

Newham Safeguarding Adults Board

Strategy and Delivery Plan 2023-2026



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Our Vision, Mission and Background

Our Newham Safeguarding Adults Board Vision

For all adults living and working in Newham to thrive, free from abuse or neglect.

Our Newham Safeguarding Adults Board Mission

- To work in partnership to ensure our adult safeguarding arrangements are effective and operating cohesively across Newham.
- To seek to address any inequities in access, experience, and outcome in our safeguarding arrangements, paying particular attention to our residents who are most vulnerable and marginalised.
- To take a strength-based approach, drawing on all our assets within Newham, co-creating and delivering improvements in adult safeguarding with our residents and front-line staff.



Background

The Newham Safeguarding Adults Board (NSAB) is a multi-agency partnership that oversees adult safeguarding within Newham. NSAB is represented by over 20 partners including the three statutory core members; Northeast London Integrated Care Board, the Metropolitan Police and Newham Local Authority, the lead member.

The Care Act 2014 sets out NSAB's statutory responsibilities, as follows:

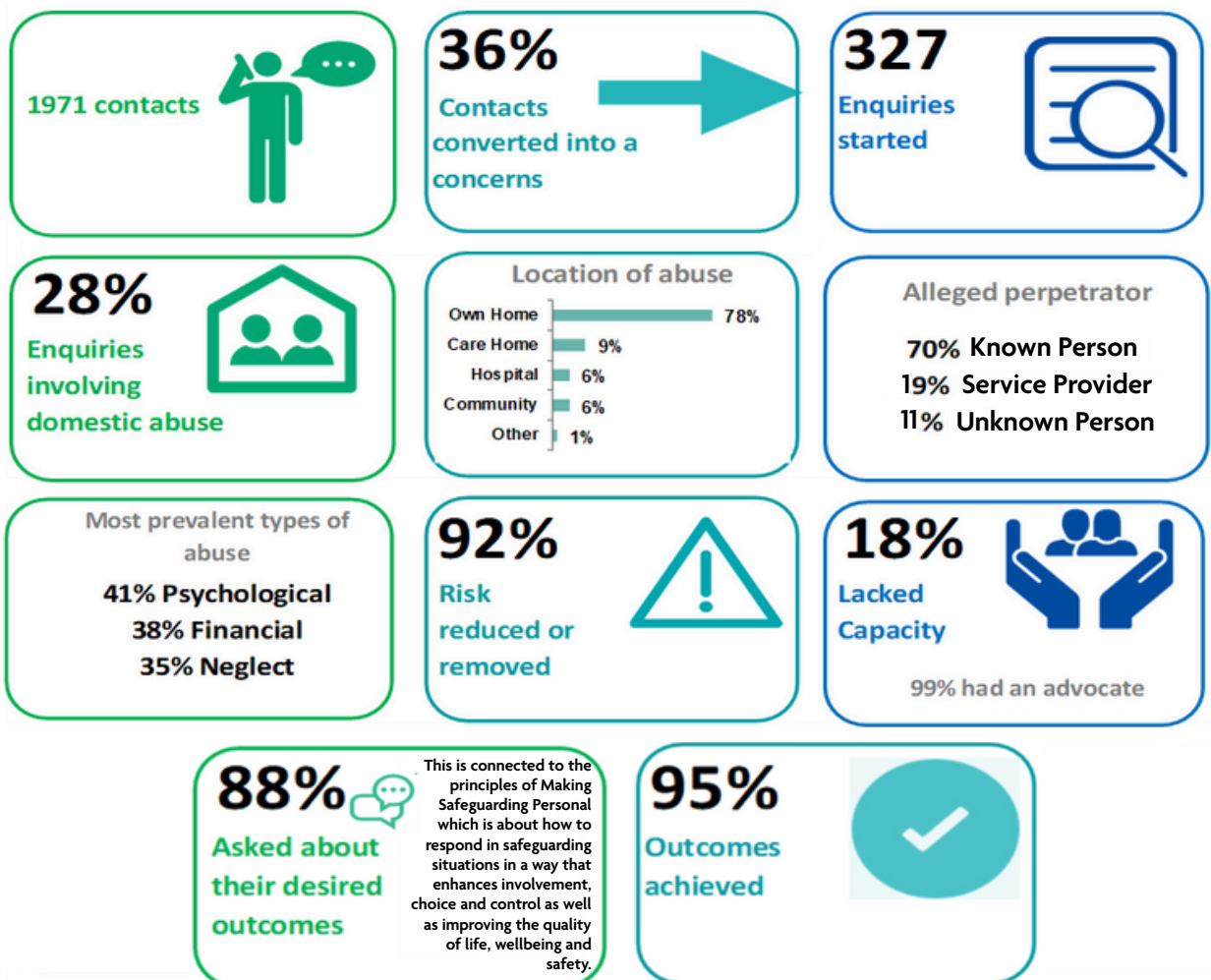
- Develop and publish a set of strategic priorities and plan setting out the work of the Board to safeguard adults within Newham
- Publish an annual report outlining progress against the priorities and achievements across the partnership
- Commission Safeguarding Adults Reviews (SARs) where serious cases meet the statutory threshold and there is learning that can be shared widely amongst partners.

Adult Safeguarding in Newham

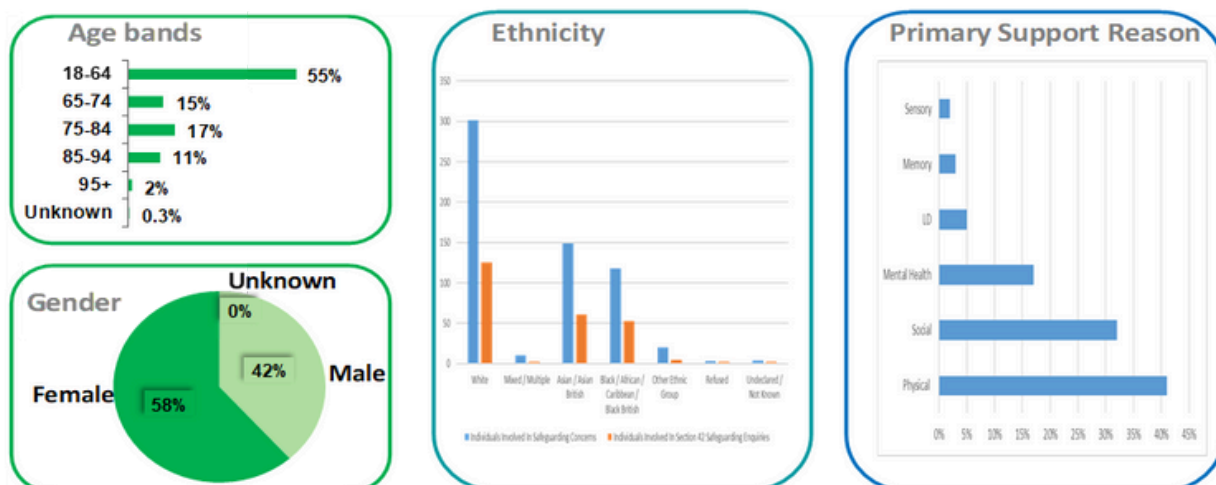
Newham is one of the most diverse boroughs in London with over 200 languages and dialects spoken. It is home to a wide range of communities and residents, each with a unique set of needs, assets, and challenges. The data below demonstrates the level and nature of safeguarding enquiries to Newham in 2024-25.



Newham Safeguarding Board April 2024 to March 2025



717
Individual people were the subject of a safeguarding concern in 2024/25



Engagement Undertaken By Healthwatch Newham And Our Strategic Priorities

Engagement undertaken by Healthwatch Newham found that some of our residents are:

- Often unaware of what safeguarding is
- Less likely to recognise potential safeguarding issues
- Uninformed about reporting mechanisms for safeguarding concerns.

Learning from our Safeguarding Adult Reviews (SARs) (Lilian SAR and Dhiren & Paul SAR) and equity quality improvement project has also highlighted inequities within our safeguarding arrangements. The Board is committed to tackling this and increasing our efforts to raise local awareness of safeguarding.

Strategic Priorities 2023-2026

Our current set of strategic priorities were identified in 2023. The [2023/2024 annual report](#) includes a review of work undertaken during that reporting period. The 2024/25 Annual Report is currently in development and will be published in the Summer/Autumn 2025.



Strategic Priorities 2023-26

Mental Capacity – to develop a culture where the diverse population have their human rights and are respected by professionals who in turn are supported to do this complex work by a system which acknowledges and responds to the complexities and uncertainties of Mental Capacity work.

Cuckooing - to work in collaboration with the Children's Safeguarding Partnership and the Community Safety Partnership to address the issue of cuckooing. To adopt a whole system approach with an aim of early intervention, which is based on clearly defined principles, multi-agency cooperation, existing learning, and data analysis, with mental capacity as a central consideration. To raise awareness of cuckooing in the community and with partnership organisations.

Self-neglect - to strike a balance between respecting peoples' wishes, but intervene early enough to keep them safe when we need to. We will work across the partnership to implement the learning and key findings from the multi-agency self-neglect audit.

All-age Exploitation - to work in collaboration with Children's Safeguarding Partnership to co-ordinate and drive forward multi-agency programmes and interventions in Newham which combat exploitation in all its forms e.g. financial abuse, modern slavery, sexual exploitation, criminal exploitation, and radicalisation.

An evaluation of progress against the strategic priority activities will be completed for the planning year 2025-2026. A partnership event with partners and residents will take place to agree actions necessary to embed the learning and consider analysis of our safeguarding data, learning from our past and current case reviews, national policies, and local risks to identify priorities for 2026-2029.

Some of the themes emerging through SAB discussions are:

- Safeguarding asylum seekers in contingency accommodation
- Housing support for adults at risk of abuse or neglect
- Multi-agency response to fire safety risks
- Safeguard residents with learning difficulties and disabilities
- Action to address the prevalence of psychological and financial abuse.

NSAB is an active partnership that works hard to safeguard residents within the individual organisations as well as through joint partnerships. We have come together to strengthen system wide safeguarding arrangements through economies of scale, collaborations across key priorities and agreements to multi-agency policies, practices, and ways of working.

We know we can leverage the strength of our partnership but there is more we can do to expand our multi-agency working and engage and enable our residents and frontline workers.

Barriers to progress we will have to navigate will come from increasing demand and challenges within our public services, workforce shortages and financial challenges for both our residents and our services. We will endeavour to mitigate this by taking a careful look at the available resources and seeking collective agreement as to how they might best be deployed to maximal benefit for our most vulnerable residents.

At the heart of this will be a strength-based approach that recognises the assets and opportunities within our communities and staff who deliver services on the frontline. By working together to ensure safeguarding is 'everyone's business' and 'making every resident contact count' we will seek to mobilise all available assets across Newham. Strong governance, an equity approach, enhanced partnership working and a focus on engagement and empowerment are the tenets by which Newham SAB will strive to improve outcomes and reduce inequity within adult safeguarding for our residents.

Making Safeguarding Personal

These key principles describe what good looks like for our residents and will guide our adult safeguarding work:

Empowerment:
‘I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens.’
Prevention
‘I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help.’
Proportionality
‘I am sure that the professionals will work in my interest, as I see them and they will only get involved as much as needed.’
Protection
‘I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want.’
Partnership
‘I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me.’
Accountability
‘I understand the role of everyone involved in my life and so do they.’

How will we hold ourselves accountable?

We have governance structures in place to oversee the work of the SAB and have a statutory duty to publish our priorities, planning, and achievements each year.

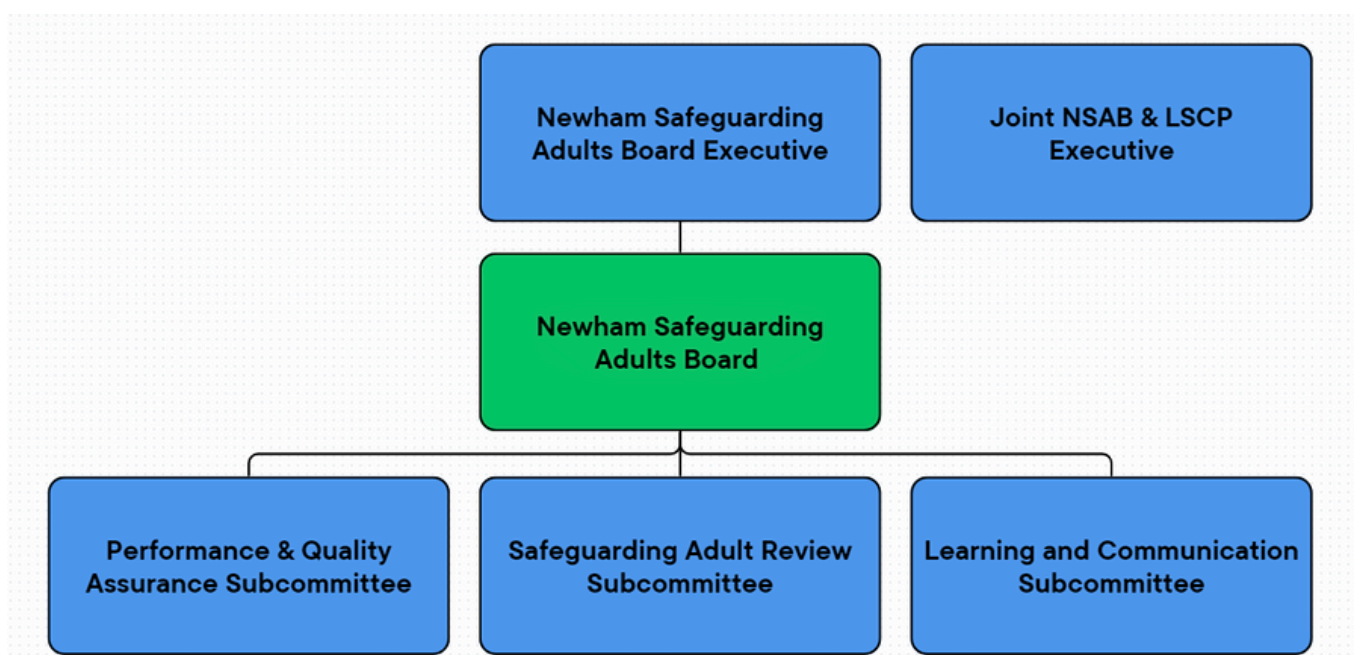
Operational delivery of the strategic plan is led by the SAB business unit in partnership with the SAB Partner representatives. The SAB business unit provides the necessary administration.

Collaboration and joint-strategic planning with the Children's Partnership and the Community Safety Partnership will take place through the joint chairs meeting.

A community engagement strategy is in development to also build in community and resident involvement in the SAB governance arrangements to ensure residents are co-partners in the decision-making and oversight.

Monitoring of the strategic plan is through Newham's SAB Executive with quarterly oversight and sign off the annual review of the plan by the NSAB. The strategic plan will be widely circulated to partners and published on the Newham Adult Safeguarding Webpage.

Presentation of the Annual Report, which sets out the work of the SAB, is an annual standing item on Newham's Health & Wellbeing Board and Health and Adult Social Care Scrutiny Commission, the latter of which the Independent Chair is invited to attend.



Delivery Plan 2025/2026

Following significant changes to the SAB leadership and restructuring and changes to the SAB business unit, the SAB is focused on two key objectives and will:

1) Continue work to deliver the existing strategic priorities 2023-2026

2) Transition to a new set of priorities and delivery plan for 2026-2029

The focus will include expanding the scope of our equity quality improvement project which, along with feedback from partners, will inform how we set our priorities for 2026-2029. Integral to this will be time spent listening to and working with residents, their advocates and voluntary sector organisations to hear their experiences and better understand what is important to them.

There are four underpinning themes to our strategic planning approach that will provide a strong foundation for our decision-making and delivery:

- Strengthening governance to support effective oversight
- Building and embedding an equity approach to better understand and address any disparities in access, experience and outcome for our residents
- Building on the strength of our partnerships to identify opportunities for enhanced multi-agency working to maximum effort across the system
- Making safeguarding personal through community and front-line staff engagement, awareness raising and empowerment.



Strategic Priority: Mental Capacity

Action and Working Group	Timescales	Progress /Outcomes
Strategic Priority: Mental Capacity: To develop a culture where diverse populations have their human rights respected by professionals who in turn are supported to do complex work that acknowledges the complexities and uncertainties of Mental Capacity.		
1) Set up a central repository via an electronic platform where policy templates, resources, audit tools, awareness videos about Mental Capacity Assessment (MCA)/Deprivation of Liberty safeguards (DoLS) can be shared to support organisations. MCA Priority Group	March 2026	Ongoing: MCA videos on ELFTs Learning Academy page of Social Work, accessible to all ELFT staff, including local authority seconded social work staff, not accessible to external staff. College of Policing's Authorised Professional Practice guidance outlines 'Police role applying the Mental Capacity Act 2005' www.college.police.uk/app/mental-health/mental-capacity
2) Engage with residents to better understand their experience of MCA/DoLS to inform a multi-agency approach to practice improvements MCA Priority Group	March 2026	Ongoing: Survey to public is under way.
3) Analysis of the issues associated with MCA and DoLS and its application. MCA Priority Group	March 2026	Ongoing: Review/ and or audit the effectiveness of MCA processes across the partnerships. Evidence (audit) that staff training is embedded in practice. Evidence procedures for scrutinising care plans to ensure that the least restrictive option is chosen to prevent any likely harm to the person using the service.
4) Embedding MCA into care and support planning across all specialist services/departments and work programmes. MCA Priority Group	March 2026	Ongoing: Obtaining assurance from partner organisations that MCA 'roles and responsibility' guides are in place Review existing frameworks and develop a quality assurance framework for partner organisations Identify what data is currently being collected regarding MCA and DoLS and how it is used to influence practice Develop a suite of templates and flowcharts that can be localised to support application and compliance of the Mental Capacity Act and DoLS

Action and Working Group	Timescales	Progress /Outcomes
		<p>Develop quality standards and supporting documents to help improve and increase compliance/competency of NHS Best Interest Assessor (BIA)</p> <p>Organisations to develop a competency framework for MCA Training for all levels of staffing (including children's services)</p> <p>Newham Learning & Communication SAB Sub-Group to support learning events both in Newham and across the NEL system.</p>
<p>5) Ensure that community DoLS applications are being made for any individuals in receipt of NHS Continuing Health Care funded care in own homes or tenancy-based accommodation that meet the criteria of a deprivation of liberty.</p> <p>MCA Priority Group</p>	<p>March 2026</p>	<p>Ongoing: Development of risk stratification template to use with residents that meet the criteria of a deprivation of liberty</p> <p>SAB Partner Organisations to undertake a Community DOL scoping exercise to identify numbers across the borough</p> <p>SAB Partner Organisations to work together on a legal tender process to support Community DOL Applications</p> <p>Develop a series of flow charts and structures to support SAB Partner Organisations in developing systems and processes related to community DOLS.</p>
<p>6) Supporting Children and Young people's Services around MCA compliance/DOL and in the absence of Liberty Protection Safeguards (LPS), with particular focus on addressing considerations needed when transitioning to adult services.</p> <p>MCA Priority Group</p>	<p>March 2026</p>	<p>Ongoing: Increase awareness of MCA and DOL across Children's Services across the region</p> <p>Develop a children's and young people's quality assurance framework</p> <p>Develop a dataset on Children & Young People from 14 who may need MCA or DOL consideration when transitioning to adult services - including young people who are care leavers.</p>

Strategic Priority: Self Neglect

Action and Working Group	Timescales	Progress /Outcomes
Strategic Priority: Self Neglect strikes a balance between respecting people's wishes and intervening early enough to keep them safe from neglect when we need to and work across the partnership to implement the learning and key findings from the multi-agency audit.		
7) Establish a multi-agency Self Neglect toolkit to include Policies, Practice guidance and procedures in line with guidance set out in the Pan-London Safeguarding Adults Policy Self-Neglect Priority Group	March 2026	Completed: Draft of self-neglect toolkit has been completed. Awaiting Presentation to SAB and sign off.
8) Develop and deliver an awareness raising campaign for partner organisations and the local community Self-Neglect Priority Group/L&C subgroup	March 2026	Ongoing: Learning event for front line staff is being planned via Learning and Communications subgroup.
9) Understanding our data and practice relating to self-neglect in the development a multi-agency toolkit on self-neglect. Self-Neglect Priority Group	March 2026	Completed: Draft of self-neglect toolkit has been completed. Awaiting Presentation to SAB and sign off.
10) Working strategically with partners and commissioners to develop an approach that considers self-neglect within commissioning and development. Create a SAB training programme that raise awareness and supports self-neglect training Self-Neglect Priority Group/L&C subgroup	March 2026	Completed: All procurements require providers to have Safeguarding Adults policies and procedures, including those related to self-neglect. Ongoing performance management, including incident auditing, monitors practice around this. Ongoing

Strategic Priority: All-Age Exploitation

Action and Working Group	Timescales	Progress /Outcomes
Strategic Priority: All-Age Exploitation - To work in collaboration with the Children's Safeguarding Partnership and Community Safety Partnership to coordinate and drive forward multi-agency programmes and interventions in Newham which combats exploitation in all its forms, financial abuse, modern day slavery, criminal exploitation, sexual exploitation, and radicalisation.		
11) Present the different elements of adult exploitation highlighting any gaps in safeguarding arrangements and opportunities for multiagency working. All-Age Exploitation Joint priority group Community Safety Partnership Modern Slavery	March 2026	Completed: Ongoing:
12) Work undertaken to address exploitation in sex work including gaps in safeguarding and opportunities for multiagency working. All-Age Exploitation Joint priority group, linking to the Newham Sex work strategy	March 2026	Completed: Public Health/ Newham Safety Partnership 5 year Sex work strategy co-created with residents and experts by experience, as well as multiple partners. Ongoing: Six weekly multi-agency partnership group overseeing delivery of the strategic action plan. Multi-agency Sex work high risk panel.
13) Aim to enhance compliance and proactive measures in supporting children, young people, and vulnerable populations, with a focus on addressing self-neglect, modern slavery, and exploitation through strategic partnerships, targeted training, and community awareness initiatives. Linking with the work of the Newham Safety Partnership on taking a strategic approach to Modern Slavery and with the work of the self neglect priority group	March 2026	Ongoing: Launch multilingual community awareness campaigns across platforms to educate diverse audiences. Provide specific information to landlords on identifying and preventing modern slavery. Conduct community engagement, including with faith groups with a focus on vulnerable populations to raise awareness about individual rights, available support services and how to seek help in cases of exploitation or trafficking.
14) Aim to ensure all suppliers, including schools registered with the council, comply with modern slavery standards through regular audits and to review and complete the modern slavery statement for 2024/25 detailing progress in eliminating modern slavery from Council supply chains. All-Age Exploitation Joint priority group Modern Slavery	March 2026	Ensure all suppliers, including schools registered with the council, comply with modern slavery standards through regular audits Review and complete the modern slavery statement for 2024/25

Action and Working Group	Timescales	Progress /Outcomes
<p>15) Continue, in partnership with the Newham Safety Partnership, monitoring data from the National Referral Mechanism and Police data on Modern Slavery Offences to identify trends and service gaps, determine high-risk locations and populations, and establish reporting mechanisms to support evidence-based decision-making.</p> <p>Community Safety Partnership Modern Slavery</p>	<p>March 2026</p>	<p>Ongoing: Analyse data on trends and risk factors to inform prevention strategies.</p> <p>Identify high-risk locations and populations through data analysis and community insights.</p> <p>Establish mechanisms for reporting and sharing data with stakeholders to support evidence-based decisions.</p>

Strategic Priority: Cuckooing

Action and Working Group	Timescales	Progress /Outcomes
<p>Strategic Priority: Cuckooing - To adopt a whole system approach which is based on 10-point plan, multi-agency working, early intervention, clearly defined principles, data analysis, existing learning, and best practice with mental capacity as a central consideration. To raise awareness with the local community and partner organisations</p>		
<p>16) Develop and deliver the 10-point Cuckooing strategic priority plan</p> <p>Cuckooing Joint priority group</p>	<p>March 2026</p>	<p>Ongoing: Plan in place and in progress with continuous development as taskforce group will start in July 2025.</p> <p>10-point plan includes raising community and professional awareness, preventative education for youth and adults, victim support, cross partner activities, quality assurance and data improvement, support and prosecution and training sessions.</p>
<p>17) Develop and deliver an awareness raising campaign for partner organisations and the local community.</p> <p>Cuckooing Joint priority group</p>	<p>Spring 2025</p>	<p>Completed: 7-minute briefing has been completed</p> <p>The SAB team, in partnership with the Police, are delivering monthly training sessions</p> <p>Ongoing: An operational Cuckooing panel is occurring monthly</p> <p>Raising public awareness to public is in the planning.</p>

Establish Robust Governance To Support Effective Oversight

Action and Working Group	Timescales	Progress /Outcomes
Establish Robust Governance to Support Effective Oversight - To ensure that safeguarding practices in Newham are both effective and accountable and there are robust governance structures in place.		
18) Review the SAB and subgroup Terms of Reference (ToRs) and establish clear roles and responsibilities for the SAB, the SAB BU and partners with clear lines of accountability for the delivery of SAB operational delivery and safeguarding outcomes. Business Manager	Autumn 2025	Ongoing In progress - there is a timeline for reviewing the TORs of all priority groups and sub-groups
19) Review and embed robust governance structures. Business Manager	Winter 2025	Ongoing: Governance structures are regularly reviewed, and further work is underway to strengthen internal SAB operational processes.
20 a) Reviewed compliance and effectiveness of LBN end to end safeguarding arrangements. 20 b) Establish a schedule of presentations by SAB partners of their end to end safeguarding arrangements for the SAB Forward Plan 20 c) Establish systems to regularly monitor the effectiveness of safeguarding practices, including quarterly reporting of key safeguarding metrics.	Winter 2024 2025/2026 Summer 2025	Completed: A report setting out the escalation arrangements within the serious case referral process has been received by the SAB Spring 2025. Ongoing: there is a SAB forward plan and SAB partners already provide presentations and written reports to the SAB regarding their safeguarding arrangements; however further presentations providing updates relating to end to end safeguarding arrangements will be planned throughout 2025-2026. SAB dashboard in place.

Making Safeguarding Personal through Community and front-line staff Engagement, Insight, and Empowerment

Action and Working Group	Timescales	Progress /Outcomes
Making Safeguarding Personal through Community and front-line staff Engagement, Insight, and Empowerment Central to effective safeguarding is the principle of making safeguarding personal (MSP) - ensuring that individuals at risk are at the heart of the safeguarding process.		
24) Develop a Community Engagement strategy to ensure the resident voice is an integral part of our insight, decision-making and oversight Business Manager	2025/2026	Ongoing: It is anticipated that this will be in place by the end of 2025 as part of the development of the strategic priorities
25) Organise a series of engagement activities i.e. Dissemination of 7-minute briefings to increase awareness across a range of adult safeguarding matters L&C subgroup	2025/2026	Ongoing: 7-minute briefings have already been developed particularly for some of the historical SARS.

Build and Embed an Equity Approach to Safeguarding

Action and Working Group	Timescales	Progress /Outcomes
Build and Embed an Equity Approach to Safeguarding Newham's diverse population requires a safeguarding approach that seeks to identify and actively addresses any inequities.		
26) Regularly assess safeguarding data (including demographic data on ethnicity, disability, age, gender, and other protected characteristics) to identify which groups are most at risk or suffering neglect and whether safeguarding interventions are effectively reaching all sections of the community. Equity QI working Group/PQA Subgroup	Spring 2025	Completed: Public Health has produced a comprehensive report in relation to the identified data which has been presented to the SAB. Ongoing: The Equity group is now working on further actions to progress this, including monthly progress meetings, a new TOR has and action plan.
27) Use learning from previous SARs and multi-agency audits to identify systemic gaps in safeguarding provision, particularly those affecting marginalised communities. Equity QI working group/ SAR Subgroup	2025/2026	Ongoing: The LBN Practice Improvement Board will be part of the Equity working group and will use learning from SARS and the community residents survey. Work will also take place in conjunction with our voluntary partners e.g. (Healthwatch Newham)
28) Raise awareness of safeguarding disparities with residents, their advocates and voluntary sector organisations and the referring groups – including professionals in various NHS settings, Police, Communities, and families. Equity QI working group/ L&C Subgroup	2025/2026	Ongoing: Equity QI project work (see Action point 27).
29) Undertake a series of conversations and workshops to improve understanding of what risks and harm look like for vulnerable adults in Newham at risk of or needing safeguarding, highlighting groups particularly affected by inequities. Equity QI working group/ L&C Subgroup	2025	Ongoing: Due to start from summer 2025 onwards
30) With families and carers, focus on what help is needed, sharing what is available and what to do if they are worried about someone – enabling them through sighting and better understanding of how to navigate the referral pathways and processes. Equity QI working group/ L&C Subgroup	2025	Ongoing: A community resident's survey has been produced and is currently awaiting response- deadline 20th June 2025.- https://forms.office.com/e/gdMsnmFNvs The responses will be collated, and this will inform the work of the SAB in particular setting up a Community Engagement approach.
31) Undertake a detailed exploration of the outcomes of referrals by age, sex, ethnicity. Business Manager/LBN Public Health team	2025	Ongoing

Identifying and Strengthening Strategic Partnerships and Multi-agency working and Transition to a New Set of Priorities and 3-year strategy 2026-2029

Action and Working Group	Timescales	Progress /Outcomes
Identifying and Strengthening Strategic Partnerships and Multi-agency working and Transition to a New Set of Priorities and 3-year strategy 2026-2029 Effective safeguarding relies on strong collaboration between agencies and partners.		
32 a) Undertake a review of partnership working (SAPAT1) Business Manager		Completed: 2025 SAPAT has been completed. The learning has been used in the away day. It will also be used in the annual report and to inform the next iteration of the strategic plan. https://forms.office.com/e/5057XybxQn
32 b) Undertake a review of Resident views (SAPAT2) Business Manager		2025 SAPAT in progress- see action 31.
32 c) Organise a partnership event (away day) to explore opportunities for multi-agency working. Business Manager		Partnership away day took place on May 20th 2025.
32 d) Present the analysis of our safeguarding data, learning from our past and current case reviews, national policies, and local risks to identify the priorities for 2026-2029. Business Manager		Ongoing: There is ongoing work in relation to safeguarding data that is reported. The strategic safeguarding team lead on this and their data analysis is included in the SAB annual report.

