



Croydon Safeguarding Adults Board

Strategic Plan

2021 – 2024

About Croydon Safeguarding Adults Board

The role of the Croydon Safeguarding Adults Board (CSAB) as a statutory body to make sure that all agencies are working together to help keep adults in Croydon safe from harm and to protect the rights of citizens to be safeguarded under the Care Act 2014, Mental Capacity Act (MCA) 2005, MCA Amendment Act (2019) and the Human Rights Act 1998. The Board has three core duties that the Care Act 2014 sets out. These include:

- Developing and publishing an annual strategic plan setting out how we will meet our objectives.
- Publishing an annual report which sets out priorities and achievements; and
- Commissioning safeguarding adults review where serious abuse or death has occurred and shared learning takes place across the partnership.

Our Vision

The work of the Board is driven by the vision: working together safeguarding, supporting and making services better for adults in Croydon who are at risk of abuse and neglect and preventing those who are at risk of being abused wherever possible.

Our Priorities

The framework for the strategic plan is built around the four CSAB objectives and their underpinning priorities putting people at the centre of the process:

- Prevention
- Commissioning
- Making Safeguarding Personal
- Quality and Improvement

The principles include two cross cutting themes of Communication & Engagement and Voice of the Croydon Resident.

Each strategic aim in our plan has a clear leadership and accountability pathway with delegated responsibilities within the Board's governance structure across its sub-groups, Chair, Board Manager and partner agencies to ensure robust scrutiny. The strategic plan specifies how the CSAB will seek to prevent abuse and neglect and how it will help and protect people with care and support needs at risk of abuse and neglect. The strategic plan has two main purposes:

1. To specify the actions required by the CSAB and each of its member agencies to implement the strategy, including timetables, and
2. To inform the local community and all interested parties, including practitioners, about the CSAB work programme.

Covid-19 Pandemic

This Strategic Plan is written in the context of the impact of Covid-19 and reflects commitment to continuing the work of the CSAB and acknowledges the continued commitment of all partners represented on CSAB and beyond. During this time it was necessary to move to different ways of working across the partnership, there were many examples of working together to solve problems and finding new solutions to these new challenges. Flexible working across the whole system was evidenced in the day to day working.

It also reflects development in CSAB towards comprehensive and coherent work plans that bring together relevant agencies working in Adult Safeguarding so that we all understand where we are making progress and where the gaps are.

It reflects a growing awareness of Safeguarding Adults in all we do and the need to understand transitions between children's and adult services. The CSAB will be required to be aware of the long term challenges of the pandemic such as isolation, domestic violence, illness, unemployment, care home deaths all of which will have an impact on abuse.

How will we deliver the 2021 – 2024 priorities?

The Croydon SAB has a number of sub groups to support the work of the Board and deliver on its strategic and annual plans. All groups will be led by an agreed Board member to ensure governance and accountability. Each Sub group will produce a quarterly report and this will inform the Safeguarding Annual Report. There are currently six sub groups and two Task & Finish Groups all with customised terms of reference.

Sub Groups

- Chairs Sub Group
- Safeguarding Adult Review
- Performance and Quality Assurance
- Voice of the People
- Training and Improvement
- Intelligence Sharing

Task & Finish

- Health
- Mental Capacity Act/Deprivation of Liberty Safeguards (MCA/DoLs) or the new system Liberty Protection Safeguard [LPS]

The Safeguarding Principles

The work of the Croydon SAB is underpinned by the safeguarding principles that were set out by the government statutory guidance accompanying the Care Act 2014 (Chapter 14, section 14.13). The overall aim is therefore one of 'Making Safeguarding Personal' by promoting organisational culture and practice which is person-centred and outcome focused. The following six principles apply to all sectors and settings including care and support services. The principles inform the ways in which we work with adults.



Priority 1: CSAB Strategic Leadership and Governance arrangements

Desired outcomes:

- Croydon has an effective SAB which fulfils its statutory responsibilities, has strong leadership and governance arrangements and promotes a culture of collective accountability, respectful challenge and continuous learning.
- Policy and guidance reflects best practice and takes a positive approach to the management of risk.
- There is effective working across local, regional and national partnerships on areas of mutual interest.

No.	Task	Leads	Timescale	What will demonstrate success and impact?
A.	Continuously learn and develop the CSAB to ensure the Board's key priorities and objectives are delivered by the partnership.	CSAB	Annually Autumn 2021	<ul style="list-style-type: none"> • Produce the CSAB Annual Report. • Completion of the LondonADASS Safeguarding Adult Partnership Tool (SAPAT) with a challenge event.
B.	Engagement from all partners across Croydon.	CSAB	Ongoing	<ul style="list-style-type: none"> • All partners represented on the CSAB and the CSAB sub groups.
C.	Effective budget management and reporting	CSAB Manager	Ongoing	<ul style="list-style-type: none"> • Timely and accurate financial reporting.
D.	Governance and processes are up to date and effective.	CSAB	Ongoing	<ul style="list-style-type: none"> • Regularly review and revise Terms of Reference for the CSAB and sub groups. • Policies, guidance and protocols annually reviewed.

Priority 2: Prevention

Desired outcomes:

- Residents know what to do if they think they are experiencing abuse or neglect.
- People are aware of what abuse is and how to keep themselves and those they care for safe.
- Systems in place which prevents abuse and neglect from happening.

No.	Task	Leads	Timescale	What will demonstrate success and impact?
A.	Share best practice to prevent, minimise and respond to harm.	Voice of the People Sub Group		<ul style="list-style-type: none"> • Feedback from people who experience safeguarding and their carers is proactively sought, acted upon and, where appropriate, monitored through the self audit process. • Best practice is identified and shared on a regular basis through the CSAB website, social media and newsletters. • Monitoring the levels and types of safeguarding concerns for adults at risk.
B.	Raise public awareness of the types of abuse, how people can keep themselves safe, how to refer to the council.	Voice of the People Sub Group		<ul style="list-style-type: none"> • Public feedback demonstrates improved awareness of safeguarding issues. • Website analytical feedback. • Continued promotion of the work of the CSAB.
C.	Seek assurance that young people experience a safe transition to adult services.	CSAB		<ul style="list-style-type: none"> • Levels of assurance are established.
D.	Improve professional awareness and response around the complexity of health and care needs within the homeless cohort.	CSAB		<ul style="list-style-type: none"> • Taking forward recommendations from the Homelessness Workshop. • Learning from SARs both locally and nationally. • Engagement with housing colleagues.
E.	Provide a robust analysis and decision making process for Safeguarding Adult Reviews in accordance with the CSAB SAR Framework.	SAR Sub Group	2021 2021	<ul style="list-style-type: none"> • Robust process in place to assist the SAR sub group in the decision making process. • Revision of the Croydon SAR Framework. • CSAB is assured that issues identified in the SAR process and actions logged on the tracker are monitored and the SAR sub group updated on progress.

Priority 3: Commissioning

Desired outcomes:

- Services reflect the needs of the Croydon residents.
- Where abuse occurs we remove or reduce the abuse re-occurring.
- Improve and sustain quality of care providers in all sectors in order to improve safeguarding practice.

No.	Task	Leads	Timescale	What will demonstrate success and impact?
A.	Improve and sustain quality of care providers in all sectors in order to improve safeguarding practices.	Intelligence Sharing sub group Performance and QA		<ul style="list-style-type: none"> • Regular monitoring of the Provider Action Log at the Intelligence Sharing sub group meetings. • Responding effectively and timely to incidents when they occur. • Learning from multi agency themed audits. • Awareness raising at Provider Forums. • That the Council only uses providers for resident care needs that are CQC rated Good or above
B.	Have oversight of initiatives across the partnership regarding integration and new ways of working.	CSAB		<ul style="list-style-type: none"> • Regular updates at board meetings by partners.
C.	CSAB assured that services provided and commissioned meet quality standards and can prevent safeguarding incidents.	Intelligence Sharing sub group Performance and QA		<ul style="list-style-type: none"> • Evidence of partnership working across all partners. • Evidence of areas of concerns or good practice shared at the Intelligence Sharing sub group meetings (frequency every two months).
D.	Management of the provider market through market oversight.	Intelligence Sharing sub group Safeguarding QA for commissioned services		<ul style="list-style-type: none"> • Evidence of improvement from providers on the sub group action log through the Intelligence Sharing sub group meetings. • Quality monitoring self-assessment tools submitted by providers. • That any new commissioned service only uses providers that are CQC rated Good or above.

Priority 4: Making Safeguarding Personal

Desired outcomes:

- Organisations, including the 3rd sector, work together to ensure multi agency arrangements are effective and those unable to keep themselves protected are supported in the least evasive way.
- People are supported and encouraged to make their own decisions empowered by advocacy.
- Safeguarding practice is person-centred and outcomes focussed.
- The voice of the Croydon resident is being heard and acted upon.

No.	Task	Leads	Timescale	What will demonstrate success and impact?
A.	Plan promotional activities to coincide with local, regional and national campaigns.	CSAB VOTP		<ul style="list-style-type: none"> • Targeted campaigns eg National Safeguarding Week, Domestic Violence Awareness month etc.
B.	Enhance local understanding and application of the MCA/DoLS and the proposed replacement LPS.	MCA T&F Group		<ul style="list-style-type: none"> • There is guidance in place to support application of the MCA & DoLS/LPS. • Any policy or guidance changes required are agreed and implemented.
C.	MSP is embedded in safeguarding standards across the partnership. The CSAB is assured that the safeguarding workforce understands MSP.	Training & Improvement sub group Performance & QA		<ul style="list-style-type: none"> • Evidenced in data collected in the safeguarding dashboard. • Learning from SARs and SAR learning events. • Evidence gathered from the multi agency themed audits.
D.	Services reflect the needs of the Croydon residents.	Voice of the People		<ul style="list-style-type: none"> • Mechanisms to gather feedback from those who use the services.
E.	Improve multi agency response to self-neglect and how to improve practice.	Training & Improvement sub group Performance & QA		<ul style="list-style-type: none"> • Evidence the impact from the self neglect multi agency audit and run a second audit as a comparison exercise. • Evidence impact of training offered across the partnership.

Priority 5: Quality and Improvement

Desired outcomes:

- We learn from when things go wrong, both locally and nationally, and take appropriate action to reduce risk.
- We use learning to enhance practice across the partnership.
- The CSAB uses data appropriately to understand where risk exists within the system.
- The CSAB has robust multi agency safeguarding data which is used to inform planning and practice.

No.	Task	Leads	Timescale	What will demonstrate success and impact?
A.	Commission, participate in and support Safeguarding Adult Reviews, ensuring learning from both local and national reviews is widely shared. Including supporting the development of the National SAR Library.	SAR Sub group	Ongoing	<ul style="list-style-type: none"> • Reports are published in full unless publication deemed to be detrimental to the person's wellbeing or the person or their family members requests it not to be published. • 7 minute briefings published for all SARs.
B.	Work together to make sure adult safeguarding standards keep people safe and minimise risk of harm, with policies and guidance that supports adults at risk.	Performance & QA sub group		<ul style="list-style-type: none"> • There is effective arrangements in place for joint working that can be demonstrated through the monitoring of multi agency performance data and multi agency themed audits. • The board contributes to the development of local and national policy.
C.	Implement and monitor a multi agency quarterly performance dashboard monitoring process.	Performance & QA sub group	Ongoing	<ul style="list-style-type: none"> • Dashboard established and monitored quarterly. • Monitoring of DoLS referrals (LPS)
D.	Develop a multi agency training programme.	Training & Improvement sub group	2020	<ul style="list-style-type: none"> • Established a Training and Improvement sub group with membership across the sector and clear ToR. • Work programme developed. • Be able to assess impact and effectiveness of training. • Be able to identify the gaps and duplication across partners training programmes.
E.	Use data as part of an intelligent safeguarding approach to understand where risks exist within the system and seeks	Performance & QA sub group		<ul style="list-style-type: none"> • Data on patterns of referrals and types of abuse is used to inform the work of the CSAB.

	assurance on the implementation actions to address it.			<ul style="list-style-type: none"> • Identification of groups/cohorts not captured within the data.
F.	Evaluate the impact and service improvement from training and learning.	<p>Training & Improvement sub group</p> <p>Performance & QA sub group</p>	2021	<ul style="list-style-type: none"> • Mechanisms to evidence the impact of shared learning and training. • Evidence the improvement and impact from multi agency themed audits. • Learning from a themed review of SAR requests. • Lessons learned from SAR action plans. • Attendance at and feedback from Bitesize training sessions.