

## **Appendix 1: SAB Deep-dives**

### **Adult Safeguarding and homelessness**

The ministerial letter of May 2024 sent to Directors of Adult Social Care, Housing & SAB Chairs made a series of recommendations for SABs to consider.

In order to respond to these recommendations, the H&F SAB completed a deep dive in September 2024, which provided assurance on the support available to people at risk of rough sleeping to secure appropriate accommodation as well as access to health and social care. Partners spoke with confidence about the range of services available and operational partnership cooperation to address complex presentations. This was for both for those experiencing rough sleeping as well as in-reach substance misuse services, social care, mental and physical health assessments within homeless accommodation provision in the borough. Areas of emerging risk (e.g. rise in rough sleeping caused by people leaving asylum accommodation, prison discharge) was also discussed with agencies agreeing next steps to mitigate these risks at a local level and escalate ongoing concerns via national channels. Our discussions also highlighted that pathways are in place to discuss high-risk concerns relating to rough sleepers, such as at the Street Population Action Group (SPAG).

Clare Dorning (Head of Homelessness Prevention and Assessment, LBHF) confirmed their active involvement with the SAB as a named lead for rough sleeping, reporting regularly on progress and challenges. They have also reported good partnership working across LBHF public health, housing and police in addressing risks for our vulnerable street population but welcomed a focus by the SAB due to heightened risks that would benefit from wider partnership support, including addressing needs for adults with no recourse to public funds and working with adults at risk due to synthetic substance misuse and severe self-neglect.

In terms of additional assurance mechanisms, it was also noted that the Homeless Health team are overseen by the NHS North West London Homeless Health Steering Group (including inclusion project outcomes) and report to the Health and Wellbeing Board. There is also a homeless health stakeholder group and plans to engage directly with experts by experience. In order to ensure that the SAB has an active presence in system-wide governance discussions, the SAB Chair now regularly attends the Community Safety Partnership (CSP), enabling stronger interface between SAB priorities and issues escalated to the CSP in respect of combatting drugs, anti-social behaviour, crime and domestic abuse. Neil Thurlow (AD Community Safety, LBHF) is also a committed member of the SAB.

To date, the SAB has not commissioned a SAR involving rough sleeping, but remain committed to considering this obligation if concerns arise regarding the death or serious harm of an adult at risk in the area. In addition, H&F public health have agreed to consider expansion of an existing review group for drug and alcohol related deaths to also include deaths of people on the homeless pathway. The SAB will receive reports on learning from those reviews and are committed to disseminating these.

SAB partners have also indicated a commitment to understand themes/ issues arising from high-risk concerns and 'near misses' as reported through the SPAG.

The SAB will continue to consider how we can support promotion of workforce safeguarding and legal literacy, including via workshop and bitesize learning sessions which will aim to provide support to frontline practice to address common pitfalls identified in SARs where homelessness, self-neglect, addiction and multiple disadvantages were themes. We will also seek to draw attention to online free resources such as [Homeless Link's knowledge hub](#) and [NRPF network](#).

### **Transitional Safeguarding**

In December 2025 SAB partners submitted information on responses to transitional safeguarding, which provided assurance that there are established mechanisms in place across CSC and ASC to encourage early transition planning with managerial oversight provided and clear governance.

This identified data sets which are currently utilised to understand the likely needs for young people at risk or requiring services to keep themselves safe, such as improved data dashboards used within Adult Social Care to monitor transitions to adulthood, to the Safeguarding Health Outcomes framework which local NHS trusts share with NHS North West London ICB. NHS West North London ICB also submits the Emergency Care Data Set to the CSP.

The CSP also plays a key role in transitional safeguarding and routinely gathers information from a range of key stakeholders including the Youth Crime Prevention Partnership, Local Safeguarding Children's Partnership (LSCP), Youth Council and corporate parenting board. Multi-agency risk panels (e.g., Cuckooing Panel and CMARAC) are also able to share data which inform understanding of risk levels. The CSP are also able to demonstrate direct engagement with young people, gathering information via the Gangs Violence and Exploitation Unit (GVEU) who complete assessments which capture young people's views on perceptions and feelings of safety. Clear links with the [Serious Violence Duty](#) were also identified.

Partners also shared positive examples of work with young adults who may be at risk, including example from CSP of a number of young people who have been working with the GVEU and engaged on a scheme called Rebel Records. Rebel Records is a music production company where young people undertake a 10-week course learning how to develop, record and produce music and, at the end of the course they perform their track(s). The impact of Redthread in acute settings was also highlighted, noted statistics on reduction of risk of further harm and support to manage risk of exploitation and plan for future.

It was agreed that moving forward, governance will sit with the LSCP, with any relevant themes for adult safeguarding to be reported to the H&F SAB as required.

## **Appendix 2: Partner Spotlight – Adult Social Care**

### **Safeguarding Improvements**

Following a peer review in 2023 one of the recommendations was a review of the Hammersmith & Fulham Adult Social Care safeguarding process. The recommendation included a review of system processes.

This review was commissioned in collaboration with Partners in Health and Care and undertaken by Making Connections in May 2024. Making Connections are a well-established training provider for safeguarding and the main safeguarding training provider for H&F.

The report was completed in May 2024 as a time limited piece of work to look at how H&F discharge our duty of Care under the 2014 Care Act with a particular focus on:

- Reviewing the current Safeguarding Standard Operating Procedure and drafting a new fit for purpose one
- Reviewing the current team structure, with a focus on roles and responsibilities
- Reviewing the local SAB in particular the multi-agency workflow and effectiveness of learning
- Auditing of Safeguarding cases

### ***Methodology***

Making Connections undertook 10 case audits to identify themes.

The following key themes were identified:

- Making Safeguarding Personal missing
- Poor communication between teams
- Triaging and decision-making needs improving
- Delay in triaging cases

Making Connections had the opportunity to view the SAB and subgroup ToR, and minutes. They further scrutinised policies and procedures and the SAB Development Day information pack.

### **Actions Taken Following the Report**

Following publication of the report, a safeguarding improvement plan was interpreted from the report and created by the safeguarding lead at pace.

The action plan contained a 3 phased approach to key changes needed across the service with priority actions that were rag rated, dated then tracked and scrutinised in the senior leadership meeting.

#### ***Standard Operating Procedures***

A new and clear Standard Operational Procedure for safeguarding was developed by the Principal Social Worker (PSW) and operational leads and went live in July 2024, this now sits in the staff resource portal after being socialised across the service in staff meetings.

#### ***Safeguarding Training Mandated***

All staff safeguarding training was mandated in March 2024.

#### ***Monthly Safeguarding Adults Managers (SAMs) Meeting***

The safeguarding lead runs monthly SAMs meetings to look at complex cases, potential SARs and showcase cases. This is well attended and is the opportunity to increase confidence in practice and decision making.

#### ***Further Audits***

The PSW undertook further deep dive audits in August 2024 to identify themes and to triangulate the learning; this was then linked to the workforce development plans.

#### ***Developing a Safeguarding Adult Managers (SAMS) checklist***

A SAMs checklist has been co-produced to ensure quality and identify gaps prior to any case closures.

#### ***Weekly Safeguarding Performance Meeting***

A weekly meeting has been set up by the safeguarding head of service to go through all open cases with managers to ensure clear understanding of data and action needed.

#### ***Safeguarding All Staff Conference***

Our first safeguarding conference was held in March 2025 and was well attended.

#### ***Introduced Key Performance Indicators for Safeguarding***

The indicators are included in the new audit cycle and monitored for compliance.

A further action has been to strengthen triaging which has been demonstrated in local data which shows an increase in the proportion of safeguarding concerns which proceed to enquiry.

## **Appendix 3: H&F SAB Workplan 2025/26**

### **Our key priorities**

The SAB is entering the final year of its three-year strategy with three key priority areas:

- Effective Systems and Processes
- Communication and Partnership
- Creating a culture of learning

(To find out more about how these areas were identified, take a look at our [2023-24 Strategic Plan](#)).

**2025/26 will focus on reviewing our impact.**



Our work plan for 2025/26 has therefore been developed with this focus in mind, whilst also being mindful of new emerging themes which require the attention of the SAB.

Priority 1

### **Effective systems and processes**

The SAB will:

- Undertake a review of responses to previous SAR recommendations to provide assurance on lessons learnt and approaches to embedding this in practice.
- Undertake a series of themed deep dive audits and data analysis, building on existing quality assurance frameworks and inviting greater input from wider partnership in order to provide strategic oversight.
  - Themes identified for 2025/26 include domestic abuse, training assurance and repeat referrals.

### *Measurements for success*

The SAB will:

- Be able to demonstrate quarterly reporting to SAB partners on the status of SAR action plans and review of recommendations.
- Be able to demonstrate regular updates to SAB on safeguarding activity and trends with clear action planning in response to findings.

#### Priority 2

### Creating a culture of learning

The SAB will:

- Host regular webinars, workshop or focus group discussions with frontline practitioners (wherever possible inviting input from experts by experience) to provide a forum for multi-agency discussions. Additional workshops will be scheduled to promote learning from Safeguarding Adults Reviews and H&F SAB audits upon conclusion of any process.
- Review the impact of previous resources introduced by SAB as part of strategic objectives, including multi-agency self-neglect guidance.

#### *Measurements for success*

The SAB will:

- Be able to evidence improved attendance at SAB led events.
- Be able to demonstrate impact of workshops, resources and other initiatives via completion of the lessons learnt template.

#### Priority 3

### Communication and partnership

The SAB will:

- Continue to develop the SAB website and produce SAB bulletin with aim that this be produced at least quarterly, with aim that our reach is extended.
- Prioritise development of resources and engagement opportunities for adults, carers, H&F residents and community sector organisations.

#### *Measurements for success*

The SAB will:

- Evidence increased engagement via web analytics.
- Demonstrate delivery of focused workshop, co-produced with community partners.

