

LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE: Risk Deep-Dive – Adult Safeguarding	
REPORT OF: Executive Director Adults and Health	
FOR SUBMISSION TO: Audit and Corporate Governance Committee	DATE: 20/02/2025
<p>SUMMARY OF REPORT</p> <p>This report provides Members with an overview of the Adult Safeguarding principal risk to enhance the Committee’s understanding of how this risk is being managed. The purpose of the risk deep-dive is to enable the Committee to fulfil its duties regarding monitoring the Council’s effective operation of risk management as set out in its Terms of Reference.</p> <p>Local Government Act 1972 – Access to Information</p> <p>No documents that require listing were used in the production of this report.</p> <p>Contact Officer: Avril Mayhew Director of Operations Adult Social Care 5 Pancras Square London N1C 4AG Tel: 0207 9741444</p> <p>Avril.mayhew@camden.gov.uk</p>	
<p>RECOMMENDATIONS</p> <p>That the committee notes how this risk is being managed.</p>	

Signed:



Date: 10th February 2025

1 Purpose of the report

- 1.1 In accordance with its Terms of Reference, the Audit and Corporate Governance Committee (the Committee) is required to monitor the Council's effective development and operation of risk management. In addition to this, the Chartered Institute for Public Finance Academy (CIPFA) position statement on Audit Committees in Local Authorities specifies a number of core responsibilities for audit committees, one of which is to "consider the effectiveness of the authority's risk management arrangements and the control environment."
- 1.2 The purpose of the risk deep dive is for the Committee to obtain a deeper understanding of the chosen risk area and develop insight into the risk controls and action plan.

2 Current Risk Context

- 2.1 In Adult Social Care we continue to see demand for our services increase and these patterns are reflected regionally and nationally. As a result, some people are waiting for services for longer than we would wish
- 2.2 A survey conducted by the Association of Directors of Adult Social Services (ADASS) in Spring 2024 concluded that there were over 400,000 people nationally who are waiting for an assessment of their needs and/or for care to begin.
- 2.3 Additionally, the impact of long waiting lists for NHS treatment, GP appointments and adult social care also means that in many cases, people are requiring more complex support in the longer run as they wait longer with unmet needs whilst their health, wellbeing and independence deteriorates.
- 2.4 Whilst waiting times are slowly falling nationally and locally, it is important to note that they remain higher than pre covid levels and that behind each number there is a person who may not be having their needs met and therefore vulnerable or at risk of harm and abuse.
- 2.5 In Camden our waiting lists are actively managed, monitored and reported through our governance structures and we will always take a risk-based approach when prioritising people. Our waiting times for people who have been identified as needing safeguarding interventions remain consistently low and we will always prioritise people who are at risk of harm, abuse, or neglect.

3 What is Adult Safeguarding

- 3.1 Adult safeguarding in Camden aims to protect adults who may be vulnerable to harm, abuse, and neglect, whilst promoting their rights, autonomy, and wellbeing. This approach is guided by the Care Act 2014, which establishes statutory principles and duties, and is supported by local partnerships to ensure effective protection and support.

- 3.2 The six principles of safeguarding, as outlined in the Care Act 2014, include empowerment, prevention, proportionality, protection, partnership, and accountability. These principles emphasise enabling informed decision-making, preventing harm, providing appropriate responses, and fostering collaboration across services while ensuring transparency and clear accountability.
- 3.3 Under Section 42 of the Care Act, Camden has a duty to make safeguarding enquiries when an adult:
- Has care and support needs (regardless of whether these needs are being met)
 - Is experiencing, or is at risk of, abuse or neglect
 - Cannot protect themselves due to their care and support needs
- 3.4 The aim of a safeguarding enquiry is to establish the facts, determine necessary actions, and agree on outcomes with the adult or their representative.
- 3.5 The Care Act's broad definitions of abuse and neglect guide Camden's safeguarding work. Local priorities include addressing:
- Financial abuse, such as scams targeting older residents.
 - Domestic abuse, including coercive control.
 - Organisational abuse in care settings.
 - Exploitation, particularly in the context of modern slavery or county lines
 - Self neglect
 - Cuckooing
- 3.6 Effective safeguarding relies on robust collaboration between statutory and non-statutory partners, including:
- Health services, such as GP practices and Camden and Islington NHS Foundation Trust.
 - Housing providers, ensuring safe living environments.
 - Voluntary organisations, including advocacy services and community groups.
- 3.7 The overarching aim of Camden's safeguarding work is to empower adults with care and support needs to live safely, free from harm, while promoting their independence and rights. Key outcomes include:
- A clear focus on the adult's wishes and wellbeing
 - Strong, coordinated responses to safeguarding concerns.
 - Improved public awareness of safeguarding issues.
- 3.8 Through our statutory duties and partnership working, we ensure a comprehensive, person-centred approach to safeguarding adults at risk in our community.
- 3.9 For adults who face challenges in engaging with safeguarding processes, we fulfil our duty under Section 67 of the Care Act, ensuring access to independent advocacy. Advocates support participation in decision-making,

represent the adult's views and preferences, and uphold their rights throughout the safeguarding process.

- 3.10 Additionally, during safeguarding enquiries, we provide interim care arrangements and support in line with duties under Sections 18–20 of the Care Act. These measures address immediate risks while promoting independence and overall wellbeing.
- 3.11 Regular audits by Camden's Safeguarding Adults Partnership Board (SAPB) ensure safeguarding records meet these standards, promoting continuous learning and improvement.

4 Risk mitigation and monitoring

4.1 Quality Assurance work

Camden has implemented a comprehensive safeguarding quality assurance (QA) process aimed at strengthening safeguarding practices and addressing complex issues such as self-neglect and domestic violence. The process is built around regular data collection, targeted audits, collaborative learning, and the development of guidance to ensure that safeguarding interventions are effective and consistent as possible.

- A new Adult Social Care Safeguarding Framework is being finalised and will be launched in Spring 2025. The framework sets out Safeguarding standards we should deliver against to ensure that we are providing high-quality safeguarding support. It will bring together all our qualitative and quantitative metrics for measuring the effectiveness of safeguarding in Camden. The framework helps us understand what we are doing well, identify areas for improvement, and make sure we are delivering safeguarding services that match our values, principles and standards.
- Each week, safeguarding leads conduct a review of newly closed cases under sections 42.2, using a traffic light system (green, amber, red) to assess any ongoing risks at case closure. This helps identify cases that may require further attention and ensures that service managers are informed to review and manage these cases appropriately. The findings are stored in a central location on SharePoint and used to inform supervision and decision-making.
- For situations involving safeguarding issues with social care providers, weekly spreadsheets are generated to track ongoing safeguarding enquiries. These are supplemented by monthly narrative reports that provide a broader view of trends and case outcomes.

- These reports are then incorporated into provider oversight board meetings, ensuring that safeguarding concerns are effectively managed across services.
- Monthly pen audits are an important part of the QA process, helping to quickly identify both the strengths and weaknesses within current safeguarding practices. The insights gained from these audits are used to shape internal training, inform discussions at the Safeguarding Learning and Development Group (SLDG), and address emerging issues. These audits provide valuable feedback for continuous improvement in the safeguarding approach.
- The Safeguarding Learning and Development Group plays a central role in promoting safeguarding best practices across the borough. Open to a wide range of partners, including Adult Social Care, Camden & Islington NHS Foundation Trust, Domestic Violence workers, and more, the group offers training sessions on complex safeguarding topics such as coercion and control. It also serves as a forum for disseminating important updates from the Safeguarding Adults Partnership Board (SAPB) and the latest national research. The group consistently attracts 60-70 participants, reflecting the borough's commitment to ongoing professional development in safeguarding.
- Each year, the Safeguarding Adults Partnership Board conducts an audit focused on a specific safeguarding theme, led by safeguarding leads and as part of the Board's overall activities. This thematic audit allows for a deeper analysis of key safeguarding challenges and helps shape future safeguarding priorities and strategies.

The safeguarding quality assurance process in Camden is designed to ensure that safeguarding practices remain robust, responsive, and aligned with best practice. By combining regular data analysis, cross-partner collaboration, continuous learning, and targeted audits, Camden is committed to improving safeguarding outcomes and ensuring the safety and well-being of all vulnerable individuals in the borough.

4.2 Quality of Care Provision and Provider oversight

- The Provider Oversight Board meets monthly to share significant safeguarding information or concerns about registered providers and other commissioned services when appropriate, and on an on-going basis.
- The Board obtains, reviews, and triangulates information about both regulated and unregulated social care providers, including organisations that work with residents who fund their care privately, as well as voluntary and community sector organisations. All information is logged, with providers 'RAG' rated based on a table of thresholds to agree if an improvement plan or enhanced monitoring are required.

- Board attendees include commissioners, social work practitioners (including safeguarding leads and service managers), resource coordination (brokerage), health representatives and other members as and when required. The Board is chaired by the Director of Adult Social Care Strategy and Commissioning and is underpinned by a person-centred approach, dignity of care, duty of candour and cultural competency based on the Camden social work practice model, 'What Matters.'

The types of services that the Board provides oversight for include:

- Residential care settings.
- Care homes providing nursing care
- Domiciliary, reablement care and floating support agencies providing social care and CHC.
- Extra care supported housing.
- Supported accommodation and supported living settings.
- Community based services and other Adult Social Care funded community support services.
- Camden voluntary and community sector organisations that work with adults in the community.

The Board has the authority and responsibility to coordinate the following activities:

- Risk management: inform decisions to enact enhanced monitoring, quality improvement plans and provider concerns processes, including suspension on placements or packages of care, which will be agreed by the Executive Director Adults and Health or their appointed deputy.
- Escalation: refer serious concerns, multiple alerts, quality or risk issues to the Executive Director Adults and Health, the Care Quality Commission, the Safeguarding Adults Board, and other local authorities.
- Oversight: make recommendations about actions required by organisations, departments or teams including via quality improvement plans, and actions of the meeting based on evidence and themes.

4.3 Safeguarding Adults Partnership Board

The council hosts and oversees the **Safeguarding Adults Partnership Board (SAPB)**, a statutory requirement under Section 43 of the Care Act.

This is a multi-agency partnership involving statutory, voluntary, and independent organisations tasked with leading adult safeguarding efforts in Camden. The Board oversees the coordination and improvement of safeguarding measures to prevent abuse and protect adults who may be at risk of harm.

Key Functions of the SAPB:

1. Publishing an Annual Strategic Plan - outlining the Board's priorities and strategies for the upcoming year.
2. Publishing an Annual Report - providing transparency and accountability by detailing the Board's activities and outcomes.
3. Conducting Safeguarding Adults Reviews (SARs) - examining serious cases under specific circumstances to identify multi agency learning and improve safeguarding practices.

The SAPB's work is supported by four sub-groups, each responsible for implementing key aspects of the Board's strategies and plans:

4.4 Safeguarding Adults Review Sub-group

A safeguarding adult review (SAR) is a multi-agency process that considers whether serious harm experienced by an adult, or group of adults at risk of abuse or neglect, could have been predicted or prevented. The process identifies learning that enables the partnership to improve services and prevent abuse and neglect in the future.

This sub-group enables the SAPB to fulfil its statutory obligations concerning Safeguarding Adult Reviews (SARs). Its primary objectives include:

- Commissioning and quality-assuring SARs to ensure and adherence to statutory guidelines.
- Disseminating and embedding lessons learned from SARs into safeguarding practices.
- Monitoring progress on SAR recommendations and ensuring their implementation by partner agencies.
- Maintaining a repository of potential SARs and collating thematic learnings from local and external cases.

4.5 Quality & Performance Sub-group

This sub-group ensures the strategic oversight of safeguarding quality and performance across Camden. Key responsibilities include:

- Developing an annual work programme aligned with the Board's strategic priorities.
- Identifying safeguarding trends to inform SAPB activities.
- Assuring the robustness of member agencies' quality and audit processes.
- Conducting multi-agency and single-agency audits to assess safeguarding outcomes.
- Overseeing the Integrated Performance Dashboard and reporting findings to the SAPB

4.6 Learning & Development Sub-group

The Learning & Development Sub-group supports the SAPB by overseeing and monitoring multi-agency training, learning and development activities. Its objectives include:

- Aligning training initiatives with national and London-wide safeguarding agendas
- Promoting awareness of safeguarding risks among vulnerable groups, including informal carers and BAME communities
- Commissioning and reviewing training and learning opportunities to ensure compliance with regulatory standards
- Collaborating with other sub-groups to address training needs arising from SARs and audit findings

4.7 Safeguarding Engagement Sub-group

This sub-group strengthens the SAPB's engagement with the wider Camden community, ensuring safeguarding measures are shaped by public input. Key roles include:

- Promoting awareness of safeguarding issues and resources to prevent abuse.
- Providing user perspectives on safeguarding policies, procedures, and publicity.
- Supporting communication efforts to enhance public awareness and community involvement in safeguarding.
- Working closely with other sub-groups to deliver on the SAPB's strategy and objectives.

The SAPB plays a vital role in safeguarding adults in Camden, supported by its sub-groups that focus on reviews, quality assurance, training, and community engagement. By fostering effective partnerships, disseminating learning, and promoting public awareness, the SAPB ensures that safeguarding remains a shared responsibility and a priority across the borough.

4.8 Learning from Safeguarding Adult Reviews

Between 2015 and 2024, Camden has published a total of nine Safeguarding Adult Reviews (SARs), casting a spotlight on important concerns within its community, notably the issues of self-neglect, cuckooing, and suicide.

Following the insights gained from these SARs, the SAPB has taken significant steps to improve its response mechanisms to better deal with complex safeguarding scenarios, such as self-neglect, cuckooing and suicide prevention.

The SAPB has published multi-agency **cuckooing** guidance to support the complex challenge of cuckooing, where vulnerable individuals' homes are taken over by others for illicit purposes. This guidance promotes a collaborative effort among agencies, equipping them with the necessary knowledge and strategies to prevent and respond to cuckooing, thereby safeguarding the rights and well-being of those at risk.

The Board has also developed a comprehensive multi-agency toolkit designed to guide and facilitate a coordinated response to instances of self-

neglect. This toolkit serves as a resource, providing agencies with an approach and practical tools to identify, assess, and address self-neglect.

The SAPB has also intensified its focus on providing facilitated sessions on **suicide** aimed at equipping partners with the skills and awareness needed to effectively intervene and support individuals showing signs of suicidal ideation.

The learnings from Camden's SARs resonate with national findings, as detailed in the "National Analysis of Safeguarding Adult Reviews April 2017 – March 2019" by Michael Preston-Shoot and Suzy Braye. This reflection on national trends underscores the widespread nature of these challenges

We are currently reviewing the findings of the Second National Analysis of SARS, published in 2024, and are in the process of incorporating the lessons learned into our future priorities for the Board.

It is noted that many individuals for whom SARs have been commissioned have experienced multiple disadvantages throughout their lives. The establishment of the Specialist Support (Multiple Disadvantage) Team in Adult Social Care and closer integration with health and community services at the neighbourhood level will help mitigate risks for these individuals.

4.9 Supporting our Workforce

Having a stable and skilled workforce is key to safeguarding Adults in Camden and ensuring service sustainability and quality, especially with growing demand. Our Workforce Strategy sets out how we aim to cultivate a workforce that is equipped in both number and skill to serve our community effectively. Key focuses of the strategy relating to risks include addressing recruitment and retention challenges and supporting staffs' learning and development.

The Workforce Strategy has a significant focus on addressing recruitment and retention issues. Recruitment challenges exist across the sector and are particularly felt in relation to occupational therapists, social workers with mental health experience, commissioners, and roles in Adult Social Care specialist financial services. Our vacancy rates are higher than the national and regional average. Vacant posts and the effort required to recruit can impact service capacity and can lead to increased use of agency staff, which has an impact on cost and sometimes quality of service delivery.

A number of targeted projects are currently underway or planned to address these risks. We have reduced our agency use, entered into the Social Care Workforce Race Equality Standard (WRES) Improvement Programme, enhanced our Adult Social Care local induction with monthly welcome sessions, conducted job evaluations and adopted a more planned approach to apprentice recruitment. Future projects that are currently being explored are reviewing and streamlining our internal end-to-end recruitment process, providing better progression opportunities particularly for Black, Asian and Other ethnic staff, hosting a recruitment open day which will include

commissioned providers, celebrating staffs' achievements including by hosting events such as for World Social Work Day and exploring procuring an external provider to support our commissioned services with recruitment.

To address staffs' learning and development needs we conducted an audit into service wide needs and are developing a learning and development framework to address these. This framework will ensure staff have the required knowledge and skills to deliver our duties under the Care Act 2014, including safeguarding and that insights from Camden Safeguarding Adults Partnership Board (SAPB), including serious incident/rapid review recommendations, are fed into the framework via the Learning and Development subgroup.

4.10 How early help and prevention can support people to stay safe from harm and abuse

Section 2 of the Care Act highlights the importance of prevention. In Camden, this is achieved through early intervention, community-based support services, safeguarding training, and accessible information designed to reduce risks of abuse or neglect.

- Early help and prevention start with access to the good quality information and advice. Camden Care Choices, the website for adult care and support, has a section dedicated to safeguarding. This can be accessed from the website front page: [How to report a concern | Camden](#). There is a video on Camden Care Choices, also available in BSL, on Camden's approach to safeguarding. For people who are not able to access digital services, an updated version of the Camden Companion has recently been printed. This is a guide to healthy living in Camden, providing a directory of support and services. It includes a section on safeguarding adults from abuse and neglect. Copies are in the process of being distributed to community hubs throughout the borough. [Camden Companion | Camden](#)
- Safeguarding is also considered as part of any Adult Social Care assessment process and in early help approaches such as Family Group Conferences. A Family Group Conference is a unique approach which connects the potentially vulnerable adult with their network including family, friends and neighbours, and any other people close to that person. The meeting very much centres around the person concerned but supports everyone to talk about what might be needed to best support that person and keep them safe from harm.
- The Council has recently started an 18-month test and learn pilot called Adult Early Help. The pilot is for adults who are facing, or at risk of facing overwhelm, due to competing stresses in their lives and who may be facing multiple disadvantages, at risk of falling through the gaps of support, or not be eligible for statutory support. It focuses on building trusting relationships and working alongside people to understand their strengths and what matters most to them. By offering the right support

early, individuals can be supported to address challenges before they escalate, reducing risks and promoting safety. The relational approach taken empowers people to stay safe from harm and abuse while building their confidence and independence.

4.11 Transitional safeguarding – ensuring safe and secure transitions for young people as they approach adulthood

The Council is committed to working with any young person who may be vulnerable and needing additional support as they approach adulthood. Vulnerability may be due to a range of factors such as disability, learning needs, mental ill health, care experience.

Following the national evidence and research, we have centred initial attention for transitional safeguarding on three groups particularly at risk of difficulties during key life course stages – children with disabilities and special educational needs, children who come out of the care system, and children who have passed through the youth justice system and/or have experienced extrafamilial harm. Examples of our work include:

- Making care experience a protected characteristic to ensure additional protections and supports can be put in place for children leaving care including local policies around housing and access to finances.
- The Mind the Gap project providing robust and community-based support for young people moving from children's to adults' mental health support.
- Evolve – working with young people who are affected by or at risk of youth violence and exploitation.
- The use of our adult's early help model in partnership with family early help teams will help secure safe passage for young people through to 25 years where needed.

4.12 Supporting carers

In Camden we recognise the vital role and contribution of carers who voluntarily support and care for adults with care and support needs in many different ways.

The Care Act 2014 places clear duties on local authorities to identify unpaid carers, assess their needs, and prevent, reduce, or delay future need for support

- Camden supports carers through a range of services, including commissioning Camden Carers, a voluntary organisation that provides specialist support. Camden Carers conduct Carer Conversations (legally known as Carer Assessments) to explore the impact of caring on physical, emotional, and mental health, as well as work and social life. These assessments help identify support options such as financial assistance, respite care, and connections to local groups. Camden Carers operates a triage system to prioritise cases based on risk and

safeguarding concerns, working closely with Adult Social Care to support carers and cared for with any immediate needs or crisis.

- In July 2024, Camden's Adult Social Care launched the Carers Action Plan after 18 months of co-production with carers and partners. The Plan outlines strategies to better support unpaid carers, focussing on safeguarding, inclusion, and empowerment. It emphasises five principles and eleven action areas, addressing early identification, information, guidance and advice, effective partnerships, and accessible services. The Plan includes considerations of less-heard groups, such as young adult carers, male carers, and carers from Camden's global majority communities.
- A key feature of the Plan is the establishment of a Borough Partnership Carers Partnership Board which will be accountable for its delivery.
- The Board will report to the Health and Wellbeing Board and the Health and Adult Social Care Scrutiny Committee and will interact with other relevant partnership meetings as required, such as the Adult Safeguarding Board, the Mental Health Partnership Board, and Supporting People, Community Communities Board.

4.13 Changes to Mental Health Social Work

A 2023 review of the delivery of Adult Social Care in Mental Health services, currently governed by Section 75 agreement between the London Borough of Camden (LBC) and the North London Foundation Trust (NLFT), identified opportunities for improvement relating to safeguarding practice, application of statutory duties (i.e. Care Act 2014), and access to social care support.

In November 2024, a formal staff consultation was launched, proposing the following changes:

- All Mental Health Social Work staff to report directly to the Council and will work with residents who have needs relating to their mental health and ensure that our statutory requirements are delivered in a person centred and safe way.
- To create a Mental Health Social Work Hub to receive, triage, and progress all new referrals into mental health social care and connect people into local services.
- To create three localised Mental Health Social Work Teams (MHSWTs) to work alongside the Trust's 3 Community Mental Health Services, Inpatient, Specialist and Crisis Teams. MHSWTs to become part of Integrated Neighbourhood Teams (INTs) as they are established.

The staff consultation concluded on 13 January 2025, with efforts now focused on finalising the model and operational policies for implementation in Spring 2025.

Upon implementation of the new model the delivery of statutory responsibilities under the Care Act 2014, including safeguarding, will be that of local authority

4.14 Outlook for the next 12 months

Continued pressure at the front door

Requests for support at the front door of Adult Social Care have been increasing since 2020, with unprecedented levels of contacts so far in 24/25, on track for nearly 6000 requests this year. This would be 1,300 more than four years ago, and an increase of nearly 700 from last year. Whilst we will make every effort to prioritise those in most need of urgent support we recognise that waiting lists and longer waiting times are likely to continue into 2025.

Care provision – budgetary pressures.

In addition to our annual uplift process, we have been working cross-council and with our provider partners to understand the impact of inflation and the recent government announcement, which impacts the amount of National Insurance (NI) employers will need to pay from the 1st of April. The headline risks include:

- London Living Wage (LLW) has increased by approx. 20%, over past 2 years.
- An average increase of 6% has been factored in the budgets for LLW increases for 25/26 – in line with actual increase of 5.3%
- NI impact is estimated to add a further pressure of 2.2% of care purchasing budgets.
- ADASS estimates that provider requests for uplifts will vary between 6% to 8% after factoring in LLW and NI increases.

We recognise that any budgetary pressures can result in fragility in the social care market thus potentially placing vulnerable people at risk of being without care. This will be carefully monitored through the Directorate governance and risk management arrangements.

5 Legal Comments of Borough Solicitor

5.1 There are no legal implications for this report

6 Finance Comments of the Executive Director Corporate Services

6.1 The Director of Finance has been consulted on the contents of this report and has no comment to add in the context of this report

7 Environmental Implications

7.1 No known environmental implications.

Appendices

1. Principal Risk information and action plan ('risk on a page').

REPORT ENDS

Appendix 1: Principal Risk information and action plan (risk on a page)

Risk Title – 7. Safeguarding Adults	Risk Score	Existing Controls			
<p>Risk: Ineffective identification, recording & response to preventable cause of harm to adults at risk of abuse or neglect (physical, mental or financial).</p> <p>Cause: (1) External Provision - ineffective monitoring of providers or poor quality of care. (2) Internal Provision – under-developed approaches to QA leading to poor quality of care and practice. (3) ineffective identification of safeguarding risks to individuals and ineffective care & support put in place to mitigate those risks</p> <p>Consequence: Death / injury/harm to an individual or individuals arising from abuse and/or ineffective responses to safeguarding concerns, adverse publicity, complaints from residents and ombudsman.</p> <p>Risk Update: There is ongoing pressure in the system with a high number of people waiting for assessments services and reviews. Adult Social Care (ASC) services have continued to experience increased <u>demand</u> and some residents are presenting with more complex need including people at risk of, or experiencing homelessness. We have added additional resources and staffing, and this is helping reduce waiting lists however sustaining this reduction continues to be challenging. The service has completed a review of how ASC teams are structured and how well initial interactions with residents are working. This has helped ensure that the right capacity is in place and that resources are being used to maximum efficiency in response to the demand in communities. Management teams continue to prioritise safeguarding work and triage and RAG rate waiting lists to ensure that those with the most urgent need are waiting for the least time. The Safeguarding Adults Partnership Board continues to oversee the themes and learning from Safeguarding Adults Reviews. These statutory reviews are conducted in situations where people with care and support needs have died or come to significant harm and where there were concerns about how well agencies worked together to protect that person. Recent Reviews have identified themes about how well agencies are working together to safeguard people experiencing homelessness and the learning from these reviews are driving improvements in this area. The ASC Workforce Strategy will help mitigate recruitment and retention challenges across our own and commissioned services. This will focus initially on recruitment to the hardest to fill roles. In June 2024 the CQC announced their intention to carry out an inspection of ASC in Camden. This new inspection regime seeks assurance from Councils about how well they exercise their statutory duties under the Care Act 2014, with one safeguarding theme focussing on how we support residents who are at risk of harm or abuse. A self-assessment and set of evidence have been submitted ahead of the onsite visit in Nov 2024 and we expect the outcome of the inspection in early 2025. The risk exposure for the next twelve months is expected to remain high. Whilst we are working hard to mitigate safeguarding risks, the current financial, demand and workforce context in which we operate continues to be very challenging.</p>	<p>Current Score: L:4 I:4</p> <p>Target Score: L:2 I:4</p> <p>Gap to target: L:2 I:0</p>	<ol style="list-style-type: none"> 1. Camden continues to invest in Adult Social Care to improve the quality of services and to ensure that prevention and early intervention is prioritised 2. Oversight of the 5-year strategic plan is provided by the Supporting People Connecting Communities Board; ensuring that the strategic plan is being delivered and monitors all transformation projects and savings projects 3. Where people are waiting for care & support interventions we are regularly reviewing and reporting on waiting lists and taking a risk-based approach to prioritisation 4. We continue to work closely with health partners, in particular reviewing the safety of discharges from hospital settings 5. Staff resilience is monitored through staff supervision, our process is now more focussed on staff wellbeing with more frequent and informal contact. 6. The safeguarding inbox continues to be monitored daily to ensure that we are picking up trends or areas of concern with our providers, weekly safeguarding reports pick up trends, which are shared between operational and commissioning teams 7. Mandatory e-learning on Safeguarding Awareness 8. The Safeguarding Adults Board continues provide strategic direction and accountability for ensuring that statutory and non-statutory partners area aware of and fulfil their safeguarding duties and responsibilities 9. We are signed up to the Ethical Care Charter and are a London Living Wage employer 10. Contracts with external providers are awarded on a long-term basis, with a focus on building strategic partnerships to improve quality 11. Regular monitoring visits of care providers, and enhanced monitoring is put in place if there are quality concerns. Our suite of quality assurance documentation, including provider failure procedures, has recently been updated. 12. Monthly departmental Provider Oversight Board meetings and quarterly meetings with CQC to review the quality of providers and help to pro-actively identify issues 13. We have in place long term care and reablement providers which are geographically aligned with GP practices and our neighbourhood teams. 14. Quality Assurance Framework in place which is monitored by a monthly Quality Board and a Quality Action Group. There are twice-yearly external case file audits and monthly internal audits of safeguarding practice. 15. Deepened work on coproduction so that resident voice is embedded in everything that we do for a deeper understanding of how well we are safeguarding residents. 			
Action	Expected impact	Resources required	Owner	Due Date	Status
Deliver Adult Social Care Workforce Strategy	Reduce Likelihood	Staff	J. Mcgregor	Ongoing	In progress