



London Borough Of Camden
Safeguarding Adults Partnership Board
Annual Report 2024/ 25
and
Strategic Plan 2025/ 26



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Introduction by Dr Adi Cooper, OBE

Welcome to this year's Annual Report from the London Borough of Camden's Safeguarding Adults Partnership Board. This report offers an important opportunity to reflect on what has been achieved over the past year (2024/5) and share how the Board is continuing to improve the way in which we protect adults at risk of abuse or neglect.

I was pleased to take on the role of Independent Chair of the Safeguarding Adults Board in January 2025. Although I have been in the role for part of the year, I've already seen a great deal of progress and strong commitment from everyone involved in the Board's work.

I have worked in adult social care for over 30 years, starting as a social worker and later becoming a Director of Adult Social Services in a London Borough, as well as chairing Safeguarding Adults Boards. I have worked with many councils across the country to help improve safeguarding and adult social care services, as well as writing about adult social care and safeguarding

This year has been a time of real change for the Board. We have worked hard to complete a large number of Safeguarding Adult Reviews, which help us learn from serious cases and consider how to improve how we work together. We have also set up a new group to make sure the learning from these reviews leads to real, lasting improvements. Nationally, Safeguarding Adults Reviews are highlighting important and recurring issues, such as self-neglect, homelessness, substance and alcohol use and people falling through gaps between services. These same issues have also been reflected in our local SARs and wider safeguarding work. This shows that people often face many challenges and multiple disadvantages, and how important it is for services to work well together and support them in a joined-up way.

We have reviewed how the Board is structured, updated who sits on it and begun to work on involving people with lived experience more closely in shaping our work. One of the most important developments this year has been our growing commitment to hearing directly from people with lived experience of adult social care and safeguarding services. We want their voices to shape how we learn and how we make changes across the system. We know this needs to become a consistent and central part of all our work.

There is of course more to do, but I believe we are moving in the right direction. I am proud of what has been achieved so far, and I look forward to continuing to work with all our partners and communities to make safeguarding adults in Camden more effective, accountable and person centred.

Dr Adi Cooper, OBE
Independent Chair
Safeguarding Adults Partnership Board
London Borough of Camden

Executive Summary

This year's Annual Report from the Camden Safeguarding Adults Partnership Board (SAPB) reflects a year of progress, collaboration, and learning. It shows how we've worked together to protect adults at risk of abuse or neglect, and how we're continuing to improve the way safeguarding is delivered across Camden.

We've focused on listening to people with lived experience and making sure their voices shape the way we work. From planning and developing a "critical friends" group to co-producing safeguarding materials, we are putting people at the centre of safeguarding.

We've also strengthened how we work together as partners. Our subgroups have helped us share learning, improve performance, and respond to safeguarding concerns with care and confidence. We've used data and evidence to guide our decisions and make sure we're doing what works.

Our new Safeguarding Adults Delivery Plan for 2025–2026 builds on this work. It sets out clear priorities to:

- Put people at the centre of safeguarding
- Spot risks early and prevent harm
- Support people through life changes
- Respond to concerns with care and confidence
- Work better together
- Learn and improve continuously.

We know there is more to do, but we are proud of the progress made. With strong partnerships, a commitment to learning, and a focus on people's voices, we are working to make Camden a place where everyone can live safely and with dignity.

“James’ Story” Working Together – From Camden Housing Services

James?a.Camden.resident.with.significant.support.needs.including.substance.and.alcohol.use?became.homeless.following.eviction.due.to.rent.arrears.and.disengagement.from.support;

Although.staff.tried.to.help.and.offered.him.another.room?James's.wasn't.ready.to.accept.support?he.didn't.feel.able.to.engage.with.services?which.meant.he.couldn't.access.other.housing.options;James.and.his.dog.ended.up.sleeping.rough.on.the.streets;

Despite declining formal services, professionals from different services including Adult Social Care, Housing First, rough sleeping services, health professionals, and the Police, coordinated a response to ensure his safety and wellbeing remained a priority;

When James camped outside a supermarket, the area became unsafe – his dog was targeted, and he was exploited when withdrawing money. The police and other services worked together to clear the site and reduce the risks;

James was offered dog-friendly hotel accommodation, but he was reluctant to accept this. Even though he didn't want to work directly with social workers, trusted professionals acted as his advocates and made sure he got the help he needed;

In May 2021, James moved into his own flat through Housing First, supported by a small care package and a dedicated support worker. James was supported to find safety, stability, and the chance to rebuild his life;

The 5 Year Strategy 2023 -2028

The Safeguarding Adults Board Strategy 2023 – 2028 sets out the Board's vision: To make Camden a place where adults can live safely and free from abuse and neglect. Central to the strategy are the six principles of safeguarding as set out in the Care Act 2014 (see Appendix 4).

You can follow the link to our strategy here:

<https://www.camden.gov.uk/documents/20142/25239190/SAPB+Board+strategy+2023-2028+%281%29.pdf/cb76b495-ccd2-6704-ae23-8e4981bc7880?t=1695311525028>

Looking Back at 2024 - 2025

Over these 12 months the Camden Safeguarding Adults Partnership Board has made progress across a range of areas. The work achieved during this reporting year supports and reflects the Board's strategic priorities as set out in the 5 year strategy. For a high-level summary of what we have achieved, please see Appendix 5.

What We Said and What We Did

This year, the Camden Safeguarding Adults Partnership Board made promises to improve how we protect adults at risk. Here's what we said we would do—and what we actually did.

What we said:

We said we would listen to people with lived experience.

What we did:

- A “Critical Friends” group continued to be developed so people who use services can help shape our work.
- Worked with residents to make safeguarding materials easier to understand.
- Age UK Camden asked older people for feedback and used it to improve their safeguarding leaflets.
- UCLH made sure people with learning disabilities and autism had extra support during treatment.

What we said:

We said we would learn from reviews of specific cases (Safeguarding Adult Reviews).

What we did:

- Set up a group to make sure lessons from Safeguarding Adults Reviews (SARs) lead to real changes.
- North London Foundation Trust added learning from local SARs into their staff training, including risks around fire safety.
- The Integrated Care Board ran a learning event for professionals across Camden, focusing on issues like coercive control and non-fatal strangulation arising from Safeguarding Adult Reviews in the region.

What we said:

We said we would act quickly when people are at risk.

What we did:

- Camden Adult Social Care and Housing set up a joint Homelessness and Safeguarding Steering group that helped to quickly identify and respond to the most vulnerable people with care and support needs who were rough sleeping or in temporary accommodation.
- Age UK Camden worked with the Police and Trading Standards to raise awareness about scams and how to report them so action is taken.

What we said:

We said we would help people feel more in control.

What we did:

- North London Foundation Trust launched a training course to help staff understand how to support people from different backgrounds.
- Camden Housing First helped people like James and others move into safe homes with support tailored to their needs.

- University College London Hospital worked with mental health teams and families to make decisions in the best interest of people who couldn't decide for themselves.

What we said:

We said we would work better together.

What we did:

- The Integrated Care Board signed a national charter to improve how staff report sexual misconduct and gave training to all staff.
- North London Foundation Trust helped improve how safeguarding records are shared between different councils.
- Camden's shared dashboard helped partners look at data together and make joint decisions.

What we said:

We said we would keep improving.

What we did:

- Shared learning from SARs through training and reports, including 7 minute briefings, Thematic reviews and National reports and analysis.
- Partners showed how they used SAR themes—like self-neglect and homelessness—to improve their services.
- The Integrated Care Board trained staff to make better decisions on how to support people who may not be able to make decisions for themselves, and how to understand people's rights.
- Developed a practice guide to help staff apply MSP principles in their everyday work

2024 -2025 Achievements

Strategic Priority: Empowerment

80-81 Priority: People with lived experience influence services

The board kept in regular contact with families who had been involved in Safeguarding Adults Reviews, making sure their voices continued to be heard even after the formal review process ended. We also worked closely with voluntary sector partners to run focus groups, creating safe spaces for people to share their experiences and ideas. A framework for a Critical Friends Group was drafted, aiming to build a more structured way for people with lived experience to challenge and shape safeguarding work.

Safeguarding materials were co-developed with people who use services, with a

strong focus on making them easier to understand and more accessible. This included simplifying language, improving layout, and making sure the materials reflected their real-life concerns.

This priority supports empowerment by making sure people aren't just consulted but are actively shaping how safeguarding works. It gives individuals the tools, confidence, and opportunities to understand safeguarding, speak up, and influence decisions that affect their lives.

“Brenda’s Story” Empowering decisions -From Adult Social Care

» Brenda? a woman in her late fifties who has lived with mental health challenges for many years. Concerns were raised by Community Safety staff that others might be taking advantage of her home – a situation known as ~~‘cuckooing’~~

Adult Social Care staff worked closely with the police and Community Safety staff to look into the situation. They made several attempts to visit Brenda together and held regular meetings to share information and agree next steps. Throughout the process they made sure Brenda was involved in decisions and that her voice was heard.

Brenda consistently said she did not feel she was being exploited and professionals found no new evidence to suggest otherwise. Assessments confirmed that Brenda was able to understand the situation and make her own decisions. Her views were respected and the enquiry was closed.

However, the team noticed signs that Brenda might be struggling to look after herself. Adult Social Care staff continued to offer support through regular care planning. They focused on helping Brenda reconnect with services to manage her mental health and maintain her home.

Strategic Priority: Protection

80-81 Priority: Implementation of multi-agency safeguarding procedures

We reviewed key safeguarding indicators to understand how well services were working together to keep people safe. Targeted case file audits and reviews were commissioned to look more closely at how procedures were being followed in practice, helping us spot gaps and areas for improvement.

This priority supports protection by helping all partners apply best practice and ensure that safeguarding procedures are properly and consistently followed. It ensures that

people at risk are identified early and that the right actions are taken to protect them, no matter which service they come into contact with.

Strategic Priority: Partnership

80-81 Priority: Evidence Sharing and use of Data

We shared regular data relevant to safeguarding activity through the Integrated Performance Dashboard, which helped everyone see what was happening across the system. This was backed up by open discussions in Board and subgroup meetings, where partners came together to make joint recommendations and take shared action.

This priority supports partnership working by encouraging joined-up thinking and a shared understanding of safeguarding risks. It helps services work together more effectively, using evidence to guide decisions and respond collectively to challenges.

“Ava’s Story” Protecting People – From NHS Partner, UCLH

“Ava? a woman experiencing homelessness? was admitted to hospital due to illness;. Staff noticed signs that she might have been a victim of modern slavery? so the hospital’s safeguarding team spoke with her to understand more;

Ava shared that she had been taken from her home as a child and placed with people who exploited her;. She described being taken abroad as a to various countries in Europe, where she was sexually exploited under the influence of illegal drugs. Her adoptive family attempted to force her into a marriage with an older man, prompting her to escape and that is why she had become homeless

Thanks to the care and concern of hospital staff? and the collaborative efforts of the National Modern Slavery Helpline, the Metropolitan Police, the Safeguarding Adult Team, and the Inclusion Health Team, a referral was made to the National Referral Mechanism (NRM) managed by the Home Office. the police? and the National Modern Slavery Helpline;

.Ava was referred to the National Referral Mechanism system that helps protect people who may have been trafficked or exploited;. She was offered a safe place to stay and support while her case was reviewed;

Ava’s story was heard? giving her support and safety she needed at a dangerous and vulnerable time; .

Strategic Priority: Accountability

80-81 Priority: Joint performance analysis and learning from reviews

We carried out collaborative reviews and audits with multidisciplinary partners in our subgroups to monitor progress of learning from Safeguarding Adults Reviews (SARs). A clearer and more effective SAR tracker was introduced to help us follow through on recommendations and make sure improvements were being made.

This helps us to ensure that learning is not only noted but acted upon. It helps us track what's changed, what still needs to improve, and ensures that safeguarding practice continues to evolve based on evidence-based learning.

The Safeguarding Adults Review (SAR) implementation group

The SAR Implementation Group was set up during this year to support accountability across the partnership by ensuring that learning from Safeguarding Adult Reviews leads to concrete actions. It has overseen the development and revision of key guidance—on cuckooing, family involvement, fire safety, and multi-agency working—based on identified system gaps. The group tracks progress, escalates delays, and ensures that responsibilities are clearly assigned. This structured oversight helps hold agencies to account and ensures that improvements are embedded in practice.

The work of the Integrated Performance Dashboard

The Integrated Performance Dashboard has supported the partnership stay on track and work better together. It brings together key data from different services, such as how often people's safeguarding outcomes are asked and achieved, how quickly cases are progressing, and how many Home Fire Safety Visits have been completed. It also includes weekly reports showing cases nearing statutory time limits, feedback from people who've been through safeguarding enquiries, and data from Camden Safety Net on survivor-led support. This shared view helps partners spot problems early, take action quickly, and make sure changes are making a real difference to people's lives.

Safeguarding Adults Reviews (SARs)

In this reporting year (2024/5) no new Safeguarding Adult Reviews (SARs) were published, however there were four that had been commissioned by the Board and three further referrals under consideration. Key themes emerging from these reviews included substance and alcohol use, homelessness, mental health, dual diagnosis, self neglect and cuckooing. In response to these issues and to enhance learning from SARs, a dedicated SAR Implementation group was established by the Board. The Board

continues to observe alignment between local SAR themes and those identified at regional and national levels. Thematic work is ongoing to address these trends and support improvements in safeguarding practice.

2024 – 2025 Partner Achievements

Partner Contributions to 2024-2025 Priorities

Adult Social Care

Camden Adult Social Care continues to ensure that their statutory duties to safeguard people from harm or abuse remain a priority and despite year on year increases of demand, that waiting lists for safeguarding assessments or Deprivation of Liberty Safeguards (DoLS) are kept to a minimum. Safeguarding adults is prioritised across all services, supported by strong multi-agency working and robust governance. As a key partner, the service is responsible for the functioning and management of the Camden Safeguarding Adults Partnership Board, contributing to updated guidance on issues such as cuckooing and self-neglect, and embedding learning from Safeguarding Adult Reviews into everyday practice.

Neighbourhood Teams now include a dedicated multi-disciplinary team focused on people experiencing multiple disadvantage, working closely with housing, mental health, and substance and alcohol use services. Camden has introduced safeguarding oversight processes for homelessness hostels and aligned supported accommodation pathways to improve safety and outcomes.

The Council's commissioning teams maintain strong relationships with providers, underpinned by regular forums, co-production, and joint problem-solving. Quality assurance and risk management processes ensure concerns are addressed quickly and effectively, with safeguarding leads supporting providers and partners through training, toolkits, and case audits.

Camden's safeguarding approach is rooted in relational practice, person-centred care, and a commitment to equity—ensuring residents are protected and supported to live safely and independently.

London Fire Brigade (Camden)

Camden's fire service plays an active role in safeguarding by working with other agencies to protect vulnerable people. Firefighters have 'What Matters' conversations during home safety visits to understand individual needs and risks, especially around issues like self-neglect and financial abuse. They share data on incidents and referrals with Camden's Safeguarding Adults and Children Boards to support joint



planning. Staff are trained to spot signs of abuse and escalate concerns through the Multi-Agency Safeguarding Hub (MASH). The service also takes part in safeguarding reviews, offers tailored fire safety education to people receiving care, and raises awareness through public events and Saturday Surgeries at all three Camden fire stations.

Integrated Care Board (ICB)

The ICB has supported the Board's priorities by helping improve how we use data—especially through the shared dashboard that tracks safeguarding activity across services. They've also helped raise awareness and improve responses to issues like self-neglect, domestic abuse, and mental capacity, including training for staff. Their work has focused on making safeguarding more inclusive, particularly for adults with learning disabilities and autism. The ICB has also taken part in learning from Safeguarding Adult Reviews and helped update guidance on risks like cuckooing.

Royal Free London NHS Foundation Trust

The Trust has demonstrated a strong commitment to safeguarding through the development and rollout of a comprehensive Level 3 “Think Family” training package across multiple sites, including newly merged services. Their proactive work on non-fatal strangulation has informed wider system-level pathways. Additionally, engagement events with autistic individuals and carers have directly shaped the Trust's quality strategy, ensuring that lived experience informs service development.

University College London Hospitals NHS Foundation Trust (UCLH)

UCLH has made significant strides in improving safeguarding awareness and practice, particularly around learning disability and autism. The recruitment of LD & Autism Champions has strengthened patient support, while increased DOLs applications and MCA training have improved compliance and quality. The Trust's active role in the Multi-Agency Risk Assessment Conference and collaboration with Camden Safety Net reflects its commitment to supporting victims of domestic abuse. UCLH has also streamlined incident reporting through Patient Safety Incident Response Framework, enhancing safeguarding responsiveness.

North London Foundation Trust

Following its merger, the Trust established a unified safeguarding hub serving five local authorities, ensuring continuity and consistency in safeguarding advice and support. It has developed a robust two-day training program for clinical staff and maintained



active engagement with SAPB subgroups. The Trust has also contributed to system integration by supporting the alignment of safeguarding records across local authority platforms, enhancing multi-agency collaboration and data sharing.

Age UK Camden

Age UK Camden has embedded safeguarding into its organisational culture, making it a standing item across all staff and board meetings. The charity has delivered face-to-face safeguarding and MCA training to staff, volunteers, and trustees, and has consulted older people to inform safeguarding communications. Their active participation in SAPB subgroups ensures that the voices and experiences of older residents are consistently represented in strategic discussions.

London Borough of Camden Adult Social Care Safeguarding Data

The Safeguarding Adults Collection (SAC)

[Safeguarding Adults - NHS England Digital](#)

The Safeguarding Adults Collection (SAC) gathers annual data from councils with adult social services responsibilities (CASSRs) on:

- Safeguarding concerns raised about adults at risk
- Section 42 enquiries, which are statutory investigations into suspected abuse or neglect
- Outcomes of those enquiries, including whether risks were removed or reduced
- Types of abuse reported i.e. financial, neglect, physical abuse
- Locations of abuse (own home, care setting, hospital)

London Borough of Camden Adult Social Care received 1,398 safeguarding concerns during the reporting year 1 April 2024- 31 March 2025

Section 42 Enquiries: of all the cases referred 409 were progressed because the adult involved met the criteria for a safeguarding investigation under Section 42(2) of The Care Act 2014 statutory guidance.

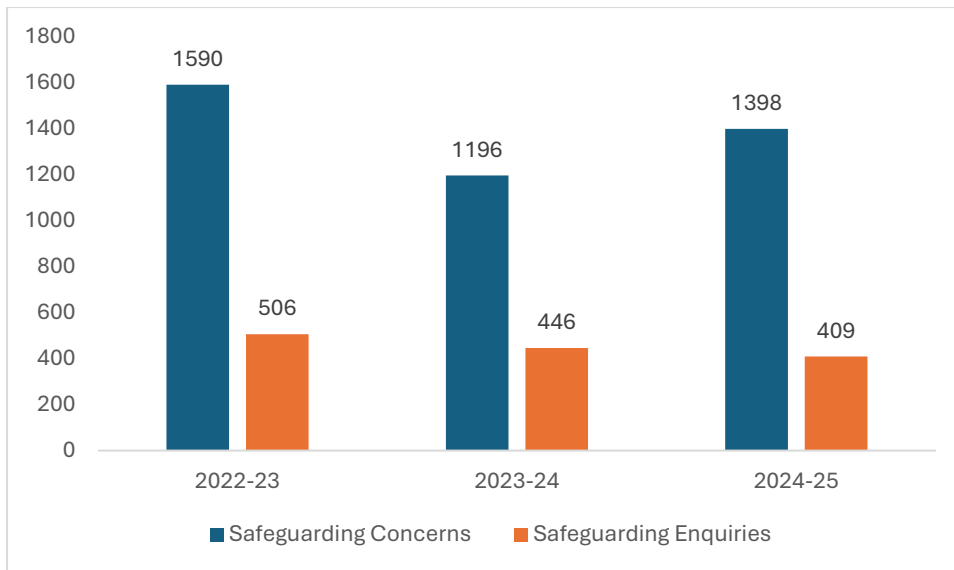


Figure 1. Safeguarding Concerns vs Enquiries Over Three Years (2022–2025)
 This visual compares the number of safeguarding concerns and enquiries reported annually 2022- 2025

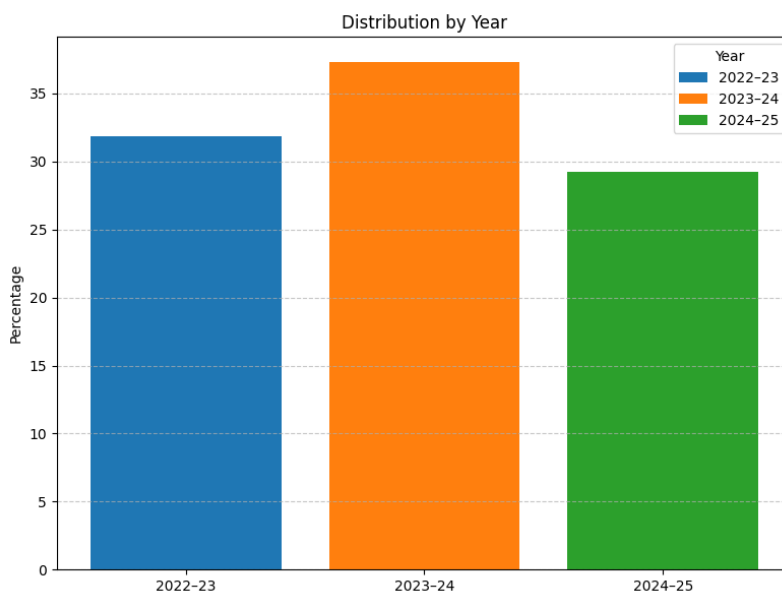


Figure 2: Safeguarding Concern Conversion Year on Year (2022–2025)
 This chart shows the percentage of safeguarding concerns that progressed to enquiries each year.

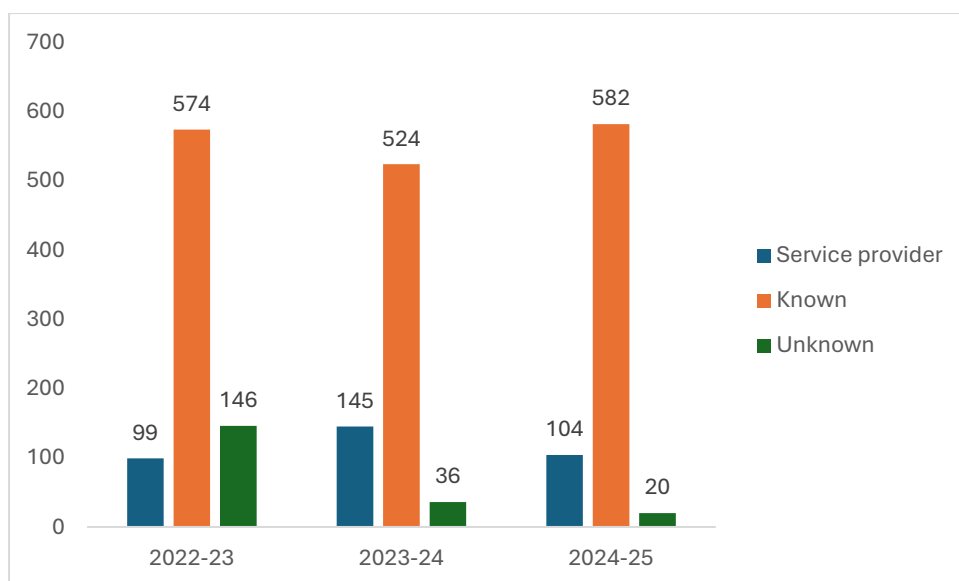


Figure 3: Breakdown of Reported Sources of Risk in Safeguarding Concerns
This chart illustrates the distribution of different sources of risk reported in safeguarding concerns

Recent safeguarding data highlights recurring patterns in the types of abuse being reported. Neglect, financial abuse, and emotional harm continue to feature prominently across concerns and enquiries. Reports reflect a wide range of experiences across different genders and ethnic backgrounds, with increasing visibility of abuse affecting individuals from diverse communities. Individuals identifying as White remain the largest group represented in the data, but there has been a steady increase in reporting from Asian/Asian British, Black/African/Caribbean/Black British, and Mixed/Multiple ethnic groups over the past three years. This trend reflects growing awareness and engagement with safeguarding processes across Camden's diverse communities.

This data reflects Camden's submission to the Safeguarding Adults Collection (SAC) return and provides insight into patterns of abuse reported locally. Please note that while this data is submitted in line with SAC requirements, NHS England may analyse and present it in alternative formats for national reporting and strategic planning.

*As of October 2025 the Safeguarding Adults Collection has not been published or 2024/25.

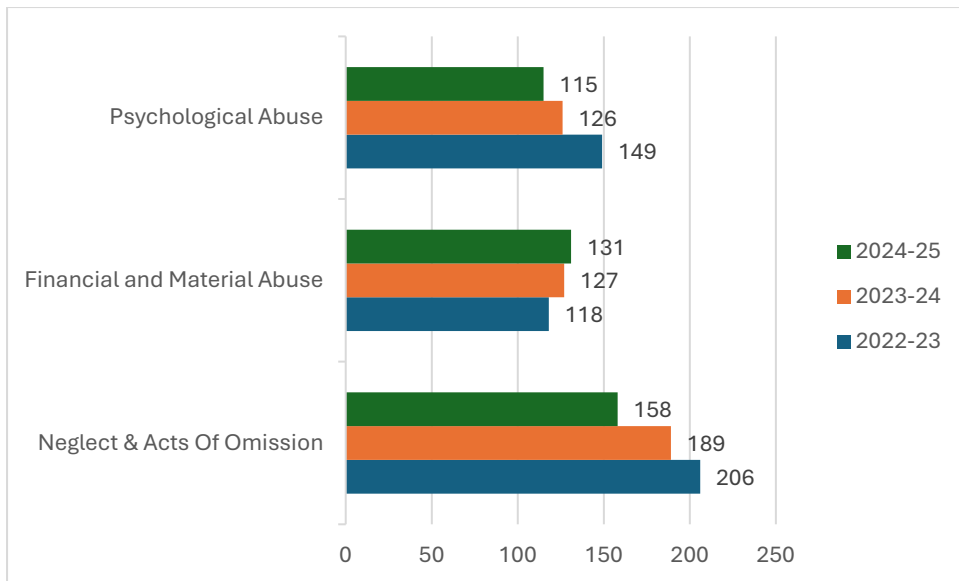


Figure 4: Year-on-Year Trends in the Most Common Types of Abuse Reported (2022–2025)
 This line chart illustrates how the frequency of different types of abuse has changed

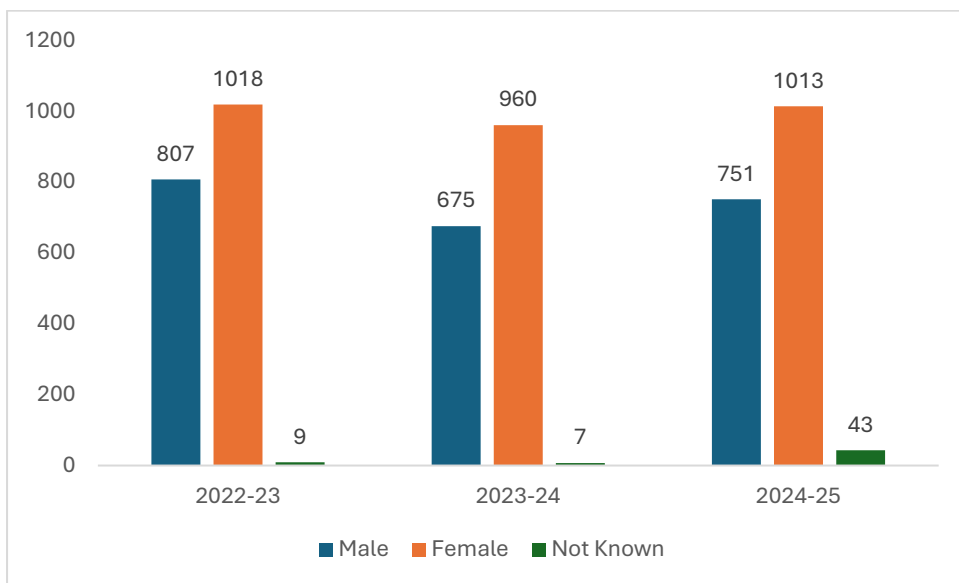


Figure 5: Types of Abuse Reported by Gender
 This chart shows how different types of abuse are reported across gender categories

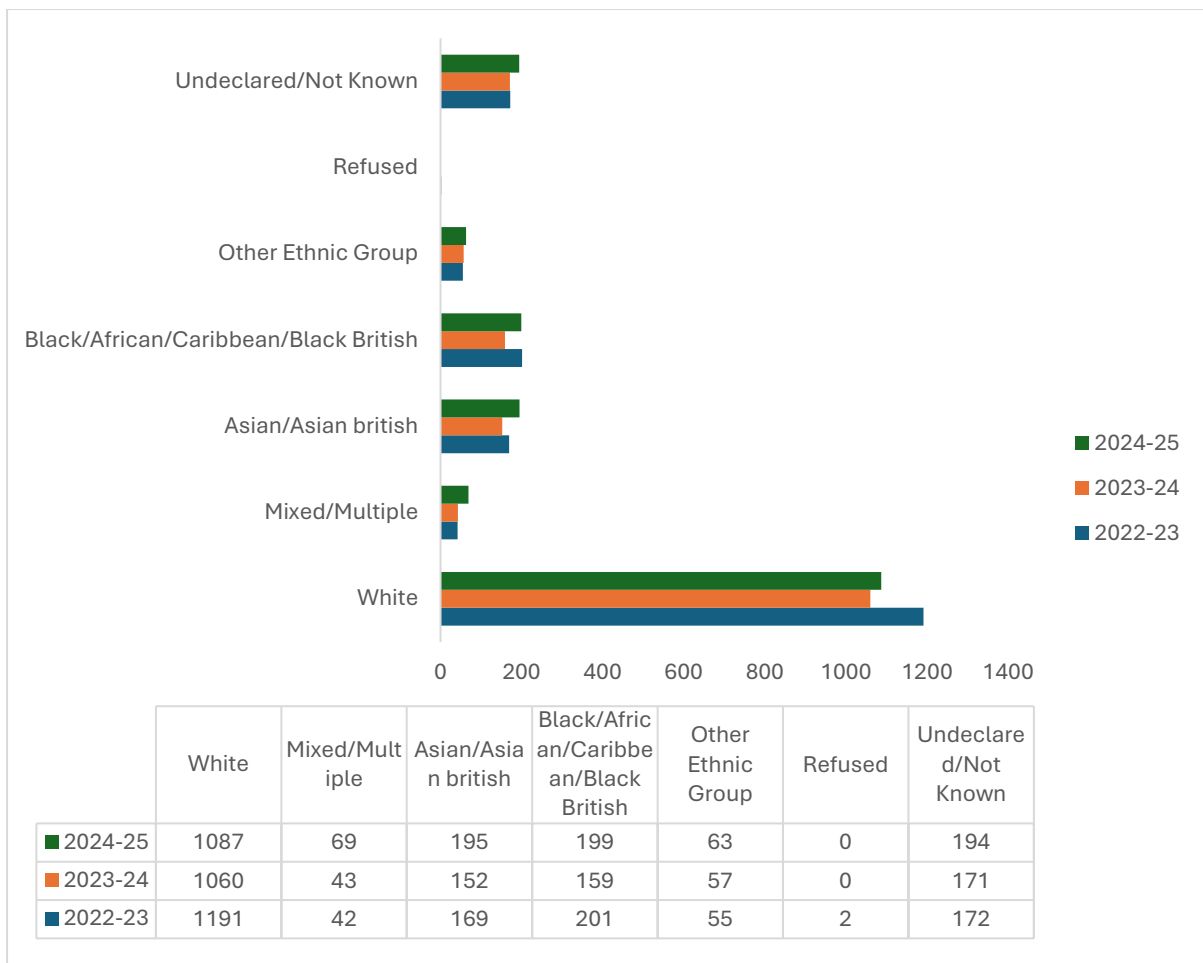


Figure 6: Types of Abuse Reported by Gender

This chart shows how different types of abuse are reported across gender categories

Making Safeguarding Personal

The Safeguarding Adults Collection also looks at how well councils apply the Making Safeguarding Personal (MSP) principles, this is about making sure that when someone is at risk of harm they are involved in decisions about their own safety and wellbeing and achieve the outcomes they want.

These principles include

- Listening to the person
- Focus on Outcomes
- Working together
- Respecting Choice
- Building Trust

Camden's Adult Social Care Framework highlights a strong commitment to Making Safeguarding Personal with a focus on:

- Placing individual at the heart of safeguarding decisions, ensuring their views and wishes guide the process

- Using qualitative and quantitative metrics to measure how safeguarding outcomes match individual expectations

In Camden, people involved in safeguarding enquiries are routinely asked about what matters most to them and what outcomes they would like to see. When this isn't possible—such as when someone has sadly passed away or is unable to make decisions for themselves—staff take person-centred approach.

Between 2023/24 and 2024/25, there has been a noticeable decrease in the proportion of individuals who reported that their safeguarding outcomes were fully met. This trend highlights the growing challenges faced by practitioners in supporting people through safeguarding processes. The decline in the proportion of safeguarding outcomes recorded as 'fully met' reflects the growing complexity of concerns received by Adult Social Care. Many enquiries now involve individuals facing multiple disadvantages—such as mental ill-health, substance or alcohol use, self-neglect, homelessness, or domestic abuse—which can limit the extent to which desired outcomes are fully achievable through safeguarding alone.

Camden continues to demonstrate strong performance in applying Making Safeguarding Personal (MSP) principles, with over 87% of individuals asked 'what matters' to them. However, some outcomes expressed by individuals extend beyond the statutory remit of the Care Act, including changes to housing, immigration, or health treatment pathways. While safeguarding can contribute to these goals, it cannot always resolve them in full.

This data reflects person-centred practice rather than a reduction in quality. Practitioners are accurately recording partial achievement where outcomes have been meaningfully progressed but not fully realised, demonstrating transparency and alignment with the Care Act's emphasis on personal choice and proportionality.

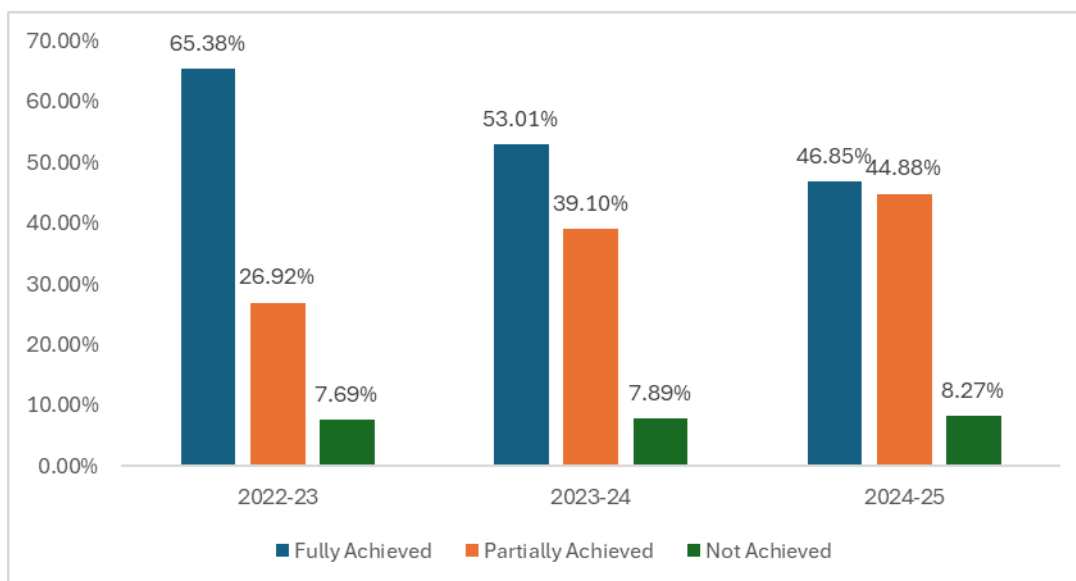


Figure 7: Percentage of Individuals Asked About Their Desired Outcomes This chart shows whether outcomes were fully, partially or not achieved from those who were asked about their preferred outcomes (2022- 2025)

Looking Ahead: Safeguarding Adults Strategy (2025–2026)

Put people at the centre of safeguarding

We want people to feel listened to and involved in decisions affecting them. That means making sure the voice of the person is heard, acted upon, and their safeguarding outcomes are achieved. We will support people to shape their own safeguarding plans, and we will use their lived experiences to improve our services. This supports people to feel respected and in control of their own lives. Services are built around what matters to them, not just what professionals think are best.

We will achieve this by:

- keeping in regular contact with families involved in Safeguarding Adults Reviews (SARs), making sure their voices are included in the process.
- continuing to work with focus groups and embed the “critical friends” group to give feedback to the Board
- listening to people’s experiences and use them to guide improvements, create meaningful feedback loops, and tailor safeguarding to each person’s needs
- using strength-based approaches that focus on people’s abilities and what makes them unique.

Spot risks early and prevent harm

We aim to work harder to notice when something isn't right, before it becomes a bigger problem. This means understanding the pressures people may face in their families, communities or environments, and stepping in early. This means that those who need it will get the right help at the right time, families are supported together, and people feel safer in their homes and communities.

We will achieve this by:

encouraging practices that safeguard individuals by reflecting real-life circumstances and considering the bigger picture—like housing, money, and relationships—that can affect someone's safety and well-being

- ensuring we spot risks early, so that we can offer support before things get worse, helping people and families feel safer and more supported.

Support people through life changes

We know that when young people with care and support needs transition into adulthood, there can often be challenges and risks when navigating a new set of pathways and services. We want to make these transitions safer for young people, helping to ensure that they don't fall through the gaps, and feel supported and confident as they move into adulthood.

We will achieve this by:

focusing on developing a "Transitional Safeguarding" approach to make sure young people get the right support at the right time as they prepare for adulthood

- ensuring services work better together to ensure that any safeguarding risks for young people are mitigated

Respond to concerns with care and confidence

We will ensure staff and partners are well equipped to recognise and respond to safeguarding concerns especially when trauma or complex needs are involved. We will improve how we assess risk, raise concerns and protect peoples' rights. We aim to enable people to feel safe and understood, take their concerns seriously and act on them quickly. We want staff to know what to do and how to support people and communities well with their safety and safeguarding needs.

We will achieve this by:

- training staff in trauma-informed and "team around me" practice so they can respond with care and understanding
- continuing to improve how concerns are raised and how risks are assessed, with clear pathways and shared responsibility

- making sure people’s rights are respected, especially around decision-making, and encouraging staff to ask questions and explore concerns thoroughly.

Work better together

We want to strengthen how we work with families, communities and partner organisations. By listening, learning and co-producing solutions, we can make safeguarding adults’ activity stronger and more joined up. This will mean that residents experience clear and connected support, and communities feel included in safeguarding work, not left out.

We will achieve this by:

- using a “Think Family” approach to understand how family relationships affect safeguarding.
- agreeing shared standards for how services share information and use a central system (through regular reporting that includes qualitative and quantitative outputs and outcomes), to help partners work together.
- continuing to co-produce solutions with residents and working closely with providers, stakeholders and Board members.

Learn and improve continuously

We are committed to learning from what goes well and what doesn’t. That means learning from Safeguarding Adults’ Reviews, other reviews, audits, and examples of good practice, and supporting staff through reflective supervision. This means that staff feel supported and confident in their roles, and we keep improving by listening and learning together. As a result, both staff and communities will benefit from better, safer outcomes.

We will achieve this by:

- acting quickly to implement SAR recommendations and ensuring learning is embedded across all organisations
- sharing learning from audits and reviews across all partners to strengthen practice.
- continuing to develop ways to measure the impact of safeguarding work, focusing on outcomes that matter to people
- supporting staff through regular supervision and reflective practice so they feel confident and well-equipped to work with people who may be experiencing harm or abuse.

2025 – 2026 Delivery Plan Summary

Principle: Empowerment			
Priority	Action	Lead	Intended Outcome
1.Amplify the voice and choice of individuals	1.1 Use multi-agency case file audits to show that person-centred safeguarding is happening and share results with the board	Quality and Performance	Those who draw on care are supported to make choices about their own lives, services reflect what matters to them and help them to build on their strengths. People feel listened to and involved in decisions that affect them and their loved ones.
	1.2 Continued feedback collected through focus groups and voluntary sector partners; plan a roadshow in November 2025 to connect with seldom heard groups	Safeguarding Engagement	
	1.3 Families of those impacted by SARs are in regular communication with the authors and the independent chair. They are invited to engage in processes to ensure their voice and the representation of the individuals is included.	SAR Subgroup	
	1.4 Complete development of the “critical friends” group to give feedback to the Board	Safeguarding Engagement	
	1.5 Embed lived experience into safeguarding work as standard practice, using key events and engagement opportunities to elevate voice and influence.	All Subgroups	
Principle: Prevention			
Priority	Action	Lead	Intended Outcome
2.Strengthen prevention and early identification	2.1 Roadshows planned for November to connect with seldom heard groups and gather feedback to inform early safeguarding responses	Safeguarding Engagement	Risks are spotted early, and support is put in place before things deteriorate.
	2.2 Develop and implement a program to promote professional curiosity, including training and reflective practice for staff to support early identification and preventative safeguarding	Learning and Development	Families, loved ones and networks are supported together, and people feel safer and more supported in their homes and communities.
	2.3 Overlay safeguarding data with public health intelligence across the five candidate	Quality and Performance	

	neighbourhoods to improve understanding of localised social determinants and economic risks		
	2.4 Make sure our safeguarding work reflects the real-life experiences of people—like issues with housing, money, and relationships.	Quality and Performance	
Principle: Proportionality			
Priority	Action	Lead	Intended Outcome
3.Enhance safeguarding practice and response	3.1 Roadshows planned for November to connect with seldom heard groups and gather feedback to inform early safeguarding responses	Safeguarding Engagement	Risks are spotted early, and support is put in place before things deteriorate.
	3.2 Develop and implement a program to promote professional curiosity, including training and reflective practice for staff to support early identification and preventative safeguarding	Learning and Development	Families, loved ones and networks are supported together, and people feel safer and more supported in their homes and communities.
	3.3 Overlay safeguarding data with public health intelligence across the five candidate neighbourhoods to improve understanding of localised social determinants and economic risks	Quality and Performance	
	3.4 Promote rights-based decision-making and encourage staff to explore concerns thoroughly	Learning and Development	
Principle: Protection			
Priority	Action	Lead	Intended Outcome
4.Enhance safeguarding practice and response	4.1 Respond to a joint executive paper with key questions aimed at enhancing safeguarding practice across adults and children’s services, using the opportunity to align approaches and strengthen cross-partnership working	Joint work with the Children’s Safeguarding Partnership	Supporting individuals through life transitions with proportionate, person-centred support. Young people moving into adulthood experience smooth transitions, feel supported, and are not left behind. Services work together so young
	4.2 Embed trauma-informed practice across safeguarding responses	Learning and Development	
	4.3 Create new guidance with children’s services to strengthen transitional safeguarding for young people	Joint Executive / All	

			people do not "fall through the gaps".
Principle: Partnership			
Priority	Action	Lead	Intended Outcome
5.Build strong partnerships and collaboration	5.1 Implement and promote the council’s information sharing protocol to strengthen multi-agency collaboration and ensure timely, appropriate safeguarding responses	SAR Implementation Group	People who draw on care and support and their families, loved ones and networks experience joined-up support, and they are treated as partners in safeguarding. Services and communities work together to keep people safe.
	5.2 Strengthen partnership working through regular multi-agency forums and joint training sessions to build trust, improve communication, and align safeguarding approaches	Safeguarding Engagement and Learning and Development	
	5.3 The Integrated Performance Dashboard (IPD) is a shared central space for generating shared reports for the Board’s partners	Quality and Performance	
	5.4 Use a “Think Family” approach to understand how family relationships affect safeguarding	Safeguarding Engagement	
	5.5 Continue co-producing solutions with residents and stakeholders	Safeguarding Engagement	
Principle: Accountability			
Priority	Action	Lead	Intended Outcome
6.Improve accountability, learning and quality	6.1 Strengthen the Board’s oversight of SAR implementation through regular progress updates and impact reviews	All subgroups	Services learn and improve continually, staff are supported, good practice is recognised and shared consistently and effectively.
	6.2 Develop a shared learning framework to ensure SARs and audit findings translate into practice improvements	Learning and Development	
	6.3 Use the Integrated Performance Dashboard (IPD) to monitor safeguarding quality and identify areas for improvement	Quality and Performance	
	6.4 Support staff through regular supervision and reflective practice	Learning and Development	

Appendix 1: What is a Safeguarding Adults Partnership Board?

A Safeguarding Adults Partnership Board is a group of organisations that work together to safeguard residents and maintain their right to be free from abuse and neglect. These adults may need extra support because of age, mental ill health, disability, illness or other reasons. The Board includes people from organisations such as the council, emergency services, NHS services and voluntary and community organisations. These organisations meet regularly to share information, learn from serious cases and make sure everyone is working together to safeguard people from abuse and or neglect in their communities.

Under the Care Act 2014 every local area must have a Safeguarding Adults Board. The Board has three Statutory duties.

1. Publish a Strategic Plan
The board must write a plan each year that explains what it aims to do to help keep adults safe, and how different organisations will work together to make that happen.
2. Publish an Annual Report
Every year, the board must publish a report showing what it has done, what worked well, and what could be better. This helps to understand how adult safeguarding is being addressed locally.
3. Commission Safeguarding Adults Reviews (SARs)
If an adult suffers serious harm or dies as a result of abuse or neglect, and there are concerns about how agencies worked together, the board must carry out a review. Safeguarding Adults Reviews are not about apportioning blame but instead to learn lessons and identify areas for improvement to ensure organisations work better together to support and protect people who may be vulnerable to abuse and harm.

Appendix 2: Which Organisations are on the Board?

The Camden Safeguarding Adults Partnership Board includes representatives from a wide range of organisations. Each member brings their experience, knowledge and responsibility to help keep adults safe. The Board meets regularly (quarterly) to plan joint work, review safeguarding activity and respond to emerging risks.

The Board has three statutory partners; these are organisations that must be part of the Board by law. The Care Act 2014 stipulates that Board membership for these organisations is non-negotiable and they must work together to lead and support safeguarding in the area.

Statutory Partners are:

- The Local Authority
- The Police
- The Integrated Care Board (ICB) as strategic lead for the NHS

Other Partners include:

Local Authority

- Adult Social Care
- Housing, including Homelessness Services
- Community Safety

Health Services

- National Health Service North Central London integrated Care Board (NHS NCL)
- London Ambulance Service NHS Trust (via the Barnet Safeguarding Adult Partnership Board on behalf of London)
- North London NHS Foundation Trust Great Ormond Street Hospital NHS Foundation Trust
- Royal Free London NHS Trust
- University College London Hospitals NHS Foundation Trust
- Tavistock and Portman NHS Foundation Trust

Law Enforcement and Public Safety

- Metropolitan Police (Camden)
- Camden and Islington Cluster Probation Service
- London Fire Brigade (Camden)

Voluntary Sector Organisations

- Age UK Camden
- Hopscotch Women's Centre
- Camden Carers
- Rethink
- Voluntary Action Camden
- Camden Healthwatch

Also

- Department of Work and Pensions
- Children's Services
- Provider partners in health and social care

Appendix 3: Governance and structure of the Board

The Camden Adult Safeguarding Partnership Board is set up with clear roles and responsibilities accountability, transparency and multi-agency collaboration. The Independent Chair leads the board and helps to guide its work . There are smaller working subgroups that focus on specific areas and report back to the main Board.

The Independent Chair – Commissioned to provide independent leadership and oversees the Boards functions and represents the board in external forums

The Safeguarding Adults Partnership Board Executive – Provides strategic direction and oversees activities of the Board

Joint Executive with Camden Children's Safeguarding Partnership – Provides strategic alignment and joint safeguarding activities across adults and children's services

Chairs Subgroup – Comprised of all the subgroup chairs to ensure coordination on strategic objectives across the Board

Safeguarding Adults Review (SAR) Subgroup – Agrees and commissions reviews of cases where an adult with care and support needs has died or come to serious harm and there are concerns about how agencies worked together to protect them.

SAR Implementation Group – Ensures that learning and recommendations from Safeguarding Adult Reviews are translated into real changes and improvements in practice across partner agencies and provides regular reports to the Board.

Quality and Performance Subgroup – Reviews, monitors, reports on and evaluates the quality and validity of safeguarding across all partner agencies through data, evidence, audits and case studies. Implements shared improvement plans

Learning and Development Subgroup – Oversees the development and dissemination of training and learning opportunities to enhance skill and knowledge of professionals involved in safeguarding adults' work.

Safeguarding Engagement Subgroup – Focuses on partner and community engagement to promote awareness of safeguarding and ensure that residents who have

direct experience of safeguarding can work with the Board to coproduce and deliver its priorities.

Appendix 4: Key legislation that directs the work of the Board

The Care Act 2014

Provides the statutory framework for adult safeguarding, detailing the responsibilities of the Local Authority and partners to safeguard adults at risk.

The Care Act 2014 embeds the six principles of safeguarding.

Empowerment - People being supported and encouraged to make their own decisions and give informed consent.

Prevention - It is better to act before harm occurs.

Proportionality - The least intrusive response appropriate to the risk presented.

Protection - Support and representation for those in greatest need

Partnership - Local solutions through services working with their communities.

Accountability- Accountability and transparency in safeguarding practice

The Human Rights Act 1998

<https://www.legislation.gov.uk/ukpga/1998/42/contents>

The Human Rights Act 1998 ensures everyone's rights are protected, underpinning the right to live free from abuse and neglect.

Equality Act 2010

<https://www.legislation.gov.uk/ukpga/2010/15/contents>

The Equality Act 2010 provides the legal framework to protect the rights of individuals and advance opportunity for all. It ensures that individuals are not discriminated against on the basis of protected characteristics which is essential in safeguarding practices.

Safeguarding Vulnerable Groups Act 2006

<https://www.legislation.gov.uk/ukpga/2006/47/contents>

The safeguarding Vulnerable Groups Act 2006 establishes a framework for vetting individuals working with vulnerable adults and children.

Mental Health Act 1983

<https://www.legislation.gov.uk/ukpga/1983/20/contents>

The Mental Health Act 1983 is the main piece of legislation that covers the assessment, treatment and rights of people with a mental health disorder.

Mental Capacity Act 2005

<https://www.legislation.gov.uk/ukpga/2005/9/contents>

The Mental Capacity Act 2005 is designed to protect and empower people who may lack the mental capacity to make their own decisions about their care and treatment. It applies to people aged 16 and over. It covers decisions about day-to-day things like what to wear or what to buy for the weekly shop, or serious life-changing decisions like whether to move into a care home or have major surgery.