



# **Croydon Safeguarding Adult Board**

## **ANNUAL REPORT - 2018/ 2019**

### **DRAFT**

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



This report gives an overview of the work of the CSAB from April 2018 to March 2019 showing what our plans were, what we achieved and what further work needs to be done to strengthen safeguarding arrangements and promote the welfare of adults at risk in Croydon.

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# Foreword by Independent Chair

## Welcome to the 2018/19 Annual Report of the Croydon Safeguarding Adult Board

This Report follows my first full year as Independent Chair of the Croydon Safeguarding Adults Board and I am pleased to reflect the work carried out and the achievements of the multi-agency partnership in making significant gains in increasing the profile of Adult Safeguarding across all sectors. I also want to acknowledge the support of the CSAB Business Manager, Denise Snow and the CSAB Coordinator, Lesley Weakford who have both worked hard, providing expertise and insight as they progressed the work of the CSAB and content of this report through the partnership.

CSAB is well attended with high levels of positive and helpful engagement from all partners. Discussion is robust and well informed; support for colleagues around the table is high, as is challenge. Those exchanges are helpful in clarifying issues, sharing solutions and/or mitigating risk and reflect a strong and robust SAB able to influence improvement in services across all sectors.

We have in the past year built a strong and coherent Structure, significantly reducing the number of meetings managers from across the sector attend. We have reviewed and rewritten Terms of Reference for CSAB and all Sub Groups.

The priorities this past year, agreed on 5<sup>th</sup> June 2018 were:

**Prevention [early identification] and Commissioning [provider market management].** Croydon's approach includes early identification, through sharing intelligence and 'soft' information on residential and nursing providers of services across sectors and taking early action to prevent and reduce likelihood of abuse. This work feeds into both the Performance and Quality Assurance work of CSAB and informs work on practice development and Learning. Trading Standards have increased their work in preventing and stopping scams and doorstep crime.

**Voice of the Croydon resident** - work to improve the CSAB Website is well on the way to improvement, making it more accessible to Croydon residents. We have reviewed and update posters and leaflets and taken the lead relevant events such as Modern Day Slavery and had a presence at International Women's Day.

**Communication and Engagement** - CSAB is actively engaged in work to understand the needs of BME communities in Croydon and are working with others on this agenda.

**Making Safeguarding Personal (MSP)** – CSAB has completed an audit of MSP which gave us insight into where we need to improve to ensure that the principles underpin all cross sector work with vulnerable adults. We are currently reviewing the outcome of this work.

CSAB is better able to focus on priorities within effective frameworks using the CSAB Sub groups.

**Performance and Quality Assurance** - CSAB Performance and Quality Sub Group has established its own Data base measuring outcome in achievement from Safeguarding activity across all partners. This group is in a key position to measure the impact of change and understand where policy and procedures are working within and across organisations.

**Safeguarding Adults Reviews (SARs)** - The SAR Sub Group has reviewed all outstanding SARS, made decisions about which met criteria for a SAR and which cases could progress as a learning event. Through doing this we can initiate action earlier to reduce risk and improve services across all sectors.

**Practice and Development** - Practice and Development Sub Group works to provide learning and development opportunities closely informed by and directly related to the outcome of SARs; information from audits; the direction of travel coming through Performance and Quality Sub Group and Intelligence Sharing.

**The Chairs Sub Group** - This Sub Group brings together all Chairs and those in leadership positions across the CSAB. This provides much appreciated support for the Independent Chair and has, due to Partners engagement as Sub Group Chairs and Vice Chairs, representatives from Senior Manager of the majority of agencies

sitting on the CSAB. The Chairs Group shares intelligence, frequently resolves issues, provides information insight and support and importantly , sets the Agenda for CSAB Meeting.

Relationship with Children's Safeguarding Board remains strong and will continue with cross sector work on areas such as Transitions planned for the coming year.

Throughout all of our work we hold the residents of Croydon, especially those with Care and Support needs at the centre of all that we do. This year has been about establishing Governance and the structure to underpin that. It has also been about building relationships and agreeing how we will work together going forward as we are increasingly aware of the pressure on public sector services as demand increases. I have enjoyed the challenges and the successes we have shared in Croydon. I have appreciated the hard work of all colleagues in making progress and look forward to future years as we continue to improve services and prevent abuse in Croydon.



**Annie Callanan**  
**CSAB Independent Chair**



# Safeguarding Statistics for 2018-2019

The figures over the next three pages, are sourced from the data submitted to the Department of Health and Social Care in July 2019, which looks at safeguarding referrals received during 2018-19 and whether they progressed to a safeguarding enquiry for further investigation.

This dataset has also been configured to look at those safeguarding enquiries and to establish: where the adults at risk experienced abuse, the type of abuse alleged, who was allegedly abusing the adult, and the outcome of the enquiries.

The graphics on this page and the next show the demographics of the adults who had at least one safeguarding referral during 2018-19 and the graphics on the following page represent the same referrals which were progressed to a safeguarding enquiry during 2018-19 and their outcome where known.

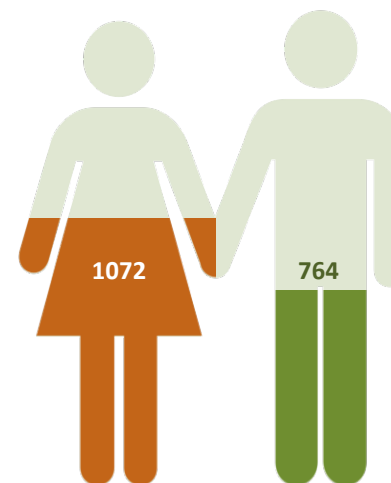
## Please Note:

- The figures show the comparison between 2018-19 and 2017-18 where possible
- The location of abuse does not necessarily mean the adult was experiencing abuse from staff at these locations; for example, an adult may be experiencing abuse at a hospital, but it maybe from a relative visiting the adult who was alleged to be causing the abuse
- Safeguarding referrals are known as safeguarding concerns by the Department of Health and Social Care



# 1%

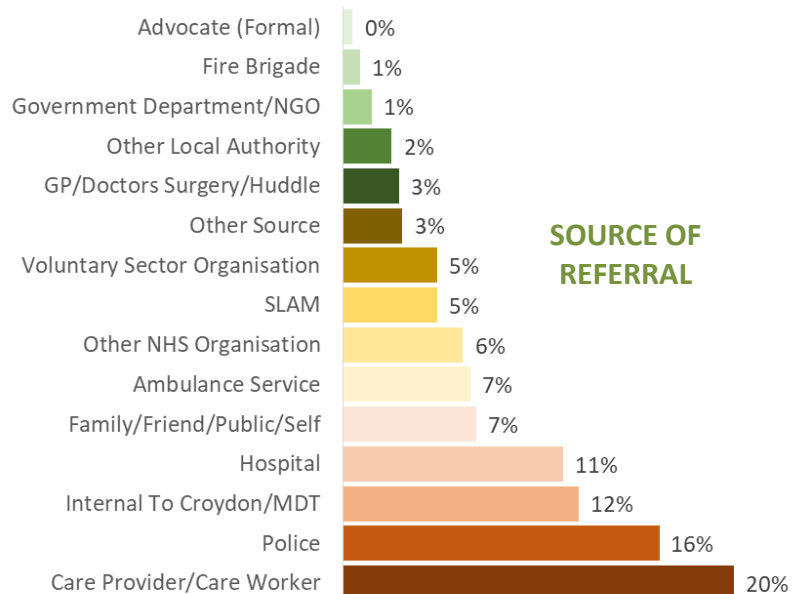
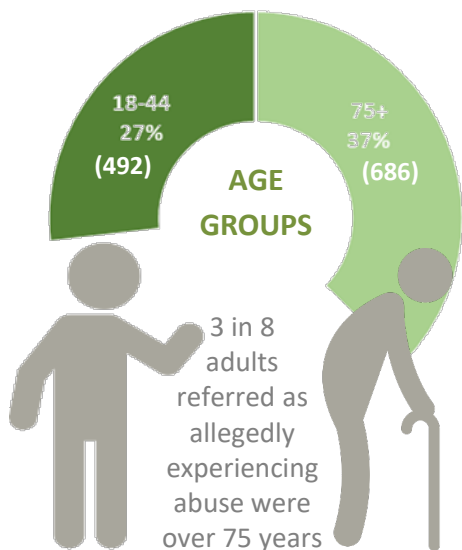
Of the adult population in Croydon had a safeguarding referral in 2018-19 (1840 compared to 2093 last year)



17% more females were reported as experiencing abuse than males, this gap has decreased from 18% difference in 2017-18



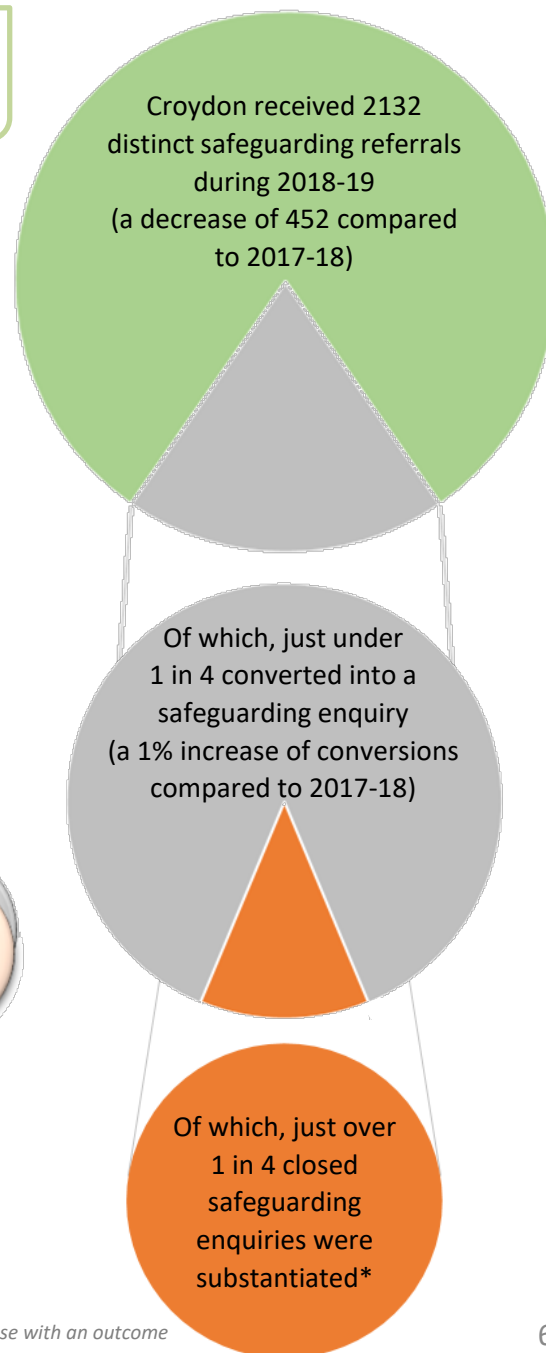
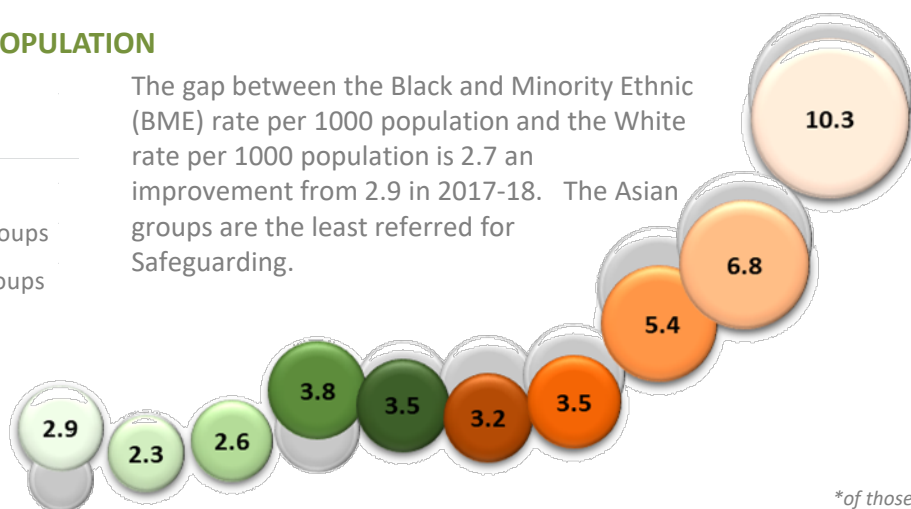
## Safeguarding Referrals Received during 2018-19



### ETHNIC GROUP RATE PER 1000 POPULATION



The gap between the Black and Minority Ethnic (BME) rate per 1000 population and the White rate per 1000 population is 2.7 an improvement from 2.9 in 2017-18. The Asian groups are the least referred for Safeguarding.



\*of those with an outcome



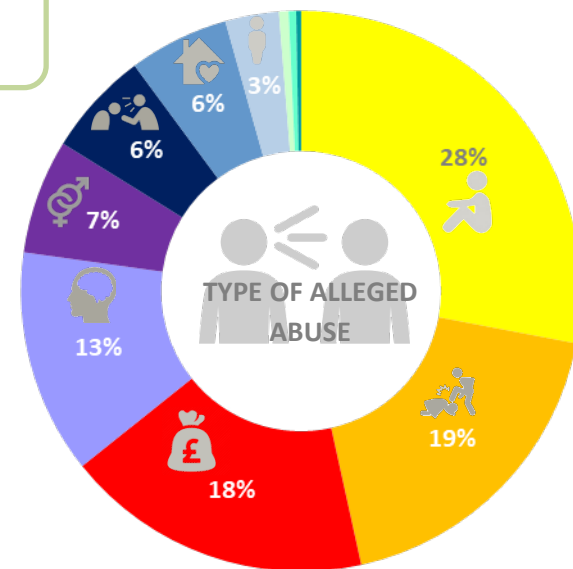
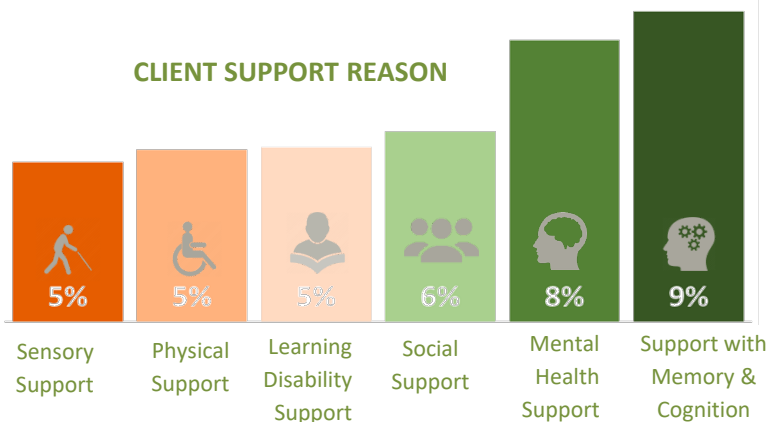
## Safeguarding Enquiries Started during 2018-19

Of the

# 511

Safeguarding Enquiries started in 2018-19 (down from 596 in 2017-18)

### CLIENT SUPPORT REASON



4 in 7 safeguarded adults allegedly experienced abuse in their own home (an increase of 1% compared to 2017-18)



2 in 7 safeguarded adults allegedly experienced abuse whilst in a care home setting (a decrease of 1% compared to 2017-18)



1 in 16 safeguarded adults allegedly experienced abuse in a hospital environment (a decrease of 1% compared to 2017-18)



3 in 5 were allegedly experiencing abuse from someone they knew (an increase of 4% compared to 2017-18)



1 in 3 were allegedly experiencing abuse from a formal carer (a decrease of 1% compared to 2017-18)



1 in 18 were allegedly experiencing abuse from a stranger or unknown person (a decrease of 4% compared to 2017-18)

199	Neglect and Acts of Omission
132	Physical Abuse
126	Financial or Material Abuse
92	Psychological Abuse
47	Sexual Abuse
43	Domestic Abuse
41	Organisational Abuse
22	Self-Neglect
<5	Discriminatory Abuse
<5	Sexual Exploitation
<5	Modern Slavery

# Lay Member

Lay Members play an important role in the oversight and scrutiny and decisions and policies made by the Croydon Safeguarding Adults Board. They act as an independent voice and offers a broad perspective that recognises the diversity of our local communities in Croydon. Croydon SAB currently has one Lay Member

The Adult Safeguarding Board is progressively developing its work to fulfil its enhanced responsibilities under the Care Act 2014

The work of the Board is invaluable in creating an environment where all agencies take safeguarding seriously

Being a large body, much of the work inevitably has to be done in sub-groups / working groups. The challenge is to ensure that the Board receives the appropriate level of reports to enable it to carry out its responsibilities

A reporting system to the Board is in place where the sub-groups provide quarterly updates on the work undertaken including identifying risks.

As a member of Safeguarding Adult Review [SAR] Sub group, which performs a crucial role, we need to do more to ensure that the right level of investigation / inquiry is carried out when someone dies or is seriously harmed. This to include where appropriate a SAR

A robust process is now in place which enables tracking of decisions made and actions to be taken.



# Learning and Development 2018 – 19

The CSAB learning and development programme for 2018 -19 was designed to ensure that staff and volunteers across the multi-agency partnership have access to free safeguarding training and continuous professional development, appropriate to their level of responsibility. The focus for 2018 -19 was on reflection of practice, identifying lessons learnt and developing strategies for interventions that would result in the service user being supported in a person-centred manner, based on the principles of Making Safeguarding Personal. This approach is ongoing and requires further development in 2019 - 20.



## What did we do:

We developed a blended programme of bespoke events, multi-agency face to face training and e-learning courses to meet individual learning styles and needs. Learners were encouraged to take responsibility for applying their learning to practice by: reflecting on the learning that they had undertaken; consider how they would build on the learning, and review of the learning in supervision and annual performance reviews.

## What needs to be done:

There was a high level of interest and bookings from adult social care staff, but low take up from Police, Fire, Health and other target groups. We aim to improve communication to increase level of engagement, through monthly mailshots, quarterly newsletter with training update and hyperlinks to the CSAB website and 9 Croydon Learning.

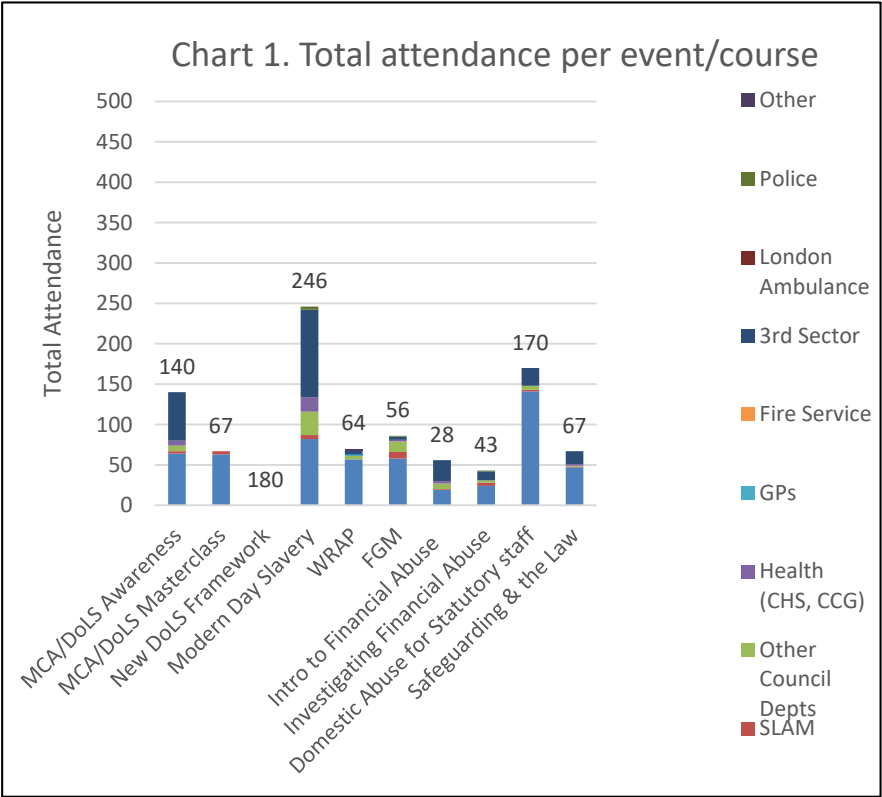


# Learning and Development 2018 -19

## Course attendance

All Partner agencies provide in-house training that is compliant with the basic safeguarding awareness raising, so the reporting on attendance will focus on the learning and development interventions commissioned by the CSAB. We are currently looking at the synergies how we can effectively develop a whole system approach to training delivery across the partnership.

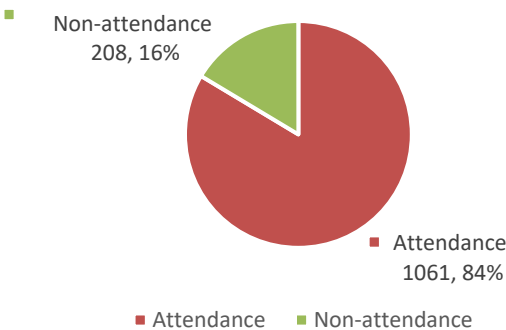
Chart 1 shows that although there was a high level of interest and bookings from adult social care staff, there was a low take up from the Police, Fire, Health and other target groups.



## Attendance and non-attendance

There has been a noticeable improvement in the non-attendance figures (see chart 2), which maybe attributed to the new learning management system, hosted by Croydon Council which was introduced to the CSAB last year to enable a self-service cancellation function, and an improved recording and management functions.

Chart 2. Attendance/Non-attendance





# Learning and Development 2018 - 19

## What needs to be done in 2018-19:

### Engaging with all CSAB members and partner agencies

Improved communication is required to increase level of engagement. Monthly or quarterly newsletter with training update and hyperlinks to the CSAB website and Croydon Learning.

### Feedback and Impact

Evidencing the transfer of training and learning into improved practice, and better outcomes for adults at risk.

Work with the philosophy of the Kolb model; that learning is not linear but an ongoing circular exercise, in other words it is a process rather than an event.

We need assurance that the safeguarding training that is taking place across all partner agencies, including the voluntary and independent sector is quality assured and regularly scrutinized and tested.

Partner agencies need to understand the roles and responsibilities of the different teams, including key contacts who can facilitate the transfer of key information and the identification of synergies. The objective is that by working together, the service user will receive a quality, holistic, seamless service that addresses individual need and circumstance.

That service users be involved in learning interventions to ensure that there is consistency in our service delivery, and that service users who are involved will be limited to a narrative role rather than an instructive or facilitatory role.



# CSAB Priorities 2018 - 19



# Priorities 2018/19

At the CSAB Development Day, 5<sup>th</sup> June 2018 the following objectives for the Board were agreed with underpinning priorities:

Prevention	Commissioning	Making Safeguarding Personal	Voice of the Croydon Resident	Communication & Engagement
<p>A system which prevents abuse from happening and share lessons for proactive development</p> <p>Better to take proactive action before harm occurs</p> <p>Early Identification and provider market management</p>	<p>Where the abuse occurs we remove or reduce the abuse reoccurring.</p> <p>Commissioned services need to reflect needs of the population.</p> <p>Robust response to market failure [new Provider Market Policy agreed]</p>	<p>Where the person is at the centre of an enquiry.</p> <p>People being supported and encouraged to make their own decisions and empowered by advocacy</p> <p>People's needs to be listened to.</p>	<p>What is important to Croydon's residents and ability to address their needs.</p> <p>Local people have a voice by way of feedback and arranged interviews</p> <p>Service listening and meeting people's needs.</p>	<p>A system where people know how to get information and advice.</p> <p>Easy accessible information being made available both online and in print.</p> <p>Raising awareness of the CSAB including a refreshed web presence.</p>



# Prevention

## What we have done:

- Age UK provided safeguarding training to external organisations as part of their partnership working.
- Trained the Age UK Croydon Leadership team in how to support their teams in the Safeguarding process [Age UK]
- Creation of Mental Health teams to offer a more bespoke service [Croydon Police].
- Implementation of telemedicine in Care Homes to improve patient experience and outcomes. [CCG]
- Croydon Mind have continued to work with Trading Standards to provide Scam Awareness workshops.
- A further group of 9 recruited for the Hoarding Project with 7 clients completing the project. The amounts that Mind De-clutter buddies have been able to help clients remove has been significant and led to a better quality of life on a day to day basis.
- A robust process is now in place which enables tracking of decisions made and actions to be taken with regards to Safeguarding Adult Reviews..
- Raising awareness of the issue of trafficking and Modern Slavery through events, training, mailshots & advertisements. The Town Hall was lit up in red lighting as the request of the Cabinet Office in Modern Slavery prevention awareness week.
- Under delegated commissioning the safeguarding team within the CCG provide safeguarding training to staff in GP practices across Croydon

## What needs to be done

- Implementation of Community Led Social Work focussed on prevention and a move to a Localities Model.
- To include the safeguarding policy in Trustee induction pack [Age UK].
- Improve system of early identification of potential SAR or learning around high risk incidents [Police]
- To continue to develop the integrated model for safeguarding across CHS and CCG.
- To implement adult safeguarding roles and competencies for healthcare staff published in August 2018 by 2021 [CCG].
- To continue the work with the Hoarding Project.
- To undertake an analysis of SAR themes e.g. Mental Health, Homelessness and Self Neglect.
- To identify ways to measure the impact of the prevention work undertaken for Croydon residents.

"I have completed the Breakthrough Hoarding course. I have managed to part with huge amounts of things, realising that they were not serving me any purpose. With each item that left I felt lighter and happier. Last week my children had their friends over after school. Whilst I know my home isn't as tidy as most people's, it's getting there".

**Bag Totals:**  
**Rubbish x 111 bags**  
**Charity Shop x 73 bags**  
**Recycling x 21 bags**  
**[Hoarding Project]**



# Commissioning

## What we have done

- Under delegated commissioning the safeguarding team within the CCG provide safeguarding training to safeguarding leads within GP practices across Croydon.
- Commissioning of the Significant 7 training in care homes [CCG]
- Introduction of quality assurance officer within the Council to focus on service provider issues and to compliment the work of the Care Support Team and Quality Monitoring Teams.
- Multi agency monthly Intelligence Sharing meetings.
- Management of the provider market through market oversight.
- Innovative red bag scheme mandated by NHSE implemented by Croydon CCG. It provides a better care experience for care home residents by improving communication between care homes and hospitals.
- Provider Forum meetings held, learning from SARs presented to this forum.
- With CCG colleagues Croydon Health Services [CHS] have been working towards an integrated model to strengthen safeguarding arrangements across the health services in Croydon, this integration will help with succession.

More quality meetings held receiving good feedback from those providers who have been through the quality and monitoring process

## What needs to be done

- To support partners to strengthen arrangements with regards to the transition from children services to adults especially for LAC, LD clients and people with physical disabilities [CCG].
- Strengthening oversight of initiatives by NHS England in addition to ADASS.
- The Intelligence Sharing Sub Group to continue its excellent work with partners gathering information and taking action to improve the provider market in Croydon.
- To continue to develop the integrated model for safeguarding across the acute trust and the CCG [CHS].
- Implement adult safeguarding roles and competencies for healthcare staff published August 2018 by 2021 as mandated by NHSE. [CHS]

## What does CQC have to say about Croydon's Provider Market?

CQC Ratings	Care Homes	Dom Care Agencies
Outstanding	3	1
Good	102	53
Requires Improvement	19	11
Inadequate	2	2
Not rated	1	7



# Making Safeguarding Personal

## What we have done

- Implementation of S42 team to improve quality of enquires.
- Learning from multi agency case study presentations at the Practice & Development sub group meetings focussing on the six principles of safeguarding.
- Introduction of the Adult Social Care Safeguarding Risk Threshold Guidance Tool.
- Age UK's rolling programme of safeguarding training for all staff, volunteers and trustees to ensure that all are able to recognise safeguarding issues and how to address them.
- The CSAB Performance and Quality Assurance Sub Group undertook a Multi Agency Self Neglect Audit.
- Completion of the MSP Temperature Check progress template for LondonADASS. This is a national piece of work measuring progress of implementing MSP.
- MSP is embedded as a topic in every single adult tool used by Croydon Adult Social Care. The NHS will include patients and their next of kin in Serious Incident Report processes under the duty of candor.

## What needs to be done

- Capture the voice of the vulnerable adult.
- To work further with the ASC Threshold Guidance Tool with regards to the tool being adapted specifically for partners use.
- Take forward the learning and actions from the Self Neglect Audit: Making Safeguarding Personal, Communication, silo working and missed opportunities. To undertake a further self neglect audit in two years to measure impact and improvement.
- Multi Agency Dementia Audit taking place between September – November 2019.
- Greater assurances are required as to how all Board Partners embed MSP in operational work.

### **What is the Data Telling us?**

*People feel supported through the safeguarding process*  
[Age UK]

*Extremely grateful for being kept informed of case conference meetings etc in a timely manner. This allowed me to arrange transport and discuss with my daughters in good time'*

# Voice of the Croydon Resident

## What we have done

- Age UK have a representative at the CSAB meetings highlighting issues raised by Croydon residents and the organisation.
- Information and Advice Team provide support, assistance and advocacy to represent the residents of Croydon and empower them to represent themselves [Age UK].
- Croydon Police supported the Victim Right to Review process through the police supervisors allowing challenge.
- Robust processes in place for LD mortality review programme where carers voices are heard [CCG].
- Provider Forum meetings held, learning from SARs presented to this forum.
- Feedback using quality assurance calls by Brokerage with Domiciliary Care service users.

Families are  
feeling supported  
by the acute  
liaison nurse for  
LD  
**[CHS]**

## What needs to be done

- The voice of the resident is an area which needs improvement and to explore ways of capturing feedback from those who have used the services.
- Disseminate and embed learning from LD mortality reviews.
- Focus on demographic groups which are under represented in the safeguarding data.
- Look at current feedback mechanisms with a view to improve or introduce new systems.

People feel relieved that  
they are listened to .

They feel confident to know  
they have an independent  
person there to support  
them if they need support.

**AGE UK**



# Communication and Engagement

## What we have done

- Age UK have added their safeguarding statement to their website making it more prominent and easier to find.
- MASH teams further embedded within council buildings to improve information sharing between agencies. [Police]
- Relevant teams within the CCG are proactively involved in the care home forums and the provider level concern process.
- Implementation of self-assessments for safeguarding arrangements in GP practices. [CCG]
- Implementation of Locality Services – Health and Social Care for over 65s ensuring we have more locality focussed support.
- Safeguarding Leaflet distributed.
- Health Task & Finish Group developed a Falls Protocol: A decision guide when is a fall a safeguarding.
- Raising awareness of the work of the CSAB through meetings, website, events.
- Attendance at national and London safeguarding networks.
- Modern Day Slavery Conference held in October 2018 with 130 attendees and speakers presenting on sexual exploitation, County Lines, domestic servitude and rape crisis.
- Redesigned website for the CSAB to be launched in November during Safeguarding Week.
- CHS undertook an audit to evaluate the compliance with the Mental Capacity Act (2005) on inpatient wards providing care to dementia patients.

## What needs to be done

- Work further on the on-line safeguarding referral form.
- Statutory services to provide more feedback to the referrer.
- Improve police attendance at multi-agency training.
- Development of integrated health and social care locality services for people under 65.
- Working across the partnership to develop a more integrated safeguarding model.
- Continue to develop the website with useful and timely information.
- Print the safeguarding leaflet in several languages for distribution.
- Publish a quarterly CSAB Newsletter.
- Ensure CSAB multi agency training is advertised across the partnership.
- CSAB to continue to engage and build relationships across the partnership.
- Monthly mailshots advertising up and coming training.



<https://www.croydonsab.co.uk/events/>



<https://www.croydonsab.co.uk/>

# Governance & Accountability arrangements

## **SAB Membership**

includes:

Local Statutory & voluntary sector organisation and a Lay Member. Led by an Independent Chair



Care Act  
2014

## **Safeguarding Adult Board [SAB]**

### **Statutory Partners are:**

Local Authority, Police, Clinical Commissioning Group being the

### ***Core duties of the SAB***

Publish an Annual Report

Develop and publish an Annual Strategic Plan

Arrange 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



# Funding arrangements for the CSAB

The Safeguarding Board is jointly financed by contributions from partner agencies and it is acknowledged that organisations give their time and resources to support the functioning of the board. The Board has again successfully managed a balanced budget, despite there being no change in member contributions.

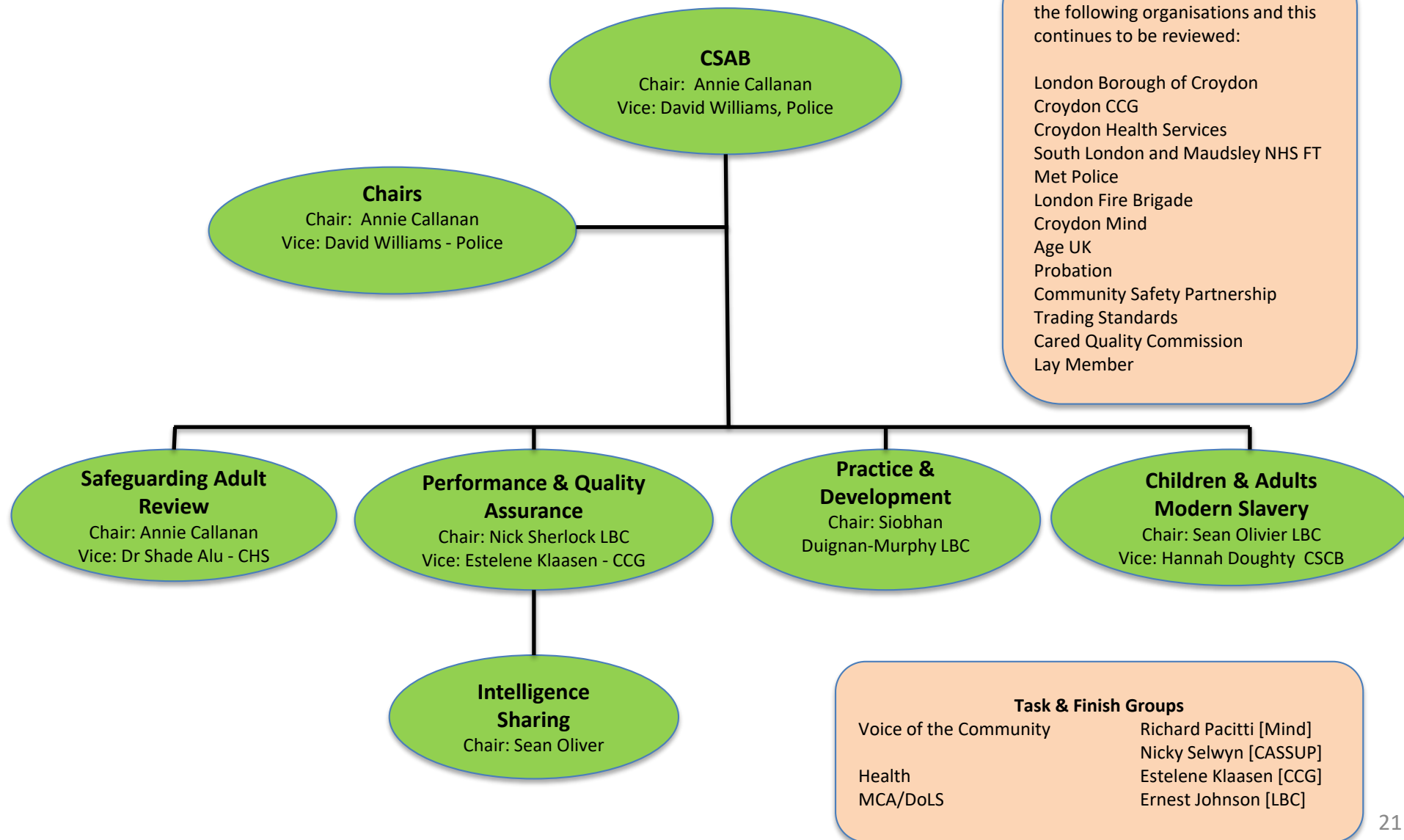
## Income 2018/19

£58,660	London Borough of Croydon
£21, 670	Clinical Commissioning Group
£21,670	Croydon Health Services
£15,000	South London & Maudsley
£5,000	Met Police
£1,000	London Fire Brigade
<b>Total</b>	<b>£123,000</b>

## 2018/19 Expenditure:

£60,114.71	Staffing
£2612.93	Supplies & Service Recharge
£3692.00	Website design & support
£3,099.52	Premises hire
£16,890.00	Staff Development/Training
£30,000	SAR budget
<b>Total</b>	<b>£116,409.00</b>

# CSAB Governance Structure



# Role of the CSAB Sub Groups

## Chair's Sub Group

To monitor and review progress on the Board's Strategic Plan, to monitor and review the Board's business management and planning cycle and to ensure coordination of the Board's work through its sub groups.

## Safeguarding Adults Review Sub Group

To consider requests of any case which may meet the statutory criteria and to make decisions on this basis' to make arrangements for and oversee all SARs; to ensure recommendations are made, messages are disseminated and that lessons are learned.

## Intelligence Sharing Sub Group

To support the CSAB with regards to the prevention of safeguarding [Care Act 2014 and London Multi-agency Adults Safeguarding Policy and Procedures] by managing of the provider market through frequent market oversight. To allow colleagues from all aspects of health and social care to share good practice and concerns. To help avoid silo working, set actions and provide support and guidance to providers.

## Performance and Quality Assurance Sub Group

To support the work of the Croydon Safeguarding Adult Board (CSAB) by overseeing, supporting and monitoring the delivery of high quality multi-agency arrangements in Croydon to safeguard adults at risk of abuse.

## Practice and Development Sub Group

To support the work of the Croydon Safeguarding Adults Board (CSAB) by providing a forum for the presentation and discussion of anonymised [closed] cases and to disseminate the learning identified across all partners. To support the work of the SAR Sub Group.

**All sub groups will be led by an agreed Board member to ensure governance and accountability. Each Sub group will produce a quarterly report regarding progress on their activity against the strategic priorities and this will inform the Safeguarding Annual Report.**





# CSAB Priorities 2019 – 20

A CSAB Development Day is planned for November 2019 when the Board's priorities/objectives will be reviewed.



# Glossary

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

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



You can read more about the Croydon safeguarding adult board at our website

<https://www.croydonsab.co.uk/>

If you have any questions, comments or feedback about the CSAB Annual Report please contact:

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