

Croydon Safeguarding Adults Board

“Working together
safeguarding, supporting and
making services better for
adults in Croydon who are at
risk of abuse and neglect.”

Annual Report 2024 / 2025



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Foreword – David Williams, CSAB Independent Chair

I am pleased as the Chair of the Croydon Safeguarding Adults Board to introduce the annual report for 2024/2025, of which is the third report I have been involved in since taking up the Chairs role. This report reflects the hard work that the board and its subgroups have provided to offer assurance on the services and safeguarding activity that has taken place over that period to protect some of the most vulnerable within our community. This is set against continued financial constraints faced by all agencies, and although the report reflects that there is still more work to be done, the achievements of this year would not have been possible without the support of the active members of all the subgroups, who through their time and expertise, as members, chairs and vice chairs have helped to drive the boards priorities.



Special thanks firstly goes out to David Congdon, Lay Member who decided to stand down this year and will be very much missed. Secondly to Nicky Selwyn, Chair of the Voice of the People Group for her continued support, both through their challenge and support have proven vital in giving the community a voice within how services are shaped and delivered, as well as ensuring that co-production is part of our strand of work of the board, as can be seen by the contribution from the VOTP in the Keeping you Safe Leaflet which is due for publication soon.

You will also see within the report many other examples of good practice, but we do have to be mindful that there are ongoing structural changes to some of our key partners. Some of these changes are from National plans, in particular, the review of how quality assurance is offered across the NHS, which is likely to lead to a reduction in those assurance roles which could impact the CSAB to evidence positive outcomes of our residents. As Chair and representative of the board I will continue to raise concerns both nationally and regional networks if such changes have a perceived or real effect on the role of partnerships managing priorities. This however does not reflect on the compassion, determination and commitment witnessed daily from the practitioners who put into practice and shape the outcomes of so many people who require a service.

The Data on pages 9 highlight the ever-increasing demand on services and in addition offers narrative around where future input is needed. This Quality Assurance work continues to be developed, and the Performance sub-group continues to listen and adjust the dataset, so we get a true picture of what safeguarding questions we need answered and where our priorities need to focus.

During this period, we have published one Safeguarding Adult Review (SAR), from which the reviewer identified multi-agency issues and areas for learning as well as highlighting some areas of good practice. I am also pleased with the progress against the recommendations in this tragic case (see pages 12 – 15].

By way of closing, I think you will recognise how the board and its influence within the partnership and as a voice of the community has grown. We have already seen contributions from a wider scope of services both from within agencies and the voluntary sector, the Asian Resource Centre and Housing being just two. I would also like to mention that hard work and commitment from Adult Social Care and our team for the preparation for the CQC Inspection, the inspectors mentioned the close link between the CSAB and ASC which demonstrated our footprint was clear in our connection with safeguarding activity. So just leaves me to thank all those that have contributed their time, determination and submissions across all sectors, to make a report that I would commend and I think truly reflects what has been done, and still needs to be done, to ensure the improved safety of our residents.

Foreword –Vice Chair

As Vice Chair of the Croydon Safeguarding Adult Board, I am honoured to contribute to this year's Annual Report. The past year has once again shown the strength and dedication of our partnership in protecting vulnerable adults across the borough.

I would like to thank our Chair, David Williams and Denise Snow for their leadership in keeping the Board focussed and responsive. Their guidance has helped ensure we remain relevant and outcomes-driven.

We continue to benefit from the contributions of our independent voices David Congdon and Nicky Selwyn whose lived experience keeps our work grounded and compassionate.

I am proud to highlight the progress made this year – from publishing key Safeguarding Adult Reviews to launching improved family engagement processes which have gained recognition across London.

Our Safeguarding Adult Partnership Assessment Tool (SAPAT) Day shaped clear strategic priorities including self-neglect, transition and data sharing which are now driving our multi agency workstreams.

We have also seen growing momentum from the Voice of the People sub group whose national recognition and local collaborations, including the ARC [Asian Resource Centre] show the power of community voice in shaping services.

While challenges remain, this report reflects a partnership committed to learning, listening and working together for the safety and dignity of every adult in Croydon.

Thank you for your continued support.



Andrew Brown
CSAB Vice Chair

Supporting Statements from our Statutory Partners

Annette McPartland, Director of Adult Social Services, Local Authority	As Director of Adult Social Care and Health, I am pleased to see our annual Safeguarding report, which highlights our ongoing commitment to protecting and supporting the most vulnerable adults in our community. Safeguarding is everyone's responsibility and I want to acknowledge the tireless efforts of our staff, partners and stakeholders who work together to identify and respond to concerns, ensuring that adults at risk receive the care and support they deserve. This report outlines our achievements, challenges and future priorities in safeguarding adults. It is good to see we are learning through SARS and improving practice, the data tells us over 65% of people feel safer following an intervention. I am proud of the progress we have made but I recognize that there is still further work to be done. As the Director I am committed to ensuring that our services are centred on the needs and well-being of the adults we support and that we continue to learn and improve from experiences and outcomes. Thank you to all those who have contributed to our safeguarding work over the past year.
Elaine Clancy, SW London ICB Chief Nursing Officer	As the executive and accountable lead for the commissioning assurance and statutory functions for NHS Safeguarding in South West London ICB, I am immensely proud of the progress made in Croydon over the past year. Despite continued pressures and challenges across the health and care system, our focus has remained firmly on the people we serve ensuring that adults at risk receive safe, timely, and compassionate support. The achievements set out in this Annual Report reflect the commitment of our partners, practitioners, and communities to making safeguarding everyone's business. From strengthening our multi-agency responses and embedding learning from Safeguarding Adult Reviews, to amplifying the voice of residents in shaping services, we have worked together to protect the most vulnerable and promote dignity, safety, and wellbeing. We recognise there is more to do, but together we will continue to listen, learn, and act, so that every person in Croydon can live free from abuse, neglect, and exploitation.
Lewis Collins, Det. Supt Public Protection, South London BCU	We would like to recognise and thank the work of the CSAB, which has continued its work in safeguarding vulnerable adults across the borough of Croydon. As a police service, we are committed to working with CSAB partners and the wider community, to learn and shape the way we work in collaboration to safeguard the public. The CSAB has worked to strengthen cohesion between children's and adults safeguarding, thus providing greater scope to protect those most vulnerable, and we look forward to year ahead.
Jonathan Northfield, Director, SLaM	The CSAB and its workstreams continue to be an excellent platform and resource for us in Croydon to better understand our Adult Safeguarding risks and moreover to actively agree plans of action based on the learning. As a partner on behalf of SLaM, I deeply appreciate the recognition and expert understanding of the cases and themes we review that relate to mental illness and mental health and note that we benefit from excellent leadership and guidance from our Chair and Board Manager.
Cllr Yvette Hopley, Lead Member, ASC&H	The important work of the CSAB is key to safeguarding some of the most vulnerable adults in our borough. As a partnership our emphasis on prevention and learning from SARs is shaping the development of the Board and our priorities for the future. Working with Hear-Us, SLaM and Age UK helps to encapsulate the Voice of the People which is key to our understanding of safeguarding concerns and directs our commissioning intentions. I am grateful to all members who give their time and efforts to supporting this work and look forward to the year ahead when we will have the opportunity to discuss new initiatives.

The Role of the Lay Member

A Lay Member will act as an independent voice and offer a wider perspective that recognises the diversity of our local communities in Croydon. Croydon SAB currently has one Lay Member who provides this contribution to the Annual Report and sits on both the Board and the SAR Sub Group. Lay Members play an important role in the oversight, scrutiny, decisions and policies made by the Croydon Safeguarding Adults Board.

The CSAB plays a vital role in helping to safeguard adults in Croydon. Having been a Lay Member on the Board for 13 years, I recently decided to step down from this role.

Serving on the Safeguarding Adult Review [SAR] Group was particularly rewarding, the cases that were reviewed were often very challenging involving neglect and abuse. A number of SARs dealt with tragic cases of neglect and suicide and the challenge is to ensure that the lessons learned are followed up to reduce the risk of repetition.

The CSAB would like to thank David for all the work, support, experience and energy he brought to the board while undertaking this role. He will be missed by the board members and in particular the SAR sub group.

The CSAB is currently in the process of recruiting to this role.



David Congdon

Croydon VOTP National & Regional Work

The VOTP continues to be well attended, engaged and a vibrant with their work overarching across all CSAB priorities. The group received positive feedback from the Local Government Association Peer Review.

The group is close to completing the Keeping You Safe leaflet, photos sourced, printing costed and discussions taken place where to place the hard copies and sharing of the electronic version. Speakers and presentations at the quarterly meetings have been both informative and engaging forging links with other VCS organisations eg Advocacy for All, LGBTQ+ Abuse in the adult care system and Local Community Partnerships.

I am also personally involved with the following groups:

- LSV member
- Croydon LeDeR steering group member
- Croydon ASC Voice of the resident member
- LondonADASS lay peer reviewer)

Through the work of the CSAB I have been invited to speak to other boards both regionally and nationally to share my experience of setting up the VOTP sub group and this has enabled me to share our experience or bring back learning from other boards.

**Nicky Selwyn
Chair
Voice of the People**



VOICE OF THE PEOPLE



What has been done

- The voice of residents is clearly embedded in care and treatment across SLaM, particularly through active participation in safeguarding adult processes, in alignment with the principles of Making Safeguarding Personal (MSP). People are meaningfully engaged in shaping decisions that impact their safety and wellbeing, with support to articulate their preferences and desired outcomes. Their feedback is actively sought and used to inform service improvements. Furthermore, residents contribute to the ongoing development of services through open dialogue in forums, participation in Patient Safety Incident Investigation learning responses, and engagement with formal complaints processes, ensuring their lived experiences and insights drive continuous improvement in safeguarding practices.

Supporting people to be safe in Croydon



Safeguarding leaflet; co-produced for the Croydon Safeguarding Adults Board with Voice of the People.



"I'm safe because support staff know and understand me".



Croydon Safeguarding Adult Board [CSAB]



Safeguarding Adults Reviews [SARs]: Family & Friends Engagement

Introduction

When an adult at risk who needs care and support either dies or suffers serious harm, and when abuse or neglect is thought to have been a factor, the CSAB may need to review what has happened and this is called a Safeguarding Adults Review (SAR).

These reviews are to see whether any lessons can be learned about the way organisations, agencies and professionals work together to keep adults, who need care and support, safe from abuse or neglect to try and prevent it happening to others.

They help to ensure that organisations such as local authorities, health services, police and other organisations understand what happened and identify where responses to the situation could be improved.

Safeguarding Adults Reviews are part of the Care Act 2014 and became law from 1st April 2015.

They do not replace but may be in addition to the inquest or any other form of inquiry or review.

The CSAB would welcome your involvement as much as possible believing that family and friends should have the opportunity to discuss any concerns you may have and share your thoughts and experience to assist with this process.

This leaflet explains the SAR process, what happens when a SAR is required to be undertaken and importantly how you can be involved.

Your involvement in this review

It is important for us to engage with family, friends and carers to help us understand what happened but also learn about the person on a personal level.

Your contribution will be valuable and may help change the way the community, including public bodies, respond to keeping adults with care and support needs safe from abuse or neglect.

We understand this will be a very difficult time for you and we do not want to add to your distress, but it is important we inform you the review is taking place and give you an opportunity to be involved.

If you are happy to be involved the Board Manager will be in touch and arrange to meet with you in order to explain the process and what happens.

You can give your thoughts and views in either a face-to-face meeting, via telephone, online call or in writing.

The Board Manager will also invite you to meet with the Independent Reviewer (the person leading the review), to gather information from you and to share the draft report with you.

The decision to take part in this review is entirely your choice and if you do not wish to take part your decision will be respected. We will notify you when the review is completed and the report is available.

How will we undertake the review?

The review will be overseen by a panel formed of members from the local statutory and voluntary bodies and will not include any individuals who have been directly involved with the adult.

The Voice of the People sub group on behalf of the CSAB co-produced this leaflet to assist family and friends to understand SARs and how to engage with the process.



Nicky Selwyn presenting at the CSAB Development/SAPAT Day.



VOICE OF THE PEOPLE

What is the Data Telling us?

- Oliver McGowan training available to staff across health, social care and police. This training is also available to staff working in the VCS .
- 95% of GP practices received IRIS training for clinical and non-clinical staff.
- When IRIS is not commissioned MARAC referrals are reported as significantly low for GP practices.
- CHS has seen an increase in safeguarding referral activity, the themes observed in health have been relating to the categories of self neglect, neglect and domestic abuse.
- CHS has seen an increase in Domestic Abuse and Sexual Violence referrals. Increase also in referrals by Health in to the Risk and Vulnerability Management Panel [RVMP].
- ASC&H data tells us that we are doing more adult safeguarding work in 2024/25 than in the previous year, in most instances we are doing that work in a timely manner, and our auditing shows that we are often doing this work to a high standard.
- ASC&H data shows that as a result of the adult safeguarding enquiries we completed in 2024/25:
 - 65% of the time the person felt safer
 - 2% of the time the person said they did not feel safer
 - 33% of the time, it was not possible for the person to say whether or not they felt safer.
- The data is telling Age UK that they have more of an impact on self neglect and financial abuse and to continue to work closely with statutory services, identifying incidents and making referrals.

What is the person with lived experience telling us?

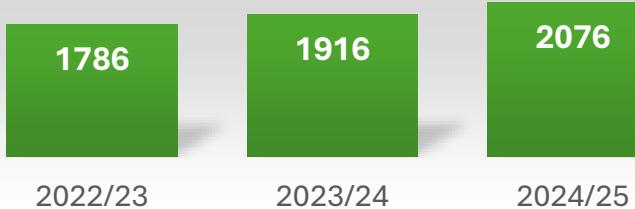
- Age UK reported that the people would like to be involved in decision making and understand better the process that they are part of. They are grateful for the support and understanding Age UK provide during difficult circumstances.
- Croydon Health Service [CHS] Safeguarding Team presented the Case study 'Anika' at Croydon Cares which reflected some positive feedback regarding CHS care.

The professionalism and empathy exhibited by the DASV and nurses at Hospital were truly remarkable. From the moment I sought help, I was met with compassion, understanding, and a genuine desire to ensure my safety and well-being. Their commitment to supporting survivors like myself went above and beyond what I could have imagined, and I am immensely grateful for their efforts.

Thanks to the collective efforts of your dedicated team, I now feel safer and more hopeful about the future. Your commitment to assisting survivors of domestic violence is a testament to your organisation's values and dedication to serving the community. Once again, I will be forever grateful for everything you have done for me'

Safeguarding Data 2024/25: to demonstrate good compliance with the Board's S42 statutory duty

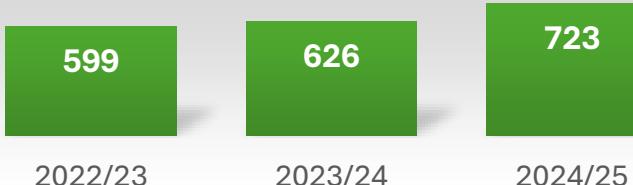
Adult Safeguarding Concerns referred to Croydon Council



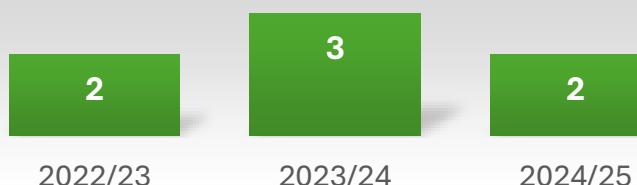
Ethnicity of people where there was an adult safeguarding referral made to Croydon Council 2024/25



Adult Safeguarding enquiries (s42 Care Act 2014) concluded by Croydon Council



Number of Safeguarding Adults Reviews (s44 Care Act) published...



Safeguarding Adult Reviews [SARs]



What is a SAR?

Safeguarding Adult Boards (SABs) as a mandatory duty under Section 44 of the Care Act 2014, must arrange for there to be a Safeguarding Adult Review of a case involving an adult in its area with care and support needs (whether or not the local authority has been meeting any of these needs) if:

- There is reasonable concern about how the SAB, partner agencies or other persons with relevant functions worked together to safeguard the adult AND
- The adult died as a result of abuse or neglect (or suspected abuse or neglect) OR
- The adult experienced serious abuse or neglect.

However, the overall purpose of a Safeguarding Adult Review is to promote learning and improve practice, not to re-investigate or to apportion blame.

The CSAB published one SAR during this year and the summary for this review outlining the background and recommendations are within this Annual Report. The link below will take you to the reports and 7 minute briefings for the SARs undertaken in Croydon.

The CSAB continues to see an increase in SAR requests, in 2023/24 5 were received increasing to 6 in 24/25, already from April – August 7 requests have been received. From these requests we published two SARs in both 23/24 and 24/25, with two published to date in 2025/26. Where requests didn't meet the SAR criteria the cases were either going through other processes such as a LeDeR or Serious Incident Review. Others were discussed along side the DHR process or themes taken forward for shared learning with the CSAB being able to seek assurance.

<https://www.croydonsab.co.uk/about-us/safeguarding-adult-reviews/>

Natalie

Natalie was 28 years old, black British female and one of a non-identical twin. The twins were different in both appearance and temperament with Natalie being described as 'loud and outgoing', 'very gregarious and caring'.

She worked in a shop after leaving school, leaving home when she was around 23 to live with friends but maintained close contact with her family. At 16 Natalie's health started to deteriorate when her mother identified signs of diabetes which her father had but her mother said she didn't let her condition hold her back. She was also open to the Dialysis Team where she received dialysis three times per week. From 25 she was housed by the bi borough Richmond & Wandsworth (Wandsworth Housing) in temporary accommodation at Dunheved Hotel in Croydon.

In May 2021 she fell in her room sustaining a leg injury causing her pain and impaired mobility and was admitted to hospital. In July 2021 Natalie complained of more pain and a new fracture found and admitted to hospital and was discharged in mid October.

Three days after discharge was found unresponsive in her room at Dunheved Hotel by a district nurse.

LEARNING IDENTIFIED BY THE REVIEW

Multi Agency Issues

- Impact of cross-border local authority duties on discharge planning.
- Information about the unsuitability of Natalie's accommodation did not get to the right place.
- Impact of understanding of the Care Act 2014 on discharge planning.
- Application of the Mental Capacity Act 2005

Multi Agency Learning

1. Ordinary Residence.
2. Information Sharing
3. Multi-agency understanding of application of the Care Act 2014.
4. Application of the Mental Capacity Act 2005

Safeguarding Adult Review - Natalie
Published November 2024

Good Practice

- The Discharge to Assess process was used to facilitate Natalie's first discharge in May 2021 effectively.
- Planning for Natalie's discharge started in a timely way, with risks being raised, just 2 weeks after second admission.
- Attempts were made by some practitioners to represent Natalie's view about the risks to her safety for return to temporary accommodation by hospital practitioners in June and October 2021.
- There is evidence of some good communication between practitioners, teams and agencies.
- A comprehensive Section 42 Enquiry Report was completed following the incident.
- Practitioners were deeply distressed by the events and tragic outcome of this case and it is to the credit of the organisations involved that they have acted individually and together to understand and learn from it. Reviews have been conducted and many resulting actions have been completed or initiated, including a reflection session with the Ward team facilitated by Adult Safeguarding Team on the 04/07/2022.

Recommendations

For CSAB to seek assurance from the Adult Social Care and Health Directorate of Croydon Council of what it has done to:

- Ensure all of its staff whose work involves dealing with such matters have a sufficient understanding of Ordinary Residence issues in general and specifically in relation to people with care and support needs placed in Croydon by a housing department of another local authority; and
- Assure itself that work being done across ASC&H is correctly applying the requirements on it in regard to Ordinary Residence.
- For CSAB to share the learning from this review about application of the Mental Capacity Act 2005 with any organisation in Croydon that it deems may benefit from it.
- CSAB to consider what, if any, evidence it may seek from the organisations in Croydon involved in this review, any organisation that is a member of Croydon SAB, or any other organisations in Croydon that it considers relevant to do so, about their application of learning points (2) and (3) overleaf.
- CSAB to consider whether to share the learning from this review regarding any local authority or NHS service in other areas with the SABs in those areas.

Safeguarding Adult Review - Natalie

Published November 2024

What has been done?

- ASC have a guidance on Ordinary Residence on their online procedures. Also running a lunchtime learning session in March 2025 with the recording uploaded on the Practice Library.
- ASC produced a Reflective Practice tool for the learning from this SAR which has been shared with the CSAB.
- SWL ICB conflict resolution training to equip staff for difficult conversations.
- SLaM undertaking 4-6 weekly supervision sessions with care coordinators to check whether family and carers are involved with random audits undertaken.
- ASC review of guidance on working with family and friends and this will include how to escalate concerns and how to work to encourage family involvement.
- In 2024 the Trust held a Safeguarding Conference with the them of Transitional Safeguarding and this will be uploaded to support ongoing learning.
- Discharge to Assess referral forms have been redesigned in collaboration with system partners across SW London.
- SLaM introduced a safeguarding flag on patient record system to highlight potential safeguarding concerns . Also added a Mental Capacity Assessment Form to the recording system to highlight mental capacity concerns.
- The Foundation Trust delivers mandatory training at Level 1 or 2 for clinical staff and this is via a bespoke e-learning package.
- CHS developed a Standard Operating Procedure (SOP) for handover and booking process between district nurses and Out of Hour Services.

Learning from SARs – Changes to Practice & Services

The CSAB have continued to identify ways in which to share the learning from SARs across the partnership, to be assured the recommendations have been taken forward and evidence of how this has led to changes in practice and services. The following are examples of shared learning either which has already taken place or planned for 2025/26 and therefore will be shared in the next annual report:

Improved management of waiting lists in response to the learning from a SAR..	Arranged a programme of multi agency training on self neglect.
Staff at Age UK have been involved in a SAR and the Integrated Leadership Team have met with the Senior Support Adviser to discuss future involvement in SARs and they have systems in place to support staff involved in SARs.	Embarked on a safeguarding improvement plan leading to a recruitment drive and the launch of a Centralised Team.
Collaborative work between police and SLaM on training to reduce inequalities.	Most national SARs have seen wider centrally mandated training around issues such as Mental Capacity.
Updated the discharge template for safe discharge to reflect upon patient's care and support needs and services to support.	High Intensity User group has been reinstated to support review of patients that frequently attend CHS emergency services.
Recruitment of transition workers in directorates.	Transformational project of community services.
Locally police have looked at information that needs to be provided to officers around signposting and help.	Review of discharge processes.
Amendments to the Mental Capacity Assessment form.	Raising awareness of the RVMP.
ASC dedicated the Social Work Forum session in October 2024 to the 'Learning from SARs' – 57 people attended, it included Ordinary Residence highlighted in the Natalie SAR.	ASC have a guidance on Ordinary Residence on their online procedures. Also running a lunchtime learning session in March 2025 with the recording uploaded on the Practice Library.
ASC produced a Reflective Practice tool for the learning from this SAR which has been shared with the CSAB.	SWL ICB conflict resolution training to equip staff for difficult conversations.

How is the learning from SARs shared?

Attends and contributes to learning events held by the CSAB and sharing cases at the quarterly CSAB meetings.	Briefing sessions held for staff following publication of SARs, via safeguarding safety huddles and safeguarding supervision.
Use of the NHS Futures Collaborative Platform to share learning.	Learning shared with ICB and with other designates to promote system learning.
Shared nationally through the NHSE S-CAT Dashboard and the Safeguarding Adults National Network.	Embedded in safeguarding policies.
Croydon Cares is a Friday face to face and virtual event open to all staff. CHS have shared the Natalie learning at their Croydon Cares weekly learning sessions.	Learning and themes embedded in safeguarding training and bespoke bite-sized sessions.
As well as our Safeguarding Adults Practice Improvement Board's work to oversee learning from SARs, we have held a number of learning events where the learning from SAR has been shared with our staff, including learning about how we can improve our multi-agency working.	Partners complete the CSAB Action Plan which is used as a bi-annual audit on how recommendations have been progressed and the impact on the services for residents.
Local organisational learning hub and tracker that provides a log of learning.	The recommendations are included in safeguarding adult training ensuring that the themes are embedded into practice.
The Department of Work and Pensions [DWP] ensure that all learning from Safeguarding Adult Reviews [SARs] and other serious cases are taken back to DWP to look at improving services.	Safeguarding team have a staff intranet page which contains all the resources. Introduction of the new ASC&H Practice intranet pages where SARs and themes are shared.
Assurance also gained from local NHS providers to ensure that the learning has been taken forward.	Regular updates at CSAB meetings, Newsletter and CSAB website.
The police adopted a problem-solving approach with partners in looking at SARs and identifying key themes and issues that affect vulnerable adults. There is a key focus on capturing all learning from Safeguarding Adult Reports and making sure this is disseminated to provide tools and experience to maximise opportunities to safeguard adults.	

CSAB Priorities 2024/2025



CSAB Priorities 2024/25

Prevention	Commissioning	Quality and Improvement	Cross Sector Working
<p>Ambition: Making safeguarding everybody's business. Improve awareness of safeguarding across all citizens, communities and partner organisations. Systems are in place which prevents abuse and neglect from happening.</p>	<p>Ambition: Services reflect the needs of the Croydon residents. Where abuse occurs we remove or reduce the abuse from re-occurring. To improve and sustain quality of care providers in all sectors in order to improve safeguarding</p>	<p>Ambition: Data is used appropriately to understand where risk exists within the system, robust multi-agency safeguarding data which is used to inform planning and practice. We use learning to enhance practice.</p>	<p>Ambition: Vulnerable young adults are transitioning safely into adult services, including preparing for adulthood workstreams in Croydon. To work together to share the learning from SARs and other projects.</p>

What we will do

<ul style="list-style-type: none"> • Raise public awareness: types of abuse, how to keep themselves safe, how to refer. • Learning from SARs and hold learning events. • Improve professional awareness and response around the complexity of health & care needs within the homeless cohort. • To continue to proactively seek feedback from people who experience safeguarding and their carer's and this is acted upon. • Continue the work of the VOTP sub group developing leaflets and publications with the involvement of citizens. 	<ul style="list-style-type: none"> • Provider market oversight from Commissioning Team and the Intelligence Sharing Group. • Oversight of initiatives across the partnership regarding integration and new ways of working. • Work with partners around unregulated services learning from planned work taking place across London. • Work in partnership developing any new strategies which will improve outcomes for care home residents. • To support providers through information sharing at forums, training and updates on policies and procedures. 	<ul style="list-style-type: none"> • Implement and monitor a multi-agency quarterly performance dashboard and to continue to review indicators. • Work together to make sure adult safeguarding standards keep people safe and minimise risk of harm. • Work together to make sure adult safeguarding standards keep people safe and minimise risk of harm. • Improve multi agency response to self-neglect and how to improve practice. • Commission, participate in and support SARs ensuring learning from both local and national reviews is widely shared. 	<ul style="list-style-type: none"> • Sharing learning from Safeguarding Adult Reviews with the CSCP where appropriate. • Seek assurance that young people experience a safe transition to adult services. • Seek assurances that vulnerable young adults are transitioning safely into adult services, including preparing for adulthood workstreams. • CSAB to continue to engage with colleagues on a regular basis with the CSCP. • CSAB should consider providing more extensive information and guidance around Transitional Safeguarding.
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CSAB Priorities 2024 - 2025



PREVENTION

What has been done

- The Risk & Vulnerability Management Panel [RVMP] is a multi agency approach to supporting the boro9ughs most vulnerable adults. There has been a 10% increase in referrals to the panel.
- Mind in Croydon made 54 safeguarding referrals which showed a growth of 86%. The increase they feel is down to increased understanding within the staff group.
- ARC have delivered Mental Health First Aid to 200 to various communities and professionals. It was delivered as part of their Hear to Talk programme funded through NHS MH Funds with the outcomes of the training measured through feedback on trainees increased ability. This will develop skills to identify, understand and help someone who maybe experiencing mental health, helping to identify and prevent safeguarding issues.
- ARC regularly raise safeguarding referrals to the local authority, one or two per month through their Community Health and Wellbeing programme which works directly with families. As a result ASC have carried out needs assessments or responded to clients which often speeds up the communication between ASC&H and housing.
- ARC are receiving feedback from data saying they are unblocking issues and preventing escalation through their programmes. The adult at risk are telling them that they like them being there and clients will refer others they know to the CHWW [Community Health Wellbeing Worker] knowing that they make a difference.
- The Department of Work and Pensions [DWP] ensure that all learning from Safeguarding Adult Reviews [SARs] and other serious cases are taken back to DWP to look at improving services.

What needs to be done

- The CSAB to continue to raise awareness of the RVMP and the referral process in order to be assured that partners are aware of where high risk cases can be discussed.
- Improving the recognition and response to domestic abuse of adults with care and support needs.
- Using the learning from adult safeguarding work to avoid preventable harm in health and social care service provision.
- Safeguarding Homeless and Rough Sleepers within the borough and addressing the requirements of the Local Authority 2024-2029 Homeless Strategy,
- ASC&H Safeguarding Adults Practice Improvement Board will be overseeing work to improve our support to people at risk of self-neglect. It will also be overseeing work to improve our work with people with care and support needs who are experiencing or at risk of domestic abuse.
- Safeguarding Adults Practice Improvement Board will be overseeing work to improve our response to risks of suicide and self-harm.
- The Met will focus on reducing knife crime, robbery, and other violent offenses, as well as protecting vulnerable people from criminal exploitation.
- Police to support partner initiatives around projects assisting vulnerable adults who may suffer from self-neglect or be vulnerable to domestic abuse or modern-day slavery.
- Police to continue to support the strengthening of Community policing, which will require the involvement London's communities and our partners in decisions how we keep vulnerable adults safe.
- Police will continue to focus on Violence Against Woman and Girls (VAWG).
- Age UK will continue to ensure all staff and volunteers receive training as a core topic, to support staff with any potentially complex safeguarding concerns and reinstate their own face to face training for staff and volunteers.

CSAB Priorities 2024 - 2025



PREVENTION

What has been done

- The Safeguarding Team at CHS have arranged a clothing and resource cupboard for patients, this is available 24 hours for staff to access to provide the community with items they may need.
- The South London and Maudsley NHS Trust (SLaM) has continued to strengthen its safeguarding agenda as part of a Trust Wide Safeguarding Improvement programme. The team was nominated as being instrumental in embedding a culture where safeguarding is everyone's responsibility and they have strengthened policies, training and governance while driving transformational change.
- SLaM's centralised safeguarding team involved in the production of the Trust Sexual Safety Policy and e-learning training package based on real life scenarios. This has led to a change of culture where sexual safety is a priority and conversations are now being normalised and incidents against both patients and staff being reported.
- Project ADDER connects the dots between teams, partners, services and closes gaps for a whole system approach against drugs, working towards **four** strategic priorities:
 - Reducing drug-related deaths.
 - Reducing drug-related offending.
 - Reducing the prevalence of drug use.
 - Disruption of high-harm Organised Crime Groups [OCGS] involved in drug and firearm supply.

What has been done

- Implemented Project Adder. The aim of this is to totally eliminate the demand of illicit drugs by removing drugs as an option for those who are dependent or vulnerable to dependency.
- Project Adder provides greater scrutiny in spotting and preventing Cuckooing and Mate Crime where Vulnerable adults are targeted.
- ASC&H have adopted a risk assessment tool that was developed by the London Principal Social Workers Network, and have built this into LAS, which is our LAS client record database. This will help us with the recognition and management of risk, including risk of abuse and neglect, strengthening our preventative work. Our business-as-usual quality assurance auditing allows us to monitor use of the risk assessment tool and its impact.
- ASC&H developed guidance to our staff called "Putting the Care Act into Practice: Assessment" for our staff. The need for this was identified from a peer review in November 2023. It fills the gaps in the Care Act and Care and Support statutory guidance on things like having a clear definition of what we mean by "care and support needs". It includes guidance on the need to carry out s9 Care Act assessments when a person is at risk of abuse and neglect, and s11(2)(b) Care Act applies as they are refusing the offer of that assessment. It also incorporates learning from SARs, judicial reviews, complaints and so on, which will help us making avoidable errors that might otherwise result in a person with care and support needs not getting the support that they need.
- Police carried out a force wide review of thresholds to make sure that vulnerable adults are risk assessed and managed to provide the best level of service possible.

CSAB Priorities 2024 - 2025

PREVENTION - Housing

What has been done

The Council's Housing Needs Service has been restructured with a view to more effectively implementing the Homeless Reduction Act 2017 which places a greater requirement on prevention. In a time of rising homelessness and reducing supply of available homes we are seeking to keep people in their homes by acting earlier.

This requires housing to develop skillsets amongst the workforce that are more attuned to working in partnership with key services such as Mental Health and Drugs & Alcohol.

Rough Sleeping

- Housing are developing joined up working across the Voluntary and Statutory Sector, developing a Homelessness and Rough Sleeping Partnership through a well-attended Homelessness Forum.
- The Rough Sleeping teams are also seeing a rise in those sleeping rough but in 2024/25 around half of the rough sleepers identified 'no second night out'.
- Continue to support 38 placements of those sleeping rough in short term assessment hotel and hub within Croydon. Have successfully utilised the services of a nurse in the outreach services we provide for rough sleepers and working on improving services through the procurement of supported housing contracts.
- Currently in the process of appointing a Complex Needs Navigator.

- A Ministerial Letter received in 2024 outlines the requirements of the CSAB with regards to Rough Sleeping with emphasis on the Target Priority Group (TPG). For Croydon the TPG refreshed and 26 clients identified with START, CGL and Outreach agreeing to a shared responsibility for leading to support and reporting for this group.
- This work builds on existing multi-disciplinary teamwork and a successful Homeless Forum held with representatives from charity and faith groups, Croydon Council and the CSAB Chair and Manager were in attendance.
- The Ministerial letter has progressed work forward with Homelessness being a CSAB priority for 2025-2027, membership from housing on sub groups and at the quarterly board meetings.

Croydon's role as Landlord

Croydon Council's role as a landlord covers over 13,000 tenants, we have worked to improve services following the events at Regina Road when residents were subject to unacceptable living conditions through failures to resolve issues of damp and mould. We now work to the values of respect and empathy agreed with residents by collecting tenancy profile information which means we can more effectively target services to those in need.

Housing Officers are carrying out annual tenancy checks of residents referring those who are vulnerable whilst working in partnership with Adult Services. In addition staff are carrying out Personal Emergency Evacuation Plan visits to ensure the safety of vulnerable residents in the event of a serious incident.

We have developed a partnership with the five largest Housing Associations in the borough which will be a useful conduit for sharing good practice and ensuring that the 16,000 Housing Association tenants benefit from this.

CSAB Priorities 2024 - 2025

PREVENTION – Domestic Abuse and Sexual Violence [DASV]

What has been done

Croydon Health Service have undertaken the following work with regards to DASV:

- DASV Intranet page
- DASV Champion training with 109 Champions trained this year, received positive Champion feedback regarding training and continues to increase the number of Champions with the Champion Badge below now worn by staff.
- DASV Managerial training (relating to staff DASV and support).
- Increase in Independent Domestic Violence Advocates referrals (11% increase).
- Increase in Multi Agency Risk Assessment Conference (MARAC) referrals (increase of 82%).

SLaM

- To strengthen the SLaMs Centralised Safeguarding team they recruited into key safeguarding roles such as a Domestic and Exploitation Lead who is improving the Domestic Abuse strategy in the Trust. The Lead has initiated weekly Domestic abuse virtual surgeries for both staff and patients recruiting Domestic Abuse champions to support with raising awareness.

WE ARE TAKING A STAND AGAINST DOMESTIC ABUSE

This is a safe space
You can get help here
Please talk to a member of staff

You can also contact Croydon FJS for support

Call 020 8688 0100

Or call the 24hr National Domestic Abuse Hotline
0808 2000 247

#YOUARENOTALONE 



CSAB Priorities 2024 - 2025: Commissioning

Case Study

This is a case study of how good intelligence sharing highlighted concerns of care/support at a care provider but through good partnership working how this was managed and led to positive improvements for resident's care.

Background

The Council was alerted to a care home in another London Borough that had entered 'Provider Concerns' and had a suspension of new business placed on the home as part of the Pan London Safeguarding policy. The reason for this was around that there was a risk of choking due to health issues, who need assistance with eating and who need 1:1 support during meals.

Whilst no residents from Croydon were at this home from a review of data it was found that the overall Care Provider also had a Care Home in Croydon.

From using this intelligence from another London Council, we carried out an unannounced visit by the Quality & Market Support Team to look at the concerns highlighted by the London Borough and overall care at the home within Croydon.

From the unannounced visit to the Croydon care home it highlighted similar concerns and other issues which included:-

- Care plans and risk assessments did not contain full information to support person centred care
- Lunch observation raised concerns specifically in relation to the support given by staff.
- SALT assessments on file were not reflected in care plan and risk assessment.
- MAR chart not reflecting the medication care plan
- Training matrix was incomplete,

Case Study

What did we do as a partnership

In line with the 'Provider Concerns Policy' a decision meeting was held with relevant professionals to discuss the concerns which included CQC, Section 42 team, Market Facing Safeguarding Officer, Quality & Market Support team and other boroughs who place at the home

From this professionals meeting using all data and evidence of the care/support it was agreed to move forward to the next stage of the Provider Concerns Policy and the following was agreed:

- Residents and self funder of Croydon to be reviewed
- Consult with the SALT team and ICB
- Safeguarding enquiries to be raised by Care Quality Team on the issues that they witnessed
- Funding bodies to be advised of the issues and recommending review of their residents
- CQC to prioritise and inspect the home in Croydon
- Move to next stage of Provider Concerns Policy

Following the next Provider Concerns Meeting it was agreed that the Care Home would enter 'Provider Concerns' and a suspension of new business based on the concerns.

From there to support the home to improve the following was done:

- Inspection carried by CQC with recommendations
- Support from the Quality & Market Support Team and Market Facing Safeguarding Officer with visits to the home and working through a dedicated action plan.
- Assessments carried out by relevant funding bodies to check what care needs are needed and reflected in Care Home support plans/risk assessments
- SALT team support for home and residents
- Reviews and visits to the home by the GP

Outcomes

Our aim through multi-agency and partner support is for care providers to provide 'Good' care and support to our residents.

From the interventions with this provider the outcomes achieved were:

- Care Home improved procedures and training for staff around feeding, care plans, risk assessments and staff training matrix which was evident following further unannounced visits by professionals.
- Care Home received a 'Good' rating from CQC following the improvements that they have made.
- A culture of openness from the Care Provider that they realised that they needed to improve and what was required.

The Care Home exited Provider Concerns five months after they entered. This was achieved by working in partnership with the Care Home and the care home personally thanked the Quality & Market Support Team and the Market Facing Safeguarding Officer for their time to help them improve the quality of care.

This shows the importance of information sharing and partnership working within Croydon.

CSAB Priorities 2024 - 2025

Commissioning – Croydon Council



What did we do and how did we do it?	Evidence of impact and how were outcomes measured?
Commissioning: Working with commissioners(ICB & Council) has improved over the last year. This has been by forging closer working relationships and sharing information on concerns with care providers. This has helped in having joint approaches to care providers when concerns are raised.	An example of this is how we monitored a home care agency and by doing joint work with commissioners supported in how to resolve issues on concerns over quality of care.
Home care resident feedback: We said last year that we would capture resident feedback when monitoring visits happen with Home Care Providers. A system is in place where we select a number of residents and contact them to get their views of the home care service that they receive. This helps capture feedback that can be shared with care providers and feedback into any improvement plans	Surveys are now being received and we are using these to support improvement plans of care providers. The plan for 25/26 is to start to analyse this feedback to show how residents feel about the homecare they receive
Improved data: Data on services(care home, supported living, home care) has been improved within adult social care systems. We can now link services(example Nursing Home A) to a parent company to help understand issues of quality of care. We now have ways of monitoring the accuracy of this data	This allows real time information on care services that can support investigations into concerns. For example, there was a concern around a national care provider in 24/25 and within minutes we can see what services operate within Croydon or are supporting Croydon residents
Out of borough: Croydon does well in that the number of residents placed in service outside the borough are below the SWL average. We have improved the way that we capture CQC ratings on care providers and we can see live data directly from the CQC website and this is now imbedded in adult social care systems	Allows us to see live changes in care providers CQC ratings which can alert us to concerns over the quality of care.

CSAB Priorities 2024 - 2025

Commissioning



Care Home CQC Ratings

One area that we review is the CQC ratings of Care Homes. Despite Croydon having a large care market we can see that the % of care homes rated good/outstanding remains high and above the England and London averages.

	No. Care Homes	No. Rated good/outstanding	% rated good/outstanding
July 25	121	108	89.25%
April 25	121	107	88.42%
Dec 24	121	106	87.39%
April 24	122	106	86.70%

Provider Concerns

At the start of 2024/25 we had 4 care providers in Provider Concerns and at the end of 24/25 we had 2 care providers. This shows that we are using the policy correctly and supporting providers to improve so they are able to exit the provider concerns process.

What else needs to be done?

Risk Management Development:

The care market within Croydon is the largest within London and to help monitor the market we plan to create a risk dashboard which will help show early signs of possible provider failure or if care quality is falling.

Improving Intelligence using the Intelligence Sharing Group [ISG]

There is a strong Intelligence Sharing Group [ISG] within the structure of the CSAB however, we need to improve our sharing of intelligence outside of the bi-monthly meetings. ISG members to support professionals and residents on how they can share intelligence in order to support monitoring care providers.

What has been done

- DWP provide continuous upskilling sessions on making quality safeguarding referrals and this is delivered across all operational teams. The impact of this training is measured on the number of colleagues attended and feedback from adult social services.
- There is compelling evidence of strengthened safeguarding awareness and practice across teams within SLAM. This progress is marked by a deeper and more consistent understanding of safeguarding principles, reflecting a cultural shift that places greater emphasis on safety and protection. Teams are submitting more frequent and higher quality safeguarding referrals, indicating improved identification and handling of concerns. Additionally, staff are demonstrating a proactive approach by actively seeking guidance through safeguarding consultations, particularly in complex cases. Supervision sessions further highlight an increase in professional curiosity, with staff engaging more thoughtfully and showing heightened concern for the wellbeing of residents.
- SWL ICB introduced an MCA and DoLS forum across health and social care with representation from all boroughs.
- Incident Reporting (RADAR) CHS – Section 42 enquiries are now incorporated into the RADAR system and this improves the communication around safeguarding concerns raised, co-ordination of reviews and enabling learning responses where required. Learning responses with safeguarding involvement increased and the quality of S42 and co-ordination improved.

What needs to be done

- SLAM Centralised Safeguarding Team is working closely with SLAM Informatics team to design a template to embed routine enquiry in a live DASH risk assessment, and safety planning in electronic patient records (ePJS).
- Increased feedback on 'bad' referrals, not hearing back causes some stress and uncertainty if the referral picked up or actioned. [Mind in Croydon]
- Mind would like to see safeguarding teams visit Voluntary and Community Service [VCS] to have more of an understanding of their work.
- Enhanced training for VCS around safeguarding alerts.
- Improving the quality of referrals of adult safeguarding concerns.
- Further develop the work undertaken by the SWL system wide MCA forum with NHSE input. Staff plan to review SARs from previous years and collate all actions and recommendations related to MCA. Members of the MCA forum are writing a SoP to support staff in best interest decision making.
- Finalisation and approval of the ICB's all age safeguarding supervision policy.
- At CHS the Deprivation of Liberty Safeguard (DoLS) application form is currently being built into the patient record.
- The Quality Improvement work will continue as a CHS Trust priority and will move into a Community of Practice Group to support ongoing improvement plans.
- CHS currently developing a stand alone MCA training that will be simulation and practice based in the Croydon University Hospital training suite.
- CHS setting up a MCA Governance Group for 2025 – 2026.
- The Met will focus on reducing knife crime, robbery, and other violent offenses, as well as protecting vulnerable people from criminal exploitation
- Continue to develop our processes for dealing with vulnerable adult enquiries, reducing delays, and improving information sharing with partners.

CSAB Priorities 2024 - 2025

QUALITY & IMPROVEMENT



What has been done

- The designated professionals for safeguarding adults are proactively involved and the ICB has strengthened safeguarding in the procurement and contracting process. Safeguarding framework templates adopted from Croydon Place for insertion in all NHS standard contracts and designated professionals key members at procurement and oversight group.
- Professionals across health and social care within SWL ICS collaboratively worked on the development of the first version of an integrated protocol to manage harm, abuse or neglect caused due to medication errors, falls and pressure ulcers. These Protocols have been adopted by SABs across SWL to support a consistent approach when reviewing safeguarding concerns relating to Medication Errors, Falls and Pressure Ulcers. Dissemination to all staff across health and social care has been initiated. Croydon's S42 Team played a valuable part in developing the work around Pressure Ulcers.
- NHSE launched the Safeguarding Integrated Data Dashboard (SIDD), The SIDD is a platform that consolidates existing safeguarding datasets. It provides a comprehensive view of safeguarding performance and activity across different areas, including the Safeguarding Case Review Tracker (SCRT), the Safeguarding Commissioning Assurance Toolkit (SCAT), and other relevant data sources.
- SLAM has successfully embedded the Managing Safeguarding Allegations Against People Employed in a Position of Trust Policy into practice. This policy is now led at Directorate level with themes from the cases being embedded in training and supervision.
- Age UK staff use the online safeguarding referral system for reporting allegations of abuse with staff being more aware and confident in dealing with incidences of abuse and the long term difference they see in outcomes for clients.

What has been done

- **Mental Capacity Act – Quality Improvement [QI] Project at CHS**, Safeguarding Advisors have been aligned to the 5 Quality Improvement wards with weekly attendance at ward rounds and increased access and support for staff recognising MCA/DoLS. This has led to an increased in MCA & DoLS observed on the wards indicating the visibility and support has had a positive impact. Development of a Directorate Led MCA Audit Tool, this was trialled and will now be incorporated into an audit tool for ongoing use.
- To strengthen SLAMs Centralised Safeguarding team they recruited into key safeguarding roles, a Safeguarding Coordinator and Administrator who are instrumental in streamlining activities and communication. These posts launched a centralised generic email box and databases to capture all safeguarding activities.
- Data Protection Training is undertaken by all ARC staff ensuring staff understand how to protect personal and sensitive information of clients/people.
- Police further enhanced our IT system (Connect) that brings together several existing tools into one format. CONNECT is the largest IT transformation project we have ever undertaken in the Met. Since launch we continued to adapt and how we record safeguarding referrals to ultimately improve how we police London. This will help us investigate crime and improve our ability to manage risk quickly and effectively.
- NHSE published a protocol to strengthen the oversight of health recommendations for all DHRs.
- Age UK have reviewed their policy and procedures for safeguarding by external assessors for Charity Quality Standard (CQS) and it was rated as being a satisfactory standard.

CSAB Priorities 2024 - 2025

QUALITY & IMPROVEMENT – Adult Social Care

What is the data telling?

- During 2024/25 we undertook a review of our operating model for our adult safeguarding work. Doing this had been a recommendation from the peer review the Local Government Association carried out for us in 2023. The review of the operating model looked at the published research on the issue and considered whether to stay with having a specialist adult safeguarding enquiry team, decentralise the adult safeguarding work through our assessment and care & support planning teams, or a hybrid model. The decision reached was to keep a specialist adult safeguarding enquiry team. A report on the review of our operating model for adult safeguarding was received by our Directorate Leadership Team.
- During 2024/25 we carried out a thematic audit of our adult safeguarding work. This found that our adult safeguarding practice was, overall, of good quality. Areas of strength identified were management oversight of the work, risk management, good communication with the person or their representative, and evidence of the person's voice in the work. Areas identified for improvement are to make better use of multiagency meetings, and improving the application of the Mental Capacity Act 2005 in practice. We have used the findings from the audit to inform the work of our Safeguarding Adults Practice Improvement Board.

What is the data telling?

- During 2024/25 we undertook a review of our operating model for a by-product of our review of our adult safeguarding operating model was that the group that carried out the review, while recommending keeping our existing operating model, identified a number of areas where our adult safeguarding processes, systems and practice could be improved. As a result, we established a Safeguarding Adults Practice Improvement Board to oversee our continuous improvement journey for our adult safeguarding work, picking up the issues identified during that review, and also other issues such as applying the learning from SARs. Our Safeguarding Adults Improvement Board has identified the priority areas for it to work on, taking account of the CSAB priorities, and has developed a workplan setting out the work it will be doing in these areas.

CSAB Priorities 2024 - 2025

CROSS SECTOR WORKING

FJS/Violence Reduction Network

What has been done

- FJS have led on the development of the Transitional Safeguarding Panel. It is important that we continue to embed this Panel across the partnership.
- FJS participated in the development of the Violence Against Women and Girls [VAWG] delivery plan. The plan has a action plan broken down in 100 day sprints.
- Multi agency approach to supporting the borough's most vulnerable adults evidenced by a 10% increase in referrals to the RVMP.
- Developed a pathway with the CSAB working across DHRs/SAR processes to avoid duplication of work, this has enhanced collaboration which has avoided duplication and saved money.

Appendix A CTVAW Delivery Plan 2024-2027.pdf



What is the Data saying?

94% report that Mind in Croydon deliver services in a location that works for the person, highlighting their commitment and strategic approach of taking services to the people.

Crisis service saw a record of people across 365 days a year reaching just short of 1,000 people.

We had nearly 12,000 sessions across the Croydon Health & Wellbeing Space Service including the outreach phase of the service.

What is the adult at risk saying?

People with lived experience are often supportive of a safeguarding request being made because they have reached a point where they feel a risk to themselves and unable to keep themselves safe.

CSAB Priorities 2024 - 2025

CROSS SECTOR WORKING – Department of Work & Pensions [DWP]



What has been done

DWP doesn't have a legal responsibility to safeguard however, the framework for managing customers with an identified vulnerability has been reviewed to ensure all colleagues are aware of their responsibility and the support available in their local areas.

The framework includes:

- builds on the existing work and structure conducted within service delivery
- sets out clear responsibilities for key roles
- creates clear escalation and feedback loops, to ensure that users drive change and improvement
- creates communities with shared goals, working collaboratively and openly
- clarifies what tools and products are available to deliver an effective service to customers.

The Customer Additional Needs Framework is continuously being evaluated through forums including place-based plans.

DWP will continue to deliver the layers of support it offers to all customers and remains committed to working with Safeguarding Adult Boards and other agencies to make sure its most vulnerable adults get the support they need at critical points in their journey.



Department for Work & Pensions

What needs to be done

- The DWP is reviewing the approach it takes to safeguarding and is working to introduce and publish a DWP 'safeguarding approach' and has established a multi-disciplinary team to develop this. This is outlined in the recently published Pathways to Work Green Paper.
- The DWP has also been supporting the Work and Pensions Select Committee's Safeguarding Vulnerable Claimants inquiry and will consider recommendations the committee make as it develops its safeguarding approach.
- DWP will continue to gather insight from customers and use feedback from key stakeholders at the DWP Operational Stakeholders Engagement Forum.

CSAB Priorities 2024 - 2025

CROSS SECTOR WORKING



What has been done

- The ICB disseminated learning opportunities during the 16 Days of Action Against Gender-based Violence is a global campaign aimed at raising awareness and taking action to end the abuse. Improved knowledge and increased confidence among staff who are competently support victims of gender-based violence.
- During 2024/25 ASC&H contributed to the review of the London Safeguarding Adults policy and procedure. The draft new policy and procedure has a number of changes influenced by the input we gave to the review.
- We have made improvements to the support we offer to young people with care and support needs who will go on to require the involvement of Adult Social Care and Health. We now have Family Support workers based in our Transitions team, who work closely with colleagues in Children with Disabilities and SEND services. Early involvement and visibility plays a crucial role in ensuring a smooth shift from children to adult services while promoting independence, inclusion and wellbeing. We include family, carers and advocacy in planning while respecting the individual's autonomy, thereby including the young person in co-producing their support plan.
- The Police provided increased data sharing with partners to share information and identify opportunities to work smarter and more efficiently. This includes data on areas such as Modern-Day Slavery and Exploitation. This has proved useful for partner initiatives around safeguarding projects including self-neglect.
- Age UK staff and volunteers undertake mandatory Safeguarding Adults at Risk training in line with their policies and procedures which is reviewed annually. They continue to work across the sector closely to participate where required in cases of abuse.

What has been done

- SLaM [South London & Maudsley MH Trust] has maintained strong and effective engagement with the CSAB and partner agencies, further strengthening collaborative relationship, particularly with the Care Experienced Young People Service and the Violence Reduction Network. The organisation has demonstrated consistent participation in Transitional Safeguarding Panels, RVMP, MARAC, DAPP etc contributing meaningfully to a multi-agency approach in addressing complex safeguarding concerns.
- With the new Police issued Domestic abuse Protection Notices(DAPNs) and Civil Domestic Abuse Protection Order (DAPO) legislated in Domestic Abuse Act 2021 which impose restrictions and mandates perpetrators to attend perpetrator support programmes such as engagement with substance abuse services or mental health services. SLaM Domestic Abuse and Exploitation Lead has made good progress working alongside Croydon Drive, DAPO Leads and SLaM Clinicians to triage SLaM pathway.
- SLaM adopts a 'Think Family' approach to safeguarding, actively collaborating with multi-agency partners and regulatory bodies to share information and contribute to the development and dissemination of learning from Safeguarding Adult Reviews.
- Police continued to work with partners and be a key partner in the Safeguarding Adult Review (SAR) Panel to review incidents and consider whether or not serious harm experienced by an adult, or group of adults at risk of abuse or neglect, could have been predicted or prevented.

CSAB Priorities 2024 - 2025

COMMUNICATION & ENGAGEMENT – Asian Resource Centre



What has been done

All ARCC Trustees, Staff and Volunteers completed mandatory safeguarding training during the reporting year, ensuring that safeguarding knowledge and responsibilities are consistently embedded across the organisation. The impact of this was measured through:

- **Training evaluations and feedback forms**, where 95% of participants reported increased confidence in identifying and responding to safeguarding concerns.
- **Real-world application**, with several staff and volunteers making timely referrals or raising concerns that led to early interventions.
- **Improved internal safeguarding procedures**, with clearer reporting pathways and stronger adherence to safeguarding policies observed in practice.
- **Trustee oversight**, where safeguarding is now a standing item at bi-monthly board meetings, reinforcing a culture of continuous improvement and accountability.

This has strengthened ARCC's ability to prevent, recognise and respond to abuse and neglect, particularly in marginalised communities who may face additional barriers to reporting.

We run a community hub and health checks as a preventative measure before issues escalate. This provides residents with someone they can talk to about a problem preventing the issue to become critical and measures put in place in a safe, trusted and non judgemental environment.

The ARC CEO is now a member of the CSAB attending the quarterly meetings and other colleagues representing ARC at other sub groups for example the Voice of the People.

What needs to be done

- The ARC to continue to engage with the CSAB beginning with the CSAB and VOTP members attending one of their coffee mornings on the 25th June to raise awareness of the work of the board.
- To co-produce a leaflet raising awareness of safeguarding with ARC members.
- Need to work to having a personalised service that meets people's needs, reduce barriers like communication and not only by phone eg deaf community, digital reform.
- VCS organisations working with vulnerable groups need contact lists to be able to talk to ASC before issues are raised.
- Increased communication between council and community groups in order to raise safeguarding issues in a timely way to avoid compromising services and quality.
- Undertake training over and above the standard legal and statutory framework.
- To continue to engage with commissioning with regards to issues raised around care homes.

CSAB Priorities 2024 - 2025

COMMUNICATION & ENGAGEMENT

What has been done

- The SWL Patient Experience and Engagement group meets quarterly to address issues raised by patients, residents and carers of services across SWL.
- During the Safeguarding Adult Awareness week the CHS safeguarding team led a public/staff facing stall and shared key resources. There was great attendance at the stall by patients, public and staff with good interaction. Similarly for the Domestic Abuse Awareness Week.
- Age UK provides an annual report to the AUKC Board which compares national, Croydon statistics in relation to types of abuse.




Croydon Multi-Agency
SAFEGUARDING
ADULTS BOARD

020 8726 6500
csab@croydon.gov.uk

Home About Us Preventing Abuse Information & Resources Training & Development Contact us


At Croydon SAB we look out for and advise vulnerable adults in the borough and those who work with them.



What needs to be done

- Monthly Governance meetings between SLaM Croydon Council Leadership are in progress to review of the Safeguarding Adults Mental Health Pathway (as part of the S75/ Partnership review) to improve mental health service assurance.
- Continue to Support London's Police and Crime Plan 2022-2025 as set by the Mayor and implemented MPS Turnaround Plan, followed by consolidating these priorities through the New Met for London Plan 2023-2025.
- Age UK would like to see improved public awareness of Safeguarding Adults at Risk so that it becomes everyone's business.

CSAB Priorities 2024 - 2025



Partnership Working: BME Forum

The BME Forum is represented on the VOTP sub group and you can see from Andrew's Foreword is the Vice Chair of the CSAB.

At a quarterly VOTP meeting the BME Forum Community Development Worker +65 who is based at the Wellness Centre in Croydon shared her work and experience supporting residents specifically around safeguarding. Maintaining links between the Forum and the CSAB partnership is helpful in signposting residents to appropriate services. The VOTP were able to provide further links to organisations and networks.

Community Development Workers (CDWs) tackle mental health inequalities in Croydon's BME communities through four key roles:

- **Change Agents:** Identifying gaps and collaborating with commissioners to improve services.
- **Service Developers:** Helping providers adapt offerings to better serve BME residents.
- **Capacity Builders:** Strengthening BME organisations as partners in mental health support.
- **Access Facilitators:** Empowering individuals to navigate services and drive change.

With Croydon's population now 51.6% non-white (Census 2021), our work is critical. Through initiatives like the Young at Heart Group, Compassionate Chats and Digital Assistance, backed by evidence and partnerships with the NHS, Croydon Council and grassroots groups, we address mental health holistically targeting its root causes alongside symptoms.

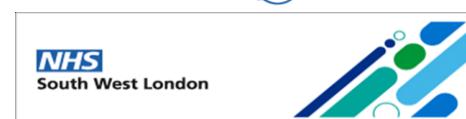


Andrew Brown
Chief Executive BME Forum
CSAB Vice Chair

www.Cbmeforum.org



mind in Croydon





Examples of Joint Working

Continue to strengthen interface working and formulating pathways around risk of suicide, knife crime and transitional /contextual safeguarding. In the process of developing a suicide and self-harm cluster policy with the PH team and CSCP.

The CHS Safeguarding Team is a core member at the Transitional Safeguarding Panel, this is in support of Children and their transition through to adult services. The CSAB Independent Chair arranging to attend a panel meeting to observe the process and cases.

Increase data sharing opportunities with partners, sharing the learning from partners data.

Continue to strengthen the process between DHRs and SARs to avoid duplication of work with the SAR sub group having sight of cases where the person(s) have care and support needs. This has enhanced collaboration between the FJS/VRN and the CSAB which has already proved to be beneficial to both parties.

Continue to Support efforts to tackle Serious Youth Violence working in Partnership with Croydon Council and the Violence Reduction Unit. The Police have and will continue to engage with local initiatives such as My Ends project this includes young people, Croydon Council, local police and head teachers. Engagement is key as the Police and Local Authority continue their commitment to working with grassroots organisations to deter young people from youth violence.

Adult's voice to be part of the discussions taking place at the children's MASH Improvement Group.

An All Age Exploitation Framework is currently being developed across all three partnerships.

Joint Executive Partners meetings have been introduced bringing together statutory partners from the CSAB, CSCP and SCP. These will be held bi-annually with the purpose to seek assurance across the partnership with regards to safeguarding and to identify areas of joint working. The network have agreed a list of joint workstreams to take forward.

The CSCP review summary always include adult SARs, the CSAB shares SAR recommendations and the learning to be taken forward.

Continue to build on the relationship and engagement with the Safer Croydon Partnership around workstreams such as exploitation, DHRs/SARs, transitional safeguarding panel and the RVMP.

To continue to develop the relationship between Housing and the CSAB which has led to strong engagement around homelessness, Ministerial Letter on Rough Sleepers, links to learning from SARs and data sharing. Raising awareness around the RVMP has seen an increase in referrals from housing being presented to the panel.

Development/SAPAT Day: CSAB Priorities 2025/27

The CSAB held an event on the 28th November 2024 attended by members across the partnership with the purpose to review the responses from the Safeguarding Adult Partnership Assessment Tool [SAPAT] and set the CSAB priorities for 2025 – 2027. The Tool is used as an annual audit in order to quality assure how the partnership is working but to also review current workstreams, discuss local challenges and share good practice. Attendees included:

CSAB Team
LBC Cabinet Members
Age UK
18 – 65 Disability Service/NRPF Services
CHS Named Nurse Safeguarding Adults
LBC Housing
Croydon Safeguarding Children Partnership
Healthwatch
Department for Work & Pensions
SWLICB Interim Designated Professional
LBC Older People Service
SLaM Managers

LBC Communication & Engagement Lead
Voice of the People Chair
SLaM Service Manager
FJS Lead
Principal Social Worker
SLaM Safeguarding Adults & Prevent Lead
Designated Doctor for Safeguarding Children
ASC&H MCA/DoLs Lead
Police BCU
SWL ICB Patient Safety
Probation
LBC Adults Placement, Brokerage & Market Management



A key outcome of the day was to agree priorities going forward and this process was done jointly across all the attendees and wider by responding to a Poll identifying their top 5 priorities. Below are the results of the poll and priorities adopted for 2025-2027:

Self Neglect

Homelessness

Transition

Learning from SARs

Multi-agency Data/Information Sharing

Voice of the People – Cross Cutting Priority

People have access to clear and simple information about abuse and neglect and they are confident to report it, the Voice of the People sub group to continue the development of co-produced resources and to improve access to information across all Croydon communities.

CSAB Strategic Plan 2025 - 2027

Croydon Safeguarding Adults Board Strategic Plan 2025-2027

Working together, supporting and improving services for adults in Croydon who are at risk from abuse and neglect, preventing those who are at risk of being abused wherever possible

CSAB responsibilities are:

- To publish a Strategic Plan that sets out what the board has achieved and what it aims to achieve for the next 3 years.
- To publish an Annual Report detailing what the CSAB has done during the year to achieve its main objective and implement its strategic plan, and include learning from any Safeguarding Adult Reviews
- Undertake Safeguarding Adults Reviews when adults die or are seriously harmed as a result of abuse/neglect.

Our role is to help and safeguard adults with care and support needs by:

- Assure that local safeguarding arrangements are in place as defined by the Care Act 2014 and working well across all relevant agencies.
- Assuring that safeguarding practice is person-centred and outcome focused.
- Work collaboratively to prevent abuse and neglect where possible.
- Ensuring that agencies and individuals work in a timely and proportionate manner where abuse or neglect has occurred.
- Seeking assurance that safeguarding practice is continually improving.
- Concern ourselves with a range of issues which may impact on people with care and support needs.

CSAB structure:

- Board with an Independent Chair
- Chair/Vice Chair Sub-Group
- Safeguarding Adult Reviews Sub-Group
- Performance & Quality Assurance Sub-Group
- Learning & Practice Development
- Intelligence Sharing sub-group
- Voice of the People sub-group
- Task & Finish Groups

CSAB Priorities	Cross Cutting Theme
Self-Neglect Homelessness Systems, Pathways & Transitions Learning from SARs Multi-agency Data/Information Sharing	Voice of the People People have access to clear and simple information about abuse and-neglect and they are confident to report it, the Voice of the People subgroup to continue the development of co-produced resources. To improve access to information across all Croydon communities.

CSAB Strategic Plan 2025 - 2027

Strategic Priority 1 Self Neglect	Strategic Priority 2 Homelessness	Strategic Priority 3 Systems, Pathways & Transitions	Strategic Priority 4 Learning from SARs	Strategic Priority 5 Multi-agency Data
Help promote a shared understanding across the partnership of what an effective multi-agency response to self neglect looks like.	To assist in driving the new homelessness and rough sleeping strategy and raise awareness.	To continue to work and manage interface between children and adults services.	Use the learning from Safeguarding Adult Reviews and other learning reviews to continually improve practice across Croydon. Presenting SARs to various networks and forums.	Multi-agency data is used appropriately to understand where risk exists within the system and used to inform planning and practice.
Having the support of the community to help identify situations of abuse and neglect, including to proactively raise awareness among communities, charities and the voluntary sector.	To engage with the Chair of the TPG [Target Priority Group] in response to the Ministerial Letter (May 2024) on rough sleepers. To seek assurance with regards to focus and oversight of TPGs via presentation at the Board.	To continue to work with the CSCP and Community Partnership, this is a workstream agreed by the Joint Executive Partnership Network.	To use the format of 7-minute briefings and videos to ensure that the learning is as easy to disseminate and accessible as possible.	Performance & Quality Assurance sub group continues to provide the board with evidence that data identifies themes that partners can progress safeguarding work.
Learning events and training on self neglect. Videos, tools and short clips being a useful form of providing information.	Engage with housing colleagues to ensure SAR recommendations in relation to housing are taken forward.	Continue links between the CSAB and the newly formed Transition Panel	To continue to work with SCP colleagues aligning review processes in order to avoid duplication.	Dashboard and data collected to be aligned to the CSAB priorities.
CSAB to consider commissioning a further self neglect multi-agency audit with the production of a tool.	To work with housing colleagues with regards to data eg homelessness deaths is shared when appropriate with the CSAB.	CSAB to be assured that practitioners are working with the family and they are seen as a valued partner and the relevant processes and policies are in place to support this work.	Use the SAR Action Plan which includes recommendations from all SARs commissioned as a bi-annual audit in order to see the progress made or identify barriers.	A Multi-agency T&F group to be established to create Dashboard.
To support and improve frontline working relationships between ASCH, Police and Mental Health.	CSAB to continue to engage with housing teams and when required for representatives to attend the board and sub groups.	CSAB are assured that the appropriate training is in place to work with young people and their families.	Continue to encourage that learning takes place prior to the publication of the report.	To continue with providing the CSAB with quarterly data reports identifying achievements and challenges.
Ensure that staff across the partnerships are trained in identifying signs of abuse and neglect.	Continue to work with the London and National networks to be informed of new policies and guidance used by SABs.	To continue to share information across the different partnerships and boards when appropriate eg new guidance, training etc.	Use of reflective practice	To use the data to inform workstreams across the CSAB sub groups.



Governance & Accountability

Safeguarding Adult Board [SAB]

Statutory Partners are:

Local Authority, Police, SWL CB



Care Act
2014

Core duties of the SAB

- Publish an Annual Report
- Develop and publish a Strategic Plan
- Undertake Safeguarding Adult Reviews

The SAB will embed the requirements of the overarching Care Act to:

- Assure that local safeguarding arrangements are in place as defined by the Act and working well across all relevant agencies.
- Prevent abuse and neglect where possible
- Provide timely and proportionate responses when abuse or neglect is likely or has occurred

CSAB

Chair: David Williams

Vice: Andrew Brown

Chairs/Vice Chairs

Chair: David Williams

Vice: Andrew Brown

Safeguarding Adult Review

Chair: Dr Shade Alu – CHS

Vice: Anna Reeves - SLaM

Performance & Quality Assurance

Chair: Clement Guerin- LBC

Vice: Julia Bettridge– CHS

Voice of the People

Chair: Nicky Selwyn

Vice: Vicki Blinks

Learning & Practice Development

Chair: Stuart Hart - Police

Vice: Sean Olivier - LBC

Intelligence Sharing

Chair: Stephen Hopkins, LBC

Vice Chair: tbc

Task & Finish Groups

Health: tbc– SWL ICB

MCA/DoLS: Ernest Johnson - LBC

CSAB Sub Groups

All sub groups will have a Chair & Vice Chair agreed by the Board to ensure governance and accountability. Each Sub group develops a work plan reporting to the board on progress against the strategic priorities, themes from SARs and this will inform the Safeguarding Annual Report. Both the Health and MCA Task & Finish Groups undertake specific projects as and when required.

Chairs/Vice Chairs Sub Group

The Chairs monitor and review the CSAB Strategic Plan progress and priorities. Have oversight of the Board's work through its sub groups.

Safeguarding Adult Review

Considers requests which may meet the statutory criteria, to make arrangements for and oversee all SARs. Key element of the group is to seek assurance that recommendations are acted upon and learning is shared widely.

Voice of the People

Support a person centred approach and focus on demographic groups which are under represented in safeguarding data. Raise awareness of safeguarding and what it means to the resident with the voice of the resident heard and acted on.

Performance & Quality Assurance

Working together to oversee, support and monitor the quality of care across the partnership in order that safeguarding standards keep people safe and minimise risk.

Learning & Practice Development

The group to have a clear focus around themes from SARs looking at how the learning from SARs can be shared and embedded. How do we measure outcomes and can we evidence this, what difference has it made to practice and for our residents.

Intelligence Sharing

Support the CSAB with regards to prevention by managing the provider market through frequent market oversight. It allows colleagues from all aspects of health and social care, including CQC representation, to share good practice and concerns.

Six Safeguarding Principles



Empowerment
Talk to me,
hear my voice

Protection
Work with me
to support me
to be safe

Prevention
Support me to
be safe now
and in the
future

Proportionality
Work with me, to
resolve my concerns
and let me move on
with my life

Partnership
Work
together with
me

Accountability
Work with me,
know you have
done all you
should

Types of Abuse

	Types of Abuse
Physical abuse	Might involve being hit, slapped, kicked, hurt in other ways, being locked in a room or held down, or misuse of medication.
Emotional abuse	When you are made to feel sad, afraid or not important. This could be by shouting at you, calling you names, making fun of you, not letting you see your family or friends or bullying you on social media.
Sexual abuse	Made to take part in a sexual activity when you don't want to. Includes sexual harassment, inappropriate looking or touching or being shown sexual videos or pictures when you don't want them to.
Financial or material	If someone takes something that belongs to you without asking, or makes you give them things. It might involve theft, fraud and exploitation.
Neglect	When you don't get the help you need. It might be someone not giving you your medication or not providing your care needs, not giving enough food or denying your religious or cultural needs.
Discriminatory [Hate Crime]	When someone treats you badly because you are different to them based on your age, gender, sexuality, disability, race or religious belief.
Modern slavery	Includes human trafficking and forced labour. When someone is forced to work with little or no pay, or threatened with violence if they do not work.
Self neglect	When a person is unable to care for themselves & feels unable to accept support, significantly effecting their health and wellbeing.
Organisational	If abuse is caused by an organisation
Domestic Violence/Abuse	When abuse happens between partners or by a family member

Funding arrangements for 2024 - 2025

The Safeguarding Board is jointly financed by contributions from our strategic partners and it is acknowledged that organisations provide resources other than monetary by giving their time to support the functioning of the board. All partners are involved in sub groups by way of membership, chairing or vice chairing which we thank colleagues for. The Board has again successfully managed a balanced budget, despite there being no increase in member contributions.

Income:

Local Authority	£133,000
SWL ICB	£21,670
CHS	£21,670
SLaM	£15,000
Police	£ 5,000

The team consists of 1.83 FTE [Board Manager and Co-Ordinator] and an Independent Chair commissioned for 30 days per year.

The Natalie SAR is published within this report however, the £5,000 cost was reported in last years report due to the timing of publication. However, the Board's expenditure is minimal where there are reserves this is carried forward to be utilised for future SARs as the national and local picture shows a trend for commissioning SARs is increasing. The SAR sub group have been looking to identify different methodologies on a case by case basis. We can already confirm that this expenditure will be higher next year due to the number of SARs undertaken.

For this financial year the CSAB held a SAPAT Day in November 2024 at a cost of £750, contributed to multi-agency self neglect training at a cost of £1,500. The only annual fee we incur is for the CSAB IT support for it's website however, a cost is not included in this report as we signed a three year agreement (expires November 2026) with a saving of £670.

Glossary



ADASS	Association of Directors of Adult Social Services	LSV	London Safeguarding Voices
ARC	Asian Resource Centre	MARAC	Multi-Agency Risk Assessment Conference
ASC	Adult Social Services	MASH	Multi agency Safeguarding Hub
ASC&H	Adult Social Services & Health	MCA	Mental Capacity Act
BME	Black and Minority Ethnic	MPS	Metropolitan Police Service
CDWs	Community Development Workers (BME Forum)	MSP	Making Safeguarding Personal
CHS	Croydon Health Services	RVMP	Risk and Vulnerability Management Panel
CHWN	Community Health Wellbeing Worker	SAR	Safeguarding Adult Review
CSAB	Croydon Safeguarding Adult Board	SCP	Safer Croydon Partnership
CSCP	Croydon Safeguarding Children Partnership	SEND	Special Educational Needs & Disabilities
CUH	Croydon University Hospital	SIDD	Safeguarding Integrated Data Dashboard
CQC	Care Quality Commission	SLaM	South London & Maudsley NHS Foundation Trust
DAPNs	Domestic Abuse Protection Notices	SOP	Standard Operating Procedure
DAPO	Domestic Abuse Protection Order	SWL	South West London
DoLS	Deprivation of Liberty Safeguards	SWL ICB	South West London Integrated Care Board
DWP	Department Work & Pensions	SWL ICS	South West London Integrated Care System
IRIS	The Identification & Referral to Improve Safety	TPG	Target Priority Group
LAS	London Ambulance Service	VAWG	Violence Against Women and Girls
LBC	London Borough of Croydon	VCS	Voluntary and Community Sector
LeDeR	Learning Disability Mortality Review	VOTP	Voice of the People

How to contact the CSAB

Denise Snow, Board Manager
Lesley Weakford, CSAB Co-ordinator

Denise.snow@croydon.gov.uk
Lesley.Weakford@croydon.gov.uk
csab@croydon.gov.uk
<https://www.croydonsab.co.uk/>