



Calderdale Safeguarding Adults Board

**Annual Report
2024 to 2025**



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1. Foreword from the Independent Chair – Marianne Huison

As Independent Chair of Calderdale Safeguarding Adults Board I am delighted to share with you this Annual Report.

Against a challenging backdrop the Safeguarding Partners in Calderdale have continued to work effectively together and have delivered timely and effective safeguarding responses.

The Board is committed to embedding the voice of adults at risk, carers, and communities in shaping safeguarding policy and practice. Strong leadership and multi-agency collaboration underpin all activity, helping to reduce duplication and make the best use of resources.

The Board also prioritises learning, workforce confidence, and the use of evidence to prevent harm, share knowledge, and respond proactively to emerging risks, ensuring adults at risk remain at the centre of safeguarding decisions.

This comprehensive report details the work of the Board as well as the impact this has made in improving safeguarding practice and quality of life for adults who require our care and support in Calderdale.

M.R. Huison

Marianne Huison,
Independent Chair
Calderdale Safeguarding Adult Board



2. Strategic Objectives

The Calderdale Safeguarding Adults Board focuses on ensuring effective safeguarding arrangements, embedding the voice of adults at risk and carers, and strengthening multi-agency leadership and collaboration. The Board prioritises learning, workforce confidence, and evidence-informed practice to prevent harm, respond to emerging risks, and keep adults at risk at the centre of all safeguarding activity.

CSAB Vision

The Vision for the Calderdale Safeguarding Adults Board (CSAB) has been coproduced with members of the CSAB. Our Vision is for the Borough of Calderdale to be **kind and resilient**; a **safe place to live** for all its citizens, regardless of their circumstances.

We want to **hear the voices that were unheard in the past** and ensure all Citizens of Calderdale, irrespective of age, race, gender, religion, disability or sexual orientation live in a community that protects their rights and freedoms and allows them to live a '**larger life**', **free from abuse and neglect**, and the fear of abuse and neglect.

We want all our Citizens to **realise their potential** and **live a life full of hope**.

CSAB Strategic Objectives

1. **Provide Assurance and Accountability** – Ensure effective safeguarding arrangements are in place across Calderdale by holding partners to account, providing constructive challenge, and monitoring timely, proportionate responses to concerns.
2. **Embed Co-Production and Voice** – Involve adults at risk, their carers, families, and communities in shaping safeguarding policy, practice, and service delivery, ensuring their experiences and perspectives influence decision-making.
3. **Strengthen Leadership and Partnership** – Provide clear executive leadership, foster strong relationships across partnerships, promote integrated working, and reduce duplication to make the best use of resources.
4. **Promote Learning and Workforce Confidence** – Support knowledge sharing, reflective practice, and access to learning so that all those working and volunteering with adults at risk are confident in their safeguarding roles and responsibilities.
5. **Use Evidence to Inform Action** – Analyse data, themes, and trends to tailor safeguarding activity, target interventions, and identify emerging risks for adults at risk.
6. **Prioritise Prevention and Safe Information Sharing** – Share relevant information appropriately to prevent abuse, while maintaining confidentiality, ensuring the person remains central to safeguarding decisions.
7. **Enhance Early, Multi-Agency Intervention** – Ensure the right people are involved at the right time, using expertise to prevent harm, achieve the best outcomes, and reduce duplication across pressured systems.

3. Calderdale Context

Calderdale presents a distinctive demographic and socioeconomic profile with direct implications for safeguarding, service planning, and provision. While geographically large and largely rural, the borough has a relatively small population of around 208,700 residents.

Its age profile shows fewer younger adults compared to national averages but a growing proportion of older people — the 75+ population is projected to rise by about 24% between 2022 and 2032, and the 85+ group by about 41% over the same period; the 85+ population has already risen roughly 9% between 2011 and 2021.

Calderdale also has higher levels of disability, with 28.4% of working-age residents reporting a work-limiting or core disability, compared to 24.8% nationally. The borough is predominantly White British (82.7%) but has an increasingly diverse younger population, particularly among children of Asian heritage.

Socioeconomic deprivation remains a significant challenge: 14.9% of the population are income deprived, and life expectancy is lower than the England average, with a gap of more than 10 years for men and 9 years for women between the most and least deprived areas.

These trends present clear safeguarding challenges: an ageing population increasing demand for care and support, persistent health inequalities requiring targeted intervention, greater cultural diversity in younger generations calling for inclusive practice, and rising disability levels among working-age adults requiring sustained support. Together, these pressures mean that social care, health, and safeguarding systems in Calderdale must continue to adapt to meet both current and future need.



4. Calderdale Safeguarding Adult Board Executive Summary

Key Achievements and Strengths

- **Safeguarding Adult Reviews (SARs):** Two SARs were commissioned this year, with emerging learning already influencing practice in areas such as transitions, mental health, self-neglect, and multi-agency collaboration. The Board continues to embed lessons from previous SARs through guidance, training, and challenge events.
- The **Thresholds Guidance** introduced in October 2024 is having a positive impact, with a reduction in overall safeguarding referrals and a higher proportion meeting Section 42 criteria, demonstrating more targeted and proportionate safeguarding activity.
- There has been a reduction in concerns originating from care homes, with an increase in community-based concerns, supporting the identification of adults who may otherwise be “hidden from sight.”
- Concluded S42 enquiries show that **87% of risks have been reduced or removed**, reflecting effective safeguarding practice across the partnership.
- The Board continues to **triangulate** data from audits, frontline feedback, SAR learning, and adult/family engagement to provide robust assurance of safeguarding arrangements.
- **Safeguarding Adults Week 2024:** A virtual SAR Conference and launch of the Thresholds Guidance document enhanced practitioner understanding of safeguarding processes and thematic learning, promoting reflective practice and multi-agency collaboration.
- **Care Home and Domiciliary Care Feedback:** Surveys highlight strong safeguarding culture, confidence in reporting, and widespread training. Leadership support and use of learning reviews underpin effective practice. Community-focused approaches and clear escalation pathways were noted as strengths.
- **Engagement and Co-Production:** Feedback from carers, community groups, and individuals demonstrates high awareness of safeguarding, willingness to engage in education, and insight into barriers such as cultural differences, language, stigma, and systemic gaps. These insights will inform the **CSAB Strategic Plan 2025–28**.
- **CQC inspection preparation:** The Board supported the Local Authority’s preparations for the Care Quality Commission (CQC) assessment, contributing to document collation, quality assurance, case tracking, staff and partner briefings, and post-inspection improvement planning. This strengthened assurance around how effectively adults are safeguarded and statutory duties are met.
- **Performance assurance:** The Board strengthened its performance assurance framework, refining indicators to better track advocacy, asylum seekers, and deprivation, ensuring reporting remains meaningful and aligned with strategic priorities.

Key Areas for Development

- Clarifying threshold guidance and improving practical, real-life training across care settings.
- Strengthening multi-agency communication, feedback loops, and responsiveness to reported concerns.
- Continuing to embed SAR learning into practice and monitoring impact on frontline services.
- Addressing barriers identified by communities and carers, including discrimination, stigma, and preventive safeguarding interventions.
- Advocacy provision for adults at risk requires improvement, with a reduction in the proportion of adults receiving advocacy support in Q4 24/25.
- Timeliness of safeguarding responses, particularly for complex community-based referrals, remains a challenge due to case complexity.
- Data gaps persist in areas such as ethnicity, Right Care Right Person reporting, and there is more to be done to record and report on people who have complex lives.
- Monitor and seek assurance about consistent application of the Waiting Well framework, with improved recording of risk prioritisation and contact with adults awaiting services.

Next Steps

- Continue to roll out SAR learning, Thresholds Guidance, and multi-agency training.
- Conduct challenge events to assess how well learning has been embedded in practice.
- Strengthen engagement and co-production with communities and carers to ensure strategic priorities reflect lived experience.
- Monitor and report on progress in care homes, domiciliary care, and multi-agency practice to evidence measurable impact and improved outcomes for adults at risk.
- Maintain triangulated assurance through audit, feedback from adults, families, and practitioners, and learning from SARs to inform targeted improvement and maintain adults at the centre of safeguarding.
- Support Adult Services and Wellbeing in responding to CQC findings and ensure learning from inspection is embedded into safeguarding practice and improvement planning.



5. The Effectiveness of Calderdale Safeguarding Adults Board

Summary of Governance, Activity and Impact

The Calderdale Safeguarding Adults Board (SAB) continues to operate with a strong and active governance structure. Subgroups covering Business, Safeguarding Adults Reviews (SAR), Learning & Improvement, Performance & Quality Assurance, and Engagement, alongside task-and-finish groups, have provided a clear framework for delivering the Board's priorities. Statutory partners remain fully engaged, with regular oversight via the Safeguarding Adult Board and annual reporting ensuring transparency and accountability.

The Annual Report sets out the achievements of 2024- 25 and outlines ambitions for the year ahead, with activities aligned to statutory safeguarding duties. The current strategic plan (2021–24) will reach the end of its term this year, and work is underway to refresh and develop a plan for 2025 onwards with SAB Members, front line staff, adults, and seldom heard communities in Calderdale.

Partnership working remains a strength, reinforced by joint initiatives with the Safeguarding Children Partnership, particularly around transitional safeguarding. Nonetheless, learning from SARs has highlighted areas for development, particularly in relation to multi-agency risk management and consistent responses to self-neglect.

The Board has maintained a strong focus on learning and improvement. Over the past year, three SARs were completed, with two more commissioned. These reviews were made supported by briefing materials to ensure learning was shared widely. As a result, improvements have been made to self-neglect guidance and risk-awareness training, with positive feedback received from practitioners.

Performance Assurance data has shown that the thresholds guidance implementation has allowed progress. There has been a real reduction in the number of Safeguarding Concerns and S42 Enquiries reported because the reporting process for services has been more well managed. The number of Safeguarding Concerns and S42 Enquiries raised from Care Homes, especially Nursing Homes, has reduced and the number from people residing in their Own Homes has increased. This is a positive reflection of the impact and outcomes of the good usage of the Thresholds Guidance.

Quality assurance activity has shown progress in key areas. Training attendance has risen again following the previous year when it more than doubled, with a significant increase in e-learning completions. New multi-agency safeguarding procedures were introduced, and safeguarding response times have improved. Further work is being done to improve how the Board assesses longer-term outcome-based impact through performance information and audit.

Overall, there is clear evidence of measurable outcomes over the past year, including increased training uptake, enhanced safeguarding procedures, faster responses, and a robust SAR process generating learning for partners. The longer-term challenge remains to evidence sustained improvements in safeguarding quality, public confidence, and the reduction of harm and abuse within the community.



SAB Members

The Partner organisations who contribute to the Safeguarding Adult Board are:

- Calderdale Metropolitan Borough Council:
 - [Adult Services and Wellbeing](#)
 - [Community Safety and Domestic Abuse](#)
 - [Public Health](#)
 - [Housing](#)
 - [Customer Services](#)
- [West Yorkshire Integrated Care Board - Calderdale Cares Partnership](#)
- [West Yorkshire Police – Calderdale District](#)
- [Calderdale and Huddersfield Foundation Trust](#)
- [South West Yorkshire Partnership Foundation Trust](#)
- [Together Housing](#)
- [West Yorkshire Fire and Rescue Service](#)
- [WomensCentre Ltd](#)
- [Voluntary & Community \(VAC\)](#)
- [Probation Service](#)
- [Department for Work and Pensions](#)
- [Healthwatch UK \(Calderdale\)](#)



6. Engagement with Adults, Families and Communities

Engagement and Co-Production with Seldom Heard Communities

During 2024–25, Calderdale Safeguarding Adults Board strengthened its focus on engagement and co-production, gathering insights from carers, community groups, and individuals across Calderdale. Key partners included Calderdale Carers Count, Sukoon, St Augustine’s Centre, the Halifax Society for the Blind, Light Up Black and African Heritage Society, and Healthy Minds. The aim was to capture lived experiences, concerns, and perspectives, particularly where safeguarding intersects with mental health, cultural norms, caregiving, and systemic barriers.

Strengths and Positive Practice

- **Community awareness and education:** Some communities, such as Age UK Calderdale, demonstrated strong understanding of safeguarding processes and reporting pathways.
- **Trusted community spaces:** Centres like St Augustine’s provide safe environments where people can seek advice, support, and early intervention.
- **Growing willingness to engage:** Communities expressed enthusiasm for awareness-raising activities, safeguarding education, and co-produced initiatives.

Key Themes and Challenges

- **Safety and vulnerability:** Concerns about public space hazards, harassment, and transport safety were raised, affecting confidence and access to services.
- **Mental health and domestic abuse:** Carers and community members highlighted reactive rather than preventative responses, and the emotional toll on carers.
- **Reporting and access:** Awareness of reporting mechanisms varied, some experienced confusion or fear due to language, culture, or immigration status.
- **Financial and social exploitation:** Poverty, food insecurity, and exploitation (including by landlords) were significant safeguarding concerns.
- **Discrimination and stigma:** Racism, mental health stigma, and undervaluing of carers’ insights created barriers to help-seeking.
- **Service delivery gaps:** Delays in healthcare, inadequate professional support, and lack of preventive interventions were reported across multiple groups.

Impact & Next Steps

- Insights from carers, community groups, and individuals have highlighted strengths, gaps, and barriers in safeguarding practice across Calderdale.
- Engagement has reinforced the importance of co-production, community-led awareness, and culturally responsive safeguarding approaches.
- Feedback has informed the development of the **CSAB Strategic Plan 2025–2028**, ensuring future priorities reflect lived experience and community needs.
- Next steps include continuing engagement activities, embedding learning into professional training and guidance, and strengthening reporting pathways and preventive safeguarding measures.

Care Home Safeguarding Survey 2024–25

Calderdale Safeguarding Adults Board gathered feedback from frontline staff, managers, and safeguarding leads across the care home sector to understand how safeguarding policies and threshold guidance are understood and applied in practice.

Key Strengths

- **Confidence in raising concerns:** Staff and safeguarding leads reported feeling confident in identifying and reporting safeguarding issues, reflecting a strong safeguarding culture.
- **Training and learning:** Safeguarding training is widely received and actively promoted by managers. Teams regularly use learning from past safeguarding cases to inform practice, policies, and training.
- **Supportive environment:** Leadership support is consistently reported when concerns are raised, fostering a culture of safety and accountability.
- **Policy awareness:** Most staff across roles are aware of and able to access internal safeguarding policies.

Areas for Development

- **Threshold guidance:** Some staff and managers reported uncertainty about what constitutes a safeguarding concern, particularly in borderline cases.
- **Practical training:** There is demand for real-life case studies, simplified guidance, and practical tools to support decision-making.
- **Multi-agency communication:** Managers highlighted challenges in receiving timely feedback and coordination from hospitals, GPs, and other external agencies.
- **Time and capacity constraints:** High workloads can impede prompt reporting and escalation of safeguarding concerns.
- **Policy access consistency:** While safeguarding leads are generally confident in policy access, some staff experience difficulty, indicating a need for clearer dissemination.

Strategic Implications

The findings demonstrate a strong foundation of safeguarding awareness and practice across Calderdale care homes, while highlighting opportunities to improve guidance clarity, practical training, and multi-agency communication. These insights will inform targeted Board support, training initiatives, and updates to guidance to strengthen safeguarding practice in the sector.

Domiciliary Care Safeguarding Survey 2024–25

Calderdale Safeguarding Adults Board gathered feedback from frontline domiciliary care workers to understand how safeguarding policies, training, and threshold guidance are experienced in practice and to identify opportunities for improvement.

Key Strengths

- **Confidence in raising concerns:** Most staff reported feeling confident in identifying and escalating safeguarding issues, reflecting a strong safeguarding culture.
- **Training provision:** Safeguarding training is widespread, with nearly all staff having received formal training.
- **Managerial support:** Staff consistently reported feeling supported by managers when raising concerns.

- **Clarity of processes:** Most respondents find safeguarding reporting processes clear and easy to follow.

Areas for Development

- **Threshold guidance:** Around a quarter of staff indicated gaps in understanding or awareness of threshold guidance, highlighting the need for refresher training and accessible tools.
- **Practical support and training:** Staff expressed a desire for real-life case studies, interactive training, peer support, and clear written guidance to strengthen confidence in decision-making.
- **Policy usability:** Suggestions included simplifying language, producing accessible reference materials, and clarifying reporting processes.
- **Barriers and responsiveness:** Some staff described concerns that were not acted upon or dismissed, indicating gaps in follow-through, accountability, and cultural barriers to reporting.

Strategic Implications Impact & Next Steps – Care Homes and Domiciliary Care

The survey demonstrates a strong commitment to safeguarding among domiciliary care staff, while identifying areas for targeted support to enhance confidence, clarity, and responsiveness. The findings will inform the Board’s ongoing initiatives, including tailored training, practical tools, and strengthened feedback mechanisms to ensure concerns are effectively escalated and addressed.

Next steps:

- Deliver targeted training and interactive learning sessions incorporating real-life examples.
- Develop accessible guidance, toolkits, and visual aids to support day-to-day decision-making.
- Improve multi-agency communication and feedback mechanisms to strengthen responsiveness.
- Continue to monitor embedding of learning and improvements through audits, surveys, and challenge events.

7. Learning and Improvement Activity

7.1 Safeguarding Adult Reviews (SARs)

During 2024–25, the Board commissioned two Safeguarding Adult Reviews:

- A 19-year-old care leaver, where early learning points have primarily informed children’s services but remain of shared interest to CSAB given the transition into adulthood.
- A discretionary SAR, focusing on an adult with mental ill health and self-neglect, where emerging themes are already influencing practice.

Both reviews are ongoing and will be reported in detail once finalised. However, immediate learning has already been acted upon across agencies.

Impact & Next Steps

- New SARs commissioned in 2024–25 are already shaping practice, particularly around transitions, self-neglect, and mental health.

- Ongoing rollout of previous SAR learning continues to strengthen guidance, training, and multi-agency responses.
- Challenge events provide assurance on how well changes are embedded in frontline practice and identify any gaps.
- Next steps include monitoring SAR action plans, feeding systemic learning back to the SAB, and sharing relevant findings with the Domestic Abuse Strategic Group.



Safeguarding Adults Week 2024 – SAR Conference

As part of Safeguarding Adults Week 2024, CSAB hosted a full-day Safeguarding Adult Review (SAR) Conference in November 2024. Originally planned as an in-person event, it successfully moved online due to severe weather, attracting strong attendance from across the partnership.

The conference aimed to strengthen understanding of SARs — both the process and the thematic learning. Sessions covered local SARs (Mr E, Adult F, Adult G, and the Burnt Bridges thematic review) alongside national findings from the SAR Analysis Report. Presentations were delivered by review authors, senior practitioners, and the Independent Chair.

Key learning themes for practitioners included:

- Risk management, early identification, and effective information sharing
- Robust risk assessment and use of clear professional language
- The importance of multi-agency collaboration and escalation where needed
- Understanding trauma, dual diagnosis, self-neglect, and disguised compliance
- Mental capacity and the importance of engaging directly with the adult's voice
- Creating a culture of safety, reflective practice, and learning

The event provided space for reflection and group work, where participants recognised positive changes already embedded in practice, but also expressed frustration at recurring themes across SARs.

CSAB Response to SAR Learning - Impact & Next Steps

The Board has acted on SAR learning through updated and new multi-agency guidance, including:

- [Resolving-Professional-Disputes-and-Escalation-Procedure.pdf](#)
- [Working with Non-Engaged Adults Guidance](#)
- [Calderdale Multi-Agency Sexual Safety and Relationships Guidance](#)
- [Self Neglect Guidance](#)
- Domestic Abuse: updated [MARAC & DRAMM Terms of Reference](#) and process
- Launched new and updated multi-agency guidance to address recurring risks and practice gaps [Threshold Guidance for Safeguarding Adults at Risk](#)
- Strengthened practitioner knowledge and confidence in SAR processes and thematic learning.
- Provided a platform for honest reflection on barriers to embedding learning and sustaining change.
- Next steps include auditing the use of new guidance, reinforcing learning through supervision and training, and maintaining SAR learning as a standing feature of CSAB assurance activity.

7.2 The Impact of Learning & Improvement

Multi-Agency Training

The Multi-Agency Training statistics from April 2024 to March 2025 show another increase in both eLearning and face to face learning sessions. The training most frequently accessed align with those promoted by the CSAB, and are from learning from Reviews, from areas highlighted as needing improvement, from national drives and from local demand.

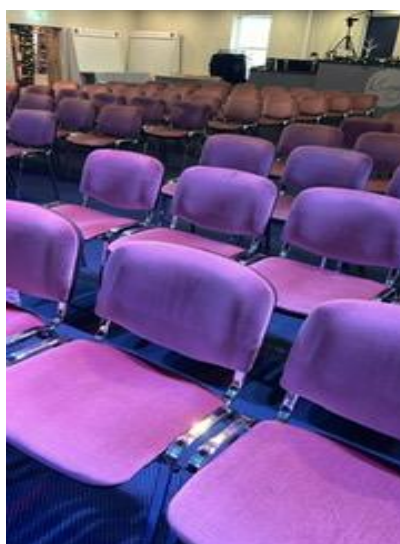
Some highlights from the year include:

Live Face to face Training

- Take up of live, Face to Face training session remains strong and increased by 6% from last year and 55% over the last 2 year. This year, 1576 places were filled,

The most popular courses were:-

- Prevent Series of Training
- Lunch and Learn (Learning from Reviews, SAR, CSPR and DHR)
- Threshold Guidance for Safeguarding Adults at Risk
- Fatherhood Institute series of briefings
- Working Together 2023 and 'Meet the Teams' (introductory sessions to introduce and understand the different early help and safeguarding services in Calderdale from across the multi-agency partnership)
- Trauma Informed practice - introduction
- Modern Slavery, Spiritualistic and Ritual Abuse (photo from this event preparation below).



e-Learning

Similarly, the take up of e Learning increased with a 14% increase this year. The most popular e-learning courses include Child & Adult Sexual Exploitation, Equality, Diversity and Inclusion, Basic safeguarding, radicalisation and extremism and the Mental Capacity Act.

Evaluation has shown that training has had a significant impact on practitioners, including:

- A greater willingness to remain open-minded about people's actions, while also considering more deeply the underlying reasons behind certain behaviours.
- An increased understanding that the focus is not on challenging individuals' beliefs, but on addressing the abuse they may be experiencing.
- A more trauma-informed approach, with practitioners thinking critically about how trauma may affect engagement, including non-attendance at appointments.
- Reinforcement of the message that effective communication is not just about sharing information—it must be understandable and clear across all agencies involved.
- A recognition that in order to provide effective support, it is essential to understand a person's background and history, as this significantly influences the success of interventions.
- A strong impact from the use of analogies to explain how behaviours are formed and reinforced in the brain, with practitioners expressing intent to apply this learning in their practice.

A specific conference held across the Yorkshire and Humber region for 'Improving Cultural Competency: Identifying and Addressing Barriers to Better Outcomes' had excellent take up with Calderdale having the most attendees.

There is a strong commitment to learning and continuous improvement in Calderdale. The CSAB has made significant efforts to ensure that training is meaningful and relevant, consistently linking it to learning from reviews, as well as findings from quality assurance processes and independent scrutiny that highlight areas for local development.

The Learning & Improvement Officer works with frontline managers and experts to develop local learning. This collaborative approach ensures that training, briefings, and toolkits developed by the CSAB are locally relevant and aligned with best practice. By working closely with frontline managers and subject matter experts, the Learning & Improvement Officer creates resources that reflect current safeguarding priorities, and incorporate emerging learning from serious case reviews, inspections, and sector developments. Having both online and face-to-face delivery makes training accessible and flexible, while maintaining opportunities for interactive discussion and shared problem-solving. As a result, professionals across the partnership are equipped with the knowledge, skills, and confidence to apply learning in their roles, ultimately strengthening safeguarding practice and improving outcomes for adults and communities in Calderdale.

Safeguarding Week - June 2024

Calderdale Safeguarding Week 2024 delivered 23 learning sessions to over 520 professionals across children's and adults' services, as part of the West Yorkshire programme. Sessions addressed topics

including exploitation, online safety, safeguarding in sport, Prevent, extremism, and managing allegations.

Evaluation showed increased practitioner confidence, knowledge, and curiosity, with improved team sharing of learning. Engagement was boosted through hybrid and online delivery, with website traffic more than doubling from 2023.

Impact: Strengthened workforce skills, improved collaboration, and wider reach.

Next steps: Enhance accessibility (e.g. recorded sessions), strengthen partner communication, and embed learning into practice.

Safeguarding Adults Week 2024

The Board aligned with the national programme led by the Ann Craft Trust, delivering events for practitioners, partners, and communities. Highlights included a SAR Conference sharing local and national learning, the launch of new Thresholds Guidance to support consistent decision-making, and targeted training on Prevent and self-neglect.

Impact: Increased practitioner awareness and confidence, strengthened consistency through Thresholds Guidance, and enhanced multi-agency learning from SARs.

Next steps: Embed the Thresholds Guidance through training and audit, and establish the SAR Conference as a regular feature.



Calderdale Leads the Way at Regional Safeguarding Conference: Improving Cultural Competency – Identifying and Addressing Barriers to Better Outcomes.

On 21 May 2025, safeguarding professionals from across Yorkshire and the Humber came together for the YHMAST regional conference: ***Improving Cultural Competency – Identifying and Addressing Barriers to Better Outcomes.***

The full-day online event brought together more than 343 professionals from 170+ organisations, exploring how race, culture, and identity shape safeguarding outcomes. Key sessions focused on tackling “colour-blind” practice, recognising racial bias in safeguarding decisions, and responding effectively to spiritual and ritual abuse.

We are proud to share that Calderdale had the highest level of regional engagement, with 134 local professionals registered to attend – reflecting our strong commitment to inclusive and equitable safeguarding practice.

Why it matters for Calderdale

- Our professionals are actively leading regional learning on cultural competency.
- Insights from the conference are already influencing local safeguarding training and practice.
- This engagement shows Calderdale’s determination to create services that are **culturally aware, anti-racist, and inclusive.**

“Cultural competency isn’t a one-off exercise – it’s an ongoing commitment. Calderdale’s strong presence at the conference demonstrates our dedication to putting this into practice.”

Next steps

Calderdale Safeguarding Adults Board will continue to build on this momentum by:

- Embedding conference learning into local safeguarding training.
- Supporting practitioners to challenge bias and reflect cultural diversity in practice.
- Sharing best practice with regional partners to strengthen safeguarding outcomes for all.



Safeguarding Workforce Development – Summary

In 2024–25, 22 partner organisations provided assurance on safeguarding workforce development. All confirmed staff access to training, with strong frameworks in health, local authority, probation, housing and voluntary sector. While compliance is generally robust, domestic abuse training remains inconsistent.

Next steps: broaden reporting to include agency-led training, focus assurance thematically (starting with domestic abuse), and provide regular updates to the SAB.



8. Performance and Quality Assurance

8.1 Data, Analysis, and the impact of the SAB

The Calderdale Safeguarding Adults Board independently monitors how effectively adults at risk are safeguarded across the borough. Our assessment triangulates multiple sources, including audit and quality assurance activity, feedback from adults and families, insights from frontline practitioners, and learning from Safeguarding Adults Reviews (SARs).

Following the introduction of the new Thresholds Guidance in October 2024, the number and profile of safeguarding concerns have shifted as intended. Referrals decreased from Quarter 3 to Quarter 4, while a higher proportion met Section 42 criteria, demonstrating more targeted and proportionate safeguarding activity. The proportion of concerns from care homes reduced, with a corresponding increase in concerns arising from people's own homes, supporting the aim of identifying adults who might otherwise be "hidden from sight." Concluded S42 enquiries show that 87% of risks were reduced or removed, indicating positive outcomes for adults at risk. The data demonstrates that the Thresholds Guidance is having a positive impact and will continue to be monitored.

Some areas require ongoing monitoring and action. Advocacy provision remains a concern, with a reduction in the number of adults receiving advocacy support in Q4 24/25; further work is underway to refine data collection and align with best practice from other local authorities. Changes in the Right Care, Right Person approach mean that some data cannot be directly compared to 23/24, and a presentation at the next Board meeting will provide additional context. Complex Lives data from MDT meetings shows that around 15–18% of cases reviewed require safeguarding referrals, highlighting the ongoing complexity of needs within the community.

The SAB has agreed refinements to future reporting, including improved indicators for advocacy, asylum seekers, complex lives, and socio-economic deprivation, to ensure the data remains meaningful and supports strategic priorities. This robust performance assurance approach provides the Board with confidence in safeguarding arrangements across Calderdale while identifying areas for targeted improvement to strengthen outcomes for adults at risk.

Impact and Next Steps

The introduction of the Thresholds Guidance has already had a demonstrable impact, leading to a more proportionate response to safeguarding concerns and better identification of adults who may otherwise have remained "hidden from sight." Positive outcomes are evidenced through high levels of risk reduction in concluded Section 42 enquiries.

However, challenges remain around advocacy provision, data consistency, and capturing the full complexity of people's lives. The SAB will therefore:

- Continue to monitor the impact of the Thresholds Guidance to ensure improvements are sustained.
- Strengthen oversight of advocacy provision, including improving data capture and learning from other local authorities.
- Receive further assurance on the *Right Care, Right Person* approach.
- Build on the *Complex Lives* insight, ensuring multi-agency responses are responsive to overlapping risks.

- Implement refined indicators in 2025/26 to provide richer analysis of safeguarding themes, including asylum seekers and socio-economic deprivation.

Through these actions, the SAB will maintain rigorous oversight, ensure learning is embedded, and drive improvements that deliver stronger safeguarding outcomes for adults across Calderdale.

8.2 Quality Assurance

Waiting Well Audit – Strategic Overview

The Calderdale Safeguarding Adults Board continues to assess how effectively services manage adults at risk who are waiting for support. The Waiting Well audit, undertaken in December 2024, highlighted opportunities to strengthen risk prioritisation and ensure consistent contact with adults awaiting services. Key findings included limited evidence on CIS of risk assessment and prioritisation, and inconsistencies between practitioner use of CIS and managerial recording on separate referral spreadsheets. The Waiting Well framework has since been updated (December 2024) to address these issues, and a repeat audit is planned for spring 2025 to assess how well the framework has been embedded and its impact on practice.

This work demonstrates the Board’s commitment to continuous quality assurance, identifying gaps in practice, and ensuring that adults at risk receive timely and appropriately prioritised safeguarding interventions.

Impact and Next Steps

The Waiting Well audit has already led to improvements, with the updated framework providing clearer expectations around risk prioritisation and consistent contact with adults awaiting services. This demonstrates the SAB’s role in driving quality assurance and prompting timely changes in practice.

Next steps will include:

- Repeating the audit in spring 2025 to assess how well the updated framework has been embedded.
- Monitoring evidence of risk prioritisation and contact recorded on the Adult Safeguarding System (CIS) to ensure consistency across practitioners and managers.
- Using audit findings to strengthen oversight and provide assurance that adults at risk receive safe, timely, and proportionate safeguarding responses.

8.3 Local Authority Assurance

In Quarter 4 2024/25, Calderdale Council underwent its CQC inspection assessing how effectively adults are supported, safeguarded, and how statutory duties under the Care Act are delivered. The SAB and its partners played an active role in preparing for this inspection, providing assurance and evidence of safeguarding practice across the partnership. This included sharing learning from Safeguarding Adults Reviews (SARs), recent audit activity, and performance data, as well as highlighting ongoing improvements such as the implementation of the new Thresholds Guidance.

9. SAB coordinating how professionals safeguard and support adults

Between **April 2023 and March 2024**, the **Calderdale Safeguarding Adults Board (CSAB)** focused on updating and introducing new procedures aimed at improving the safeguarding of adults in increasingly complex conditions. These procedures are designed to support professionals across **West Yorkshire (excluding Leeds), North Yorkshire, and York** in their collaborative efforts to protect adults, especially those impacted by challenges such as the rising cost of living, increasing mental health issues, and escalating substance use.

The primary objective of these procedures is to make safeguarding as **simple and effective** as possible, providing practitioners and managers with the necessary tools to achieve the best outcomes for vulnerable adults. The new and updated policies are aligned with both national and local changes, ensuring that professionals have clear, actionable guidance to support their work.

Significance of the Updates:

- **Adapting to New Challenges:** As conditions like the cost of living crisis, mental ill health, and substance abuse become more prevalent, the updated procedures ensure professionals are equipped to respond appropriately.
- **Collaborative Focus:** These procedures encourage **multi-agency collaboration**, ensuring that all professionals involved in safeguarding are on the same page, working together to prevent harm and respond effectively when needed.
- **National and Local Relevance:** By aligning with national changes, the procedures remain consistent with broader safeguarding frameworks while also addressing local needs specific to the region.

These updates emphasise the **commitment of the CSAB** to ensure that safeguarding practices are current, relevant, and effective in delivering positive outcomes for adults at risk in Calderdale and beyond.

9.1 Procedures

Between April 2024 and March 2025, a number of multi-agency procedures were implemented as new or updated following national or local changes. These procedures apply to all professionals working with adults across West Yorkshire (but not Leeds), North Yorkshire and York. A full list of the new or updated policies can be found in Appendix 2.

9.2 Local Guidance and Toolkits

This year in Calderdale, the SAB produced a 7-point Briefing on [Fabricated or Induced Illness](#) to help practitioners implement the new policy.

The [Large Scale Enquiry Policy and Protocol](#) for Calderdale was updated. This supports the multi-agency partnership in understanding and responding to concerns about Organisational abuse or neglect. This practice guidance sets out when a Large-Scale Enquiry should be considered, as well as general practice principles for Safeguarding Coordinators that will need to be applied with professional judgement and proportionality in light of the specific circumstances.

The [Calderdale Multi-Agency Self-Neglect Guidance and Risk Assessment Tool](#) was re-written in response to local learning from review and best practice to improve the wellbeing of the person and prevent serious injury or even death of individuals who appear to be self-neglecting.

[Guidance for Working with Non-Engaged Adults](#) has been written and launched in response to learning from local reviews and ensuring professionals have the best guidance to try to engage with people in the best way. Feedback from staff and managers, alongside the learning from reviews, highlights that engagement with adults is sometimes hard and prevents support and safeguarding activity. Therefore, the importance in producing this guidance was crucial to support professionals to engage with adults.

In response to the learning from Mr E Safeguarding Adult Review, the SAB has produced the [Multi-Agency Sexual Safety and Relationships Guidance](#) for Calderdale. The purpose of this guidance is to support staff and managers to understand what processes they need to have in place and how to respond where there has been an actual or alleged sexual safety incident or concerns about the appropriateness of a relationship. Providers, stakeholders, staff, people who use services, the police, and safeguarding teams need to work together on the approach to sexual incidents to make sure that concerns and allegations are taken seriously and given the attention and sensitivity they deserve.



9.3 Transitional Safeguarding

The Safeguarding Adults Board and the Calderdale Safeguarding Children Partnership continue to prioritise Transitional Safeguarding, recognising the heightened vulnerabilities of young people moving from childhood into adulthood. The 2024 Joint Development Day brought together 21 organisations to reflect on progress against the previously agreed Transitional Safeguarding Principles, share good practice, and consider emerging risks across health, social care, youth justice, and voluntary sector services.

Discussions highlighted positive developments in multi-agency coordination, including joint transition panels, early identification of needs, and personalised approaches for young people. Examples included strengthened pathways for neurodiverse young people, enhanced mental health and trauma-informed support, and targeted initiatives such as Young People's Violence Advocates and mentorship schemes. Agencies reported progress in embedding Transitional Safeguarding Principles into service delivery, aiming to ensure smoother, safer, and more supportive transitions to adulthood.

The development day also surfaced ongoing challenges, including resource pressures, gaps in adult services for neurodiverse and complex needs, and the need for more flexible, person-centred approaches. Emerging risks identified included rising mental health needs, domestic abuse, homelessness, exploitation, and people feeling unsafe in their communities.

The picture below shows the multi-agency Transitional Safeguarding Event at the Orangebox Young People's Centre in Halifax Town Centre.



Impact:

- Transitional Safeguarding practices in Calderdale are increasingly coordinated across child and adult services, with stronger communication, early planning, and multi-agency oversight.
- Pilot initiatives and tailored interventions are beginning to support young people more effectively, particularly in mental health, housing, and complex needs.
- Young people's perspectives are increasingly being considered in planning transitions.

Next Steps:

- Continue strengthening multi-agency collaboration, particularly through transition panels and Family Hubs, to ensure holistic support for young people aged 15–25.
- Address gaps in adult services, including neurodiversity, trauma-informed care, and mental health pathways, through targeted training and development.
- Promote flexibility and continuity of care, including maintaining relationships with key workers, mentorship, and life-skills support.
- Formalise networks of approved therapeutic providers and services to streamline pathways for care leavers and those with complex needs.
- Expand evidence-informed initiatives such as the Complex Lives Panel and other best-practice models across services.
- Maintain focus on embedding Transitional Safeguarding principles across all agencies, with continued monitoring, evaluation, and involvement of young people in shaping services.

While significant progress has been made, the partnership acknowledges that this remains a developing area of practice. Ongoing commitment and focused leadership will be essential to embed new ways of working and deliver improved outcomes for people in Calderdale.



10. Areas identified for increased focus during 2025 and beyond.

The Calderdale Safeguarding Adults Board (CSAB) has identified a number of priority areas for increased focus to ensure that safeguarding practice continues to improve and that adults in Calderdale are supported effectively and inclusively.

- **Monitoring the impact of the Thresholds Guidance:** Ongoing scrutiny of referral patterns, decision-making, and outcomes to ensure that the guidance continues to promote proportionate responses and identify adults who may be hidden from sight.
- **Development of a Multi-Agency Safeguarding Hub (MASH):** CSAB will support the partnership in establishing a robust MASH model to improve coordination, reduce duplication, and streamline safeguarding pathways.
- **Responding to CQC findings:** The SAB will work with the Local Authority and partners to support delivery against any recommendations arising from the CQC assurance process.
- **Embedding learning from SARs:** Continued oversight and independent scrutiny through challenge events, audit, and assurance processes to ensure that SAR learning translates into sustained practice change.
- **Transitions and adolescence risk:** Joint work with the CSCP will focus on implementing the *Risk and Vulnerability in Adolescence* strategy to secure safer transitions into adulthood, particularly for young people with complex needs.
- **Strengthening engagement and co-production:** Building on progress made with adults, families, carers, and frontline staff, with a focus on seldom heard communities, to triangulate performance data with lived experience.
- **Outcomes assurance:** Developing stronger measures of safeguarding effectiveness through data, audit, and feedback to ensure interventions deliver meaningful impacts and outcomes in people's lives.
- **Workforce development:** Promoting ambitious and targeted workforce strategies to equip practitioners with the skills and confidence needed to manage complexity and embed learning from reviews and audits.
- **Cultural competence and equality:** Strengthening awareness of diverse cultural values, tackling inequalities in access and outcomes, and embedding inclusive safeguarding practice across the partnership.
- **Partnership alignment and system pressures:** Maintaining close collaboration with other strategic boards to avoid duplication, maximise resources, and ensure safeguarding is resilient in the face of increasing demand and system pressures.

Through these areas of focus, CSAB will continue to drive improvement, promote accountability, and ensure that safeguarding in Calderdale is preventative, inclusive, and outcome-focused.

11. Conclusion

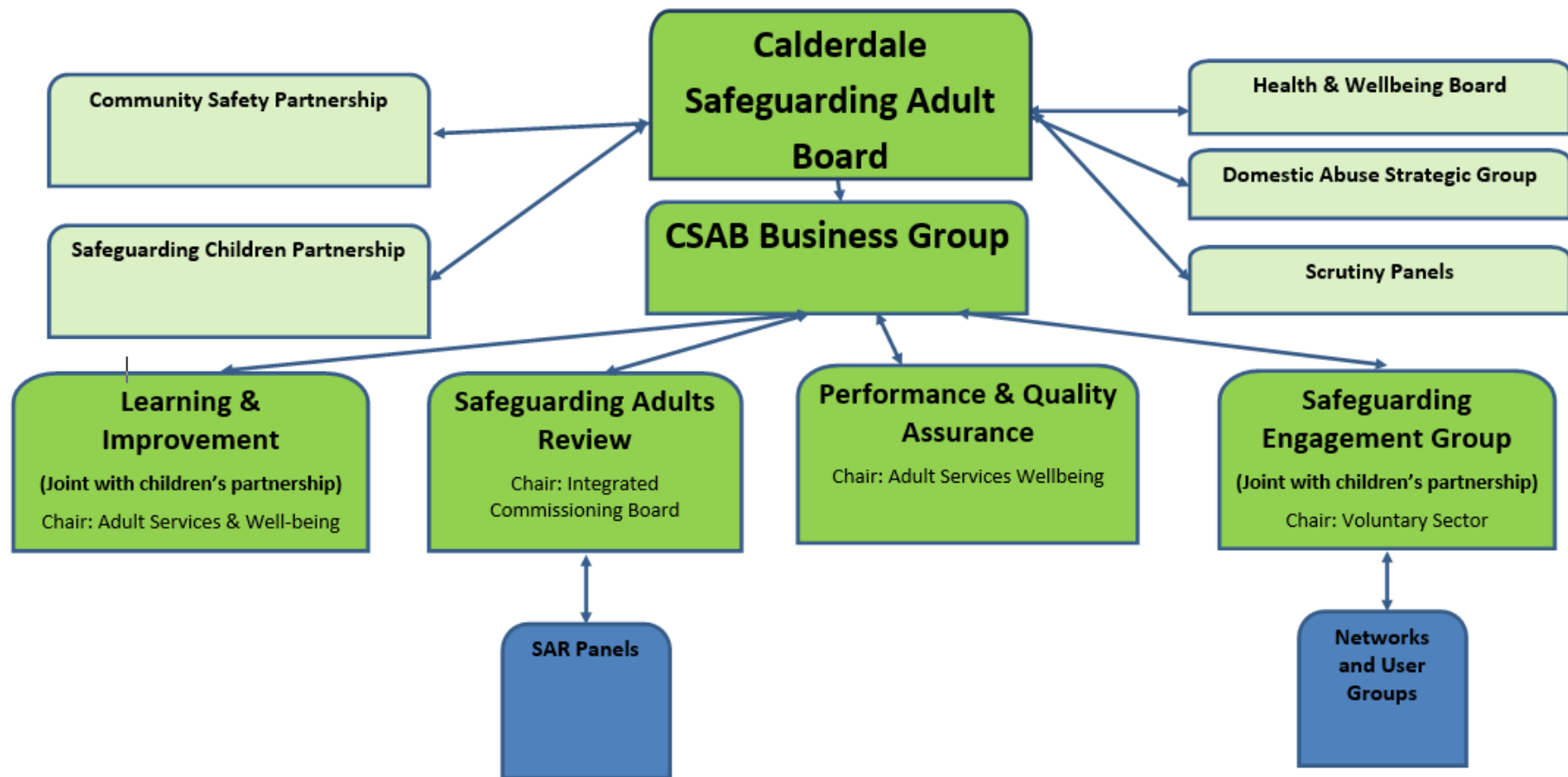
This year the Calderdale Safeguarding Adults Board has made real progress in strengthening how adults are safeguarded across the borough. The new Thresholds Guidance has improved consistency and brought greater focus to adults at risk in their own homes. We have continued to learn from Safeguarding Adults Reviews, listened closely to adults, carers and frontline staff, and used this feedback to shape our work.

Audits and performance monitoring have helped us identify what is working well and where we need to improve, including advocacy provision and making sure learning is fully embedded. We also supported Calderdale's preparations for the CQC inspection, helping provide assurance on safeguarding practice.

Looking ahead, our priorities include developing a Multi-Agency Safeguarding Hub, improving how we measure outcomes, strengthening cultural awareness, and ensuring safer transitions for young people entering adulthood. We remain committed to listening to local voices, working together with partners, and making sure adults in Calderdale are protected, supported and respected.



Appendix 1: Safeguarding Adult Board Structure Chart



Appendix 2 – Policies and Procedures Amended or Updated During the Year

March 2025 Amendments

- [Safeguarding Homeless Adults](#)- In March 2025, Section 3, Positive Practice was renamed Further Resources for Practice and additional resource links added.
- [Cuckooing \(Forced Home Invasion\)](#)- In March 2025, Section 5, Related Chapters was updated to include a link to the chapter Controlling or Coercive Behaviour.
- [Stage 3: Safeguarding Response](#)- In March 2025, relevant text amendments were made to Section 3, What is an Enquiry? These amendments were made to reflect those made following a legal review of the Care Act 2014 Resource Section, Adult Safeguarding.
- [Overarching Aims, Duties and Principles](#)- In March 2025, relevant text amendments were made following a legal review of the Care Act 2014 Resource Section, Adult Safeguarding. In addition, a new Section, Information Sharing was added.
- [Modern Slavery](#) -In March 2025, amendments were made to Section 1, What is Modern Slavery? to clarify that an adult who is moved a few streets away from where they originated can still be a victim of human trafficking if that move is not voluntary. Section 1.2, Organ trafficking/removal was also added. Additionally, some examples of injuries or impairments typical of certain jobs were added to Section 2, Identifying Potential Victims of Modern Slavery.
- [Transitional Safeguarding](#) - In March 2025, Section 1, Safeguarding and Transition, was updated to include information about Working Together to Safeguard Children 2023.
- [Safeguarding Asylum Seekers](#) - In March 2025, this new chapter was added to the Safeguarding Adults Practice Guidance section.
- [Domestic Abuse \(including MARAC\)](#) - In March 2025, Section 1, What is Domestic Abuse? was amended to include a revised definition of controlling or coercive behaviour, and to link to a new chapter in the manual of that name. Section 3, Specialist Domestic Abuse Services and Support was updated to include information about the Domestic Violence Disclosure Scheme (Clare's Law) and more detail about the type of support that may be available from local domestic abuse services. Additionally, Section 5, Guidance and Resources was added.
- [Placing the Adult at Risk at the Centre of Safeguarding](#)- In March 2025, a reminder about the importance of ensuring that the safeguarding response has regard for protected characteristics was added to Section 5, Maximising Involvement, Choice and Control.
- [Stage 2: Responding to a Concern/Information Gathering](#) - In March 2025, relevant text amendments were made following a legal review of the Care Act 2014 Resource Section, Adult Safeguarding.
- [Hoarding](#) - In March 2025, the chapter Self-Neglect and Hoarding was replaced by two new chapters 'Self-Neglect' and 'Hoarding'
- [Controlling and Coercive Behaviour](#)- In March 2025, this new chapter was added to the Safeguarding Adults Practice Guidance section.
- [Forced Marriage](#) - In March 2025, a link to the chapter 'Controlling or Coercive Behaviour' was added to the related chapters section.
- [Stage 1: Reporting a Concern](#)- In March 2025, relevant text amendments were made to Section 6, Reporting a Concern. These amendments were made to reflect those made following a legal review of the Care Act 2014 Resource Section, Adult Safeguarding.
- [Process Maps, Flow Charts and Case Studies](#)- This chapter was updated in March 2025.

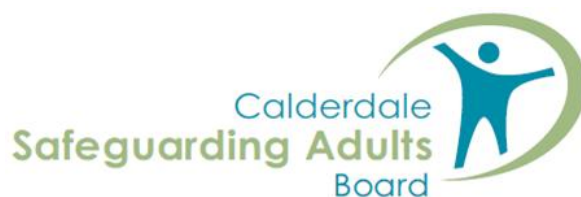
- [Self-Neglect](#) - In March 2025, the chapter Self-Neglect and Hoarding was replaced by two new chapters 'Self-Neglect' and 'Hoarding'
- [Mate Crime](#) - In March 2025, a link was added to the chapter 'Controlling and Coercive Behaviour' in Section 1, What is Mate Crime?
- [Radicalisation and Violent Extremism](#)- In March 2025, neurodiversity was added to the list of vulnerabilities in Section 2, Vulnerabilities and Indicators.
- [Honour Based Abuse](#) -In March 2025, minor amendments were made and a link to the chapter 'Controlling or Coercive Behaviour' was added to the related chapters section.
- [Stage 4: Outcome and Closure \(including Plan and Review\)](#) - In March 2025, relevant text amendments were made to Section 3, Exiting Safeguarding. These amendments were made to reflect those made following a legal review of the Care Act 2014 Resource Section, Adult Safeguarding. Additionally, a reminder about the importance of ensuring that the safeguarding response has regard for protected characteristics was added.

September 2024 Amendments

- [Overarching Aims, Duties and Principles](#)- In September 2024, information about protected characteristics and anti-discriminatory approaches was added to Section 5, Making Safeguarding Personal.
- [Stage 1: Reporting a Concern](#) - In September 2024, relevant sections of this chapter were updated to include information about concerns relating solely to pressure ulcers. Also, in Section 6, If the Adult has Died, information was added about the requirement that local authorities should notify Ofsted of the death of any care leaver under the age of 25, where it is aware of their care leaver status.
- [Stage 3: Safeguarding Response](#)- In September 2024, ensuring that the safeguarding response has regard for protected characteristics was added to the key points to remember.
- [Radicalisation and Violent Extremism](#) - In September 2024, this chapter was replaced with a revised and updated version.
- [Honour Based Abuse](#)- In September 2024, the chapter Honour Based Violence and Forced Marriage was replaced by two new chapters, Honour Based Abuse and Forced Marriage.
- [Safeguarding Adult Reviews \(SAR\)](#)- In September 2024, information about protected characteristics and discriminatory abuse was added to Section 5, Carrying out a SAR.
- [Domestic Abuse \(including MARAC\)](#) - In September 2024, information about Stalking Protection Orders was added to Section 3, Specialist Domestic Abuse Services and Support. Information about the timeframe for introduction of Domestic Abuse Protection Orders and Domestic Abuse Protection Notices was also updated. In Section 4, MARAC, the text 'she is' was altered to 'they are' to ensure that no gender assumptions are made.
- [LeDeR Reviews](#) - In September 2024, a link to the LeDeR online referral was added.
- [Forced Marriage](#) - In September 2024, the chapter Honour Based Violence and Forced Marriage was replaced by two new chapters, Honour Based Abuse and Forced Marriage.
- [Modern Slavery](#) - In September 2024, this replacement chapter was added to the Safeguarding Adults Practice Guidance section.
- [Safeguarding in Prisons and Approved Premises](#) - In September 2024, this chapter was replaced with a revised and updated version.

- [Placing the Adult at Risk at the Centre of Safeguarding](#) - In September 2024, the subsection 'Who cannot act as an appropriate adult' was changed to 'Who can act as an appropriate adult', and the information was amended to better reflect the content already present in the tri.x Care Act 2014 Resource. Information about protected characteristics and anti-discriminatory approaches was also added to Section 1, Introduction.
- [Female Genital Mutilation \(FGM\)](#)- In September 2024, this chapter was reviewed and refreshed. This included adding information about training and links to statutory guidance and other resources.
- [Stage 2: Responding to a Concern/Information Gathering](#) - In September 2024, information about concerns relating solely to pressure ulcers was added to Section 6, Other Matters for Consideration. In Section 9, If the Adult has Died, information was added about the requirement that local authorities should notify Ofsted of the death of any care leaver under the age of 25, where it is aware of their care leaver status. Also, in Section 7, Making a Decision about the Safeguarding Response information was added about the importance of ensuring that the safeguarding response has regard for protected characteristics.
- [Allegations against Service Providers \(including Organisational Abuse\)](#) - In September 2024, Section 6. Concerns about Pressure Ulcers and Section 7, Concerns about the use of Restraint in Mental Health Units were added.





This report will be published on the [Calderdale SAB website](#).

As required by the Care Act 2014, it will also be shared with the Chief Executive and Lead Member of the Local Authority, the Police and Crime Commissioner (now the West Yorkshire Mayoral Authority) and the Chief Constable, the local Healthwatch organisation, and the Chair of the Health and Wellbeing Board. A copy will also be shared with the Chief Officer of the Clinical Commissioning Group.

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www.calderdale-safeguarding.co.uk

If you need safeguarding guidance or advice, call Gateway to Care on 01422 393000

To report adult abuse or neglect, call Gateway to Care on 01422 393000

To contact out of office hours, call the Emergency Duty Team on 01422 288000

[Guidance on making a referral](#) can be accessed from the [Safeguarding Board Website](#)