are and mitigating actions/outcomes.</p> <p>Structured identification of safeguarding adult patterns/themes emerging in commissioned services; transparency/robust information sharing approach across agencies to support service user safety and safe commissioning of services.</p>	July – October 2017	S. Olivier	Ongoing

<p>Facilitate consistent and effective information to assist monitoring of contracts against consistent expectations for safeguarding adults</p>	<ul style="list-style-type: none"> • Joint health and social care safeguarding adult contract monitoring approach in place and responsive to local need/challenges. • Learning and Development responds to key messages • MSP perspective included. 	<p>There are consistent lines of enquiry for safeguarding in monitoring contracts and this is responsive to local need/challenges. This is integrated into all new service specifications Training/development of contract monitoring staff in place.</p>	<p>April 2017</p>	<p>S. Olivier</p>	<p>Ongoing</p>
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Health Committee - To promote and integrate best practise in relation to safeguarding adults at risk / adult protection across the health economy in Croydon through cooperation and joint working, hereby facilitating better outcomes for adults who are at risk of harm.

Objectives	Action	Impact	Target date	Lead	Status (Open/Closed /in progress)
Identify gaps in safeguarding service delivery within the health economy and ensure that good practice is promoted through development of best practice guidance and evidence of implementation	Review work plan and terms of reference for committee approval Implementation plans for work streams for 2017 - 2018		April 2017	Committee	Open
Establish processes for monitoring and auditing safeguarding adult / adult protection in accordance with governance requirements	Prioritisation in the following work streams, as agreed with Health Committee, in doing so these are wider objectives of the CSAB: <ul style="list-style-type: none"> • Medication –Covert Medication Project • Hospital discharge – review of themes • CSAB pressure ulcer safeguarding and decision making tool • Safeguarding themes and data regards health economy 		2017 -2018	Committee	Open
To ensure that there is appropriate discussion of lessons emerging from multi agency reviews (SARs, SCRs and other methodologies , in relation to safeguarding adults across the health economy and social care economy via LARC Care Forums Learning Events to cascade learning			July – October 2017	Committee	Open
Triangulation of evidence across the partnership	To link work of the committee to other health initiatives across the partnership		July – October 2017	Committee	Open

SARC Committee: - Ensuring that vulnerable adults in Croydon are protected and that significant learning comes from the death of an adult at risk and/or other significant event.

Objectives	Action	Impact	Target date	Lead	Status (Open/Closed /in progress)
Provide a robust analysis and decision making process of requests for Safeguarding Adult Reviews in accordance with Safeguarding Adult Review Framework (2016)	<p>Clear process to demonstrate the Safeguarding Adult Review requests to date that have not met the threshold in accordance with the Safeguarding Adult Review Framework(2016)</p> <p>Review the Safeguarding Adult Review Framework(2016)</p>	The CSAB partnership is open and transparent in respect of learning from adult abuse. There is clear duty of candour with families and adults at risk	<p>April 2017</p> <p>September 2017</p>	Rachel Blaney Committee	Open
Ensure that learning from SARs is cascaded across the partnership	<p>Briefings with agencies involved to develop associated action plans and then ensure these are monitored and reviewed</p> <p>Cascade learning to wider CSAB partnership through the CSCB, and via learning events ,LARC and Care Forums</p>	Professionals in Croydon will have learned the lessons from Reviews and changed policies or practices as required.	July – October 2017	Rachel Blaney Committee	Open
Ensure that there is openness and transparency in undertaking and learning from SARs and learning reviews	To ensure that SARs and learning reviews are reported within the CSAB Annual Report and website	The CSAB partnership is open and transparent in respect of learning from adult abuse. There is clear duty of candour with families and adults at risk	July 2017	Rachel Blaney Committee	Closed

Implementation and Monitoring

A Business Plan has been developed which provides detail about how the Strategic Plan will be implemented over the next five years including our measures of success.

This Strategic Plan will be implemented through the work of CSAB's Committees which will each focus on specific priorities and objectives. Progress against the Plan will be reported to the Croydon Safeguarding Adults Board at regular intervals and the CSAB Annual Report will provide an overview of the achievements made and will identify any areas for further development.

If you would like a copy of the most recent Strategic Plan or have any queries relating to it, these can be directed to the Board Manager of the Croydon Safeguarding Adults Board by emailing CSAB@croydon.gov.uk

For more information about the work of the Croydon Safeguarding Adults Board, the CSAB Strategic Plan or the 2016-2017 CSAB Annual Report go to the Croydon Safeguarding Adults Board website: www.croydonsab.org.uk.

Glossary

This is not an exhaustive list, but explains some of the key words used in this Strategic Plan.

ACPO	Association of Chief Police Officers
ADASS	Association of Directors of Adult Social Services
ASC	Adult Social Care
CRU	Central Referral Unit
CCGs	Clinical Commissioning Groups
CSAB	Croydon Safeguarding Adult Board
CSPs	Community Safety Partnerships
CPS	Crown Prosecution Service
CQC	Care Quality Commission
DASH	Domestic Abuse, Stalking and Harassment and 'Honour' – Based Violence.
DASV	Domestic and Sexual Violence
DBS	Disclosure and Barring Service
DoLS	Deprivation of Liberty Safeguards
DHRs	Domestic Homicide Reviews
FGC	Family Group Conferences
IDVAs	Independent Domestic Violence Advocates
ISC	Intelligence Sharing Committee
LSP	Local Strategic Partnership
MCA	Mental Capacity Act
MAPPA	Multi-agency Public Protection Arrangements
MARAC	Multi-agency Risk Assessment Conference
MSP	Making Safeguarding Personal
MASH	Multi-agency Safeguarding Hub
NHS	National Health Service
OPG	Office of the Public Guardian
PALS	Patient Advice and Liaison Service
SAR	Safeguarding Adult Review
SI	Serious Incident
SLAM	South London and Maudsley