



**safeguarding  
adults at risk**  
a cumbria partnership

# Strategic Plan 2019-2021



@cumbriasab



cumbriasab.org.uk

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# Introduction from Independent Chair

I am pleased to present Cumbria Safeguarding Adults Board's three year strategic plan which details how we will work as a partnership to keep people safe.

The Care Act 2014 reinforces the importance of adult safeguarding and introduced statutory responsibilities for Adult Safeguarding Boards to work together to prevent and reduce the risk of abuse or neglect to adults with care and support needs. Equally importantly, it requires us to give people choice and control when agencies with safeguarding responsibility intervene in their lives.

This strategy has been developed taking the requirements of legislation into consideration in addition to consulting key stakeholders, conducting a staff survey and an organisational review.

During the past twelve months, Cumbria Safeguarding Adults Board has focused on ensuring the Board's governance, processes and structures are fit for purpose. This has provided a strong foundation for the Board to build its three year strategy, focusing on the quality and standard of safeguarding arrangements across Cumbria. As a Board we will:

- Seek assurance from partners that the most vulnerable in our society are protected and are given the care and support they need to lead lives free from abuse or neglect.
- We will work together to prevent harm and reduce the risk of abuse or neglect to adults with care and support needs.
- We will listen to individuals with care and support needs to ensure that they are supported to make choices and have control about how they want to live.
- Conduct safeguarding adult reviews (SARs) when necessary and ensure learning from SARs is promulgated to practitioners across the partnership.
- We will raise awareness of safeguarding in communities across Cumbria by providing information and support to help people understand the different types of abuse, how to stay safe and what to do to raise a concern about the safety or well-being of an adult.

Our strategic priorities for the next three years will be delivered through annual Business Plans. Progress against each annual Business Plan will be reviewed and revised regularly by the Board to ensure we are achieving what we said we would do and that safeguarding needs are being addressed across Cumbria. We will also report on the Board's progress on an annual basis as required by the Care Act.

Part of my role as Chair includes ensuring the Board takes cognisance of structural and organisational changes across the partnership and how such change affect the delivery of adult safeguarding. This includes the current strategic change taking place within North Cumbria Health and Care System and South Bay Health and Care Partners. These changes should see a more joined up approach to care across Cumbria involving health and care commissioners and providers including primary care, working in partnership with Cumbria County Council, third sector organisations and our communities to provide improved outcomes for the people of Cumbria. During this period of transition, the Board will continue to seek assurance from the NHS partners involved in relation to their safeguarding arrangements.



As Chair of Cumbria Adult Safeguarding Board, I will continue to ensure that all partners and agencies across Cumbria are both supported and challenged to work collaboratively for the benefit of adults with care and support needs and to collectively tackle and prevent incidents of abuse and neglect.

A handwritten signature in black ink that reads "J McDiarmid".

Jeanette McDiarmid - Independent Chair

# What is Cumbria Safeguarding Adults Board?

Cumbria Safeguarding Adults Board (CSAB) is a multi-agency partnership which has statutory functions under the Care Act 2014. The main focus of CSAB is to ensure that safeguarding arrangements across Cumbria work effectively to help protect adults with care and support needs from abuse or neglect.



## Our Vision

Cumbria Safeguarding Adult's Board's vision is to put the people of Cumbria at the centre of everything we do.

## Our Commitment

We (CSAB) exist to support the protection of and appropriate service provision for vulnerable people living in Cumbria. We listen; we learn; we proactively support all agencies to improve, share, embed and deliver effective practice.

The Board leads adult safeguarding across Cumbria and works with organisations to ensure that they have effective safeguarding policies and procedures in place. The Board also seeks assurance that safeguarding practice is person-centered and outcome focused.

The Board aims to ensure that adults who may be at risk of abuse or neglect are enabled to:

- Live as safely and independently as possible
- Make their own decisions
- Take control of their own lives

# Who are we?

The CSAB membership includes executive representation from the following agencies:

- Cumbria County Council
- Cumbria Constabulary
- North Cumbria University Hospitals Trust
- Cumbria Partnership NHS Foundation Trust
- National Probation Service North West
- Morecambe Bay University Hospitals Trust
- Healthwatch Cumbria
- Independent Lay Member representation
- Her Majesty Prison & Probation Service, Haverigg Prison
- North Cumbria Clinical Commissioning Group
- Morecambe Bay Clinical Commissioning Group

## Local Picture

The Office for National Statistics (ONS) estimates that in 2016 Cumbria's population was 497,900 persons. When compared to the national average, Cumbria has lower proportions of younger residents and higher proportions of older residents. The ONS project that if recent demographic trends continue Cumbria's overall population is set to decline slightly. However, Cumbria's older population and numbers of over 65's will see large increases which it is anticipated will have an impact on services being accessed.

## What do we do?

The Care Act 2014 sets out the objectives and functions of Safeguarding Adults Boards (SABs) as:

- To assure itself that local safeguarding arrangements across its area are effective
- To ensure partners work collaboratively to prevent abuse and neglect and that agencies and individuals give timely and proportionate responses where abuse or neglect has occurred.
- Have mechanisms in place to ensure that safeguarding practices are continuously improving and enhancing the quality of life of adults with care and support needs

Safeguarding Adult Boards (SABs) have three core duties. They must;

1. Publish a Strategic Plan setting out how they will meet their objectives and how their member and partner agencies will contribute
2. Publish an Annual Report
3. Commission a Safeguarding Adult Review for any case which meets the criteria, in accordance with Section 44 of the Care Act 2014

# Who do we protect?

The Care Act 2014 requires Safeguarding Adult Boards (SABs) to seek to protect any “**adult**” who:

- Has care and support needs (whether or not the local authority is meeting any of those needs) and;
- Is experiencing, or at risk of abuse or neglect; and
- As a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect.

An “**adult**” is a person aged 18 and over and an adult at risk could be a person who for example:

- Is an older adult who is frail due to ill health, physical disability or cognitive impairment
- Has a learning or physical disability and/or sensory impairment
- Has mental health needs
- Has a long term illness or condition
- Misuses substances or alcohol
- Is an unpaid carer such as a family member or friend who provides personal assistance and care to adults and is subject to abuse
- Lacks the mental capacity to make particular decisions and is in need of care and support

## Safeguarding Principles

The Board’s strategic objectives are underpinned by the six key principles of all safeguarding adult’s work which are;

- **Empowerment:** people being supported and encourage to make their own decisions and give informed consent
- **Prevention:** it is better to take action before harm occurs
- **Proportionality:** the least intrusive response appropriate to the risk presented
- **Protection:** support and representation for those in greatest need
- **Partnership:** local solutions through services working with their communities – communities have a part to play in preventing, detecting and reporting neglect and abuse
- **Accountability** and transparency in safeguarding practice



# Making Safeguarding Personal

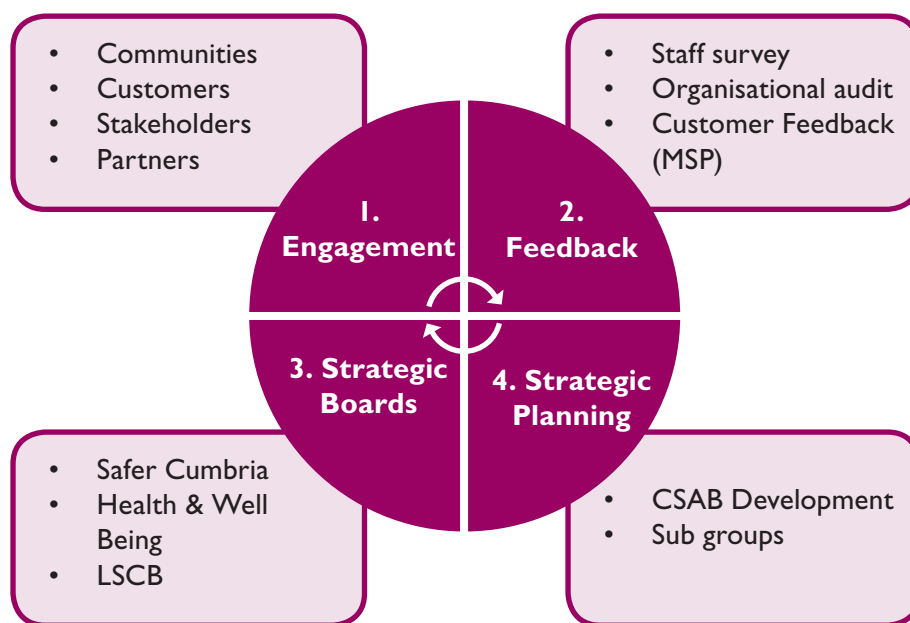
In addition to the six key safeguarding principles it is also important that we take an individual approach to safeguarding known as Making Safeguarding Personal (MSP). Partners of Cumbria Safeguarding Adults Board recognise that safeguarding arrangements are there to protect individuals. Making safeguarding personal means it should be person led and outcome focussed. It should engage with adults in a way which enhances involvement, choice and control as well as improving quality of life, wellbeing and safety.

The principles and ethos of making safeguarding personal will be embedded and be a golden thread in all our strategic objectives.

## The Board's Planning cycle and processes

This three year strategic plan has been developed in consultation with partners and stakeholders utilising the following planning and engagement processes:

**Diagram showing CSAB's planning and engagement processes**



- 1. Engagement.** The Board will utilise existing links and channels to engage and gather where possible the views of the wider public, stakeholders and our customers.
- 2. Feedback.** Front line staff surveys shared across the partnership will be analysed and themes identified. In addition to staff surveys partners have undertaken an Organisational Audit developed against a national framework to allow self-assessment of Cumbria Safeguarding Adults Board.
- 3. Strategic Boards.** There will be consultation to align with other strategic boards and priorities to ensure we maximise the opportunities to protect people in Cumbria from abuse and neglect.
- 4. Strategic Planning.** Facilitated discussion with Board members to inform the Strategic Plan including ; understand organisational pressures in the system; agree how we can support each other to protect adults as risk of abuse or neglect to agree CSABs strategic priorities for the 2019-2021 period.

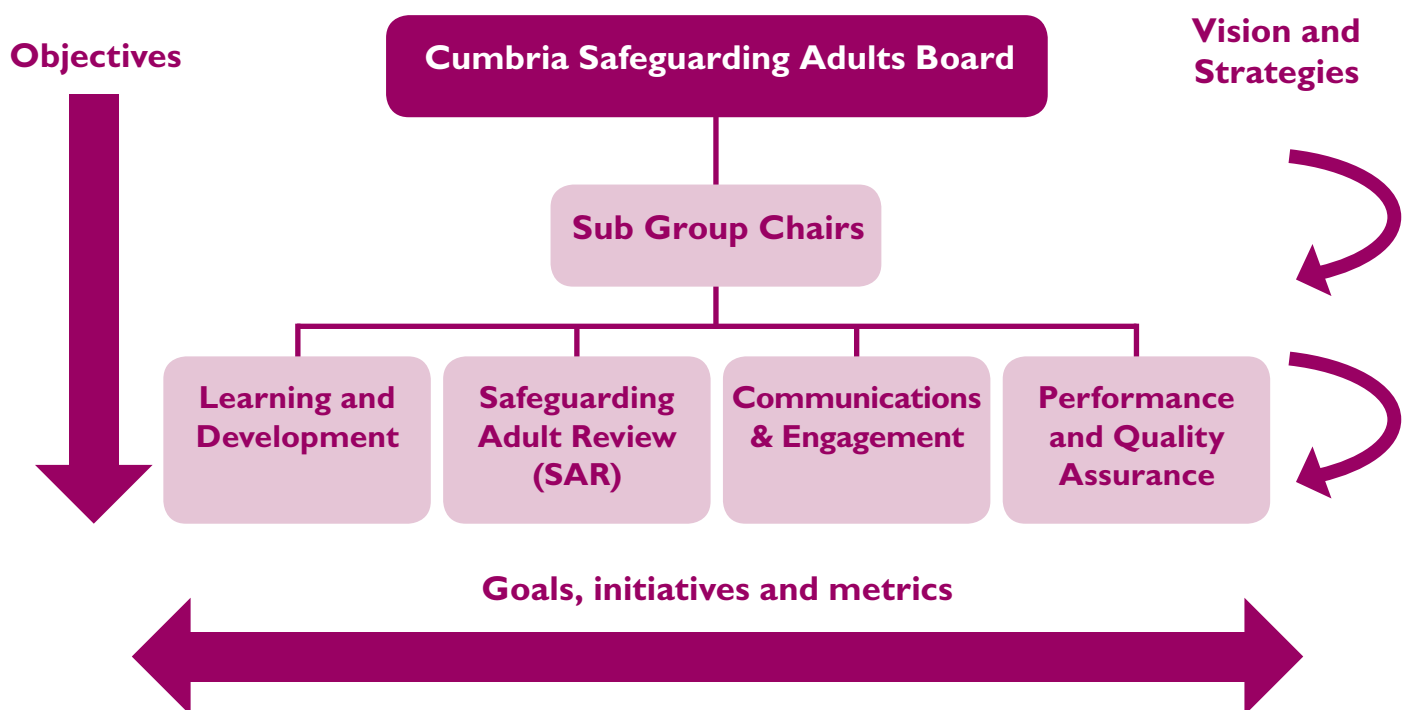
# Implementation and monitoring

Cumbria Safeguarding Adults Board Strategic Plan for 2019 - 2021 will shape the direction and focus of the Board for the next three years. This strategy will be underpinned by annual Business Plans.

The Board's vision and strategy will be delivered through the Business Plans which will set out the **Objectives, Goals, Initiatives** and **Metrics** for the year ahead. Business Plans will be delivered through the work of the four main sub-groups; **Learning & Development, Safeguarding Adult Reviews, Communication & Engagement** and **Performance & Quality Assurance**.

Progress will be reported to and monitored at Board meetings throughout the year. In line with Care Act guidance CSAB will also produce an Annual Report at the end of each financial year to provide an overview of the achievements in relation to the Annual Business Plan.

**Diagram showing CSAB's structure and workflow**





# Governance arrangements

Effective governance and accountability for the work of the Board is achieved through its formal relationship with the Health & Wellbeing Board, other Strategic Boards and through individual members reporting through their organisations.

Board members take responsibility for the submission of annual progress reports to their organisations executive management board to ensure that adult safeguarding is integral to their organisation's priorities.

It is the role of the Independent Chair to effectively engage with partners and ensure that the Board maintains its focus, independence and ability to deliver the agreed strategy and priorities across the partnership.

In accordance with Care Act guidance, the Independent Chair of the Board reports quarterly to the Chief Executive of Cumbria County Council and also reports annually to the Health & Wellbeing Board. The Annual Report is also shared with Cumbria's Police and Crime Commissioner and Chief Constable and our local Healthwatch organisation.

**Diagram showing strategic boards that CSAB works with**



The work of the Board is supported by the infrastructure of sub groups and a Business Manager who oversees and enables the delivery of this Plan, coordinating sub group work plans and regular reporting to the Board.

Partners play a full and effective role supporting the governance structure with Board members from across the partnership taking responsibility for membership and chairing sub groups. The Board is expected to hold partners to account for their approach to safeguarding adults and as such seeks regular assurance on organisational arrangements.

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# Resources

Resourcing the Board is a shared partnership responsibility and is made through both financial and human/physical investment to support the following:

- Board secretariat management and support
- Sub group membership
- Capacity to support multi agency learning and development
- Quality and assurance through the preparation, analysis and presentation of data provided by all partners
- Funding the role of Independent Chair
- Commissioning Safeguarding Adult Reviews
- Publicity and communications
- Development and review of multi-agency policies and procedures

## Our Strategic Objectives

As a Board we will put the people of Cumbria at the centre of everything we do. We are committed to supporting the protection of and appropriate service provision for vulnerable people living in Cumbria. We will listen, we will learn and we will proactively support all agencies to improve, share, embed and deliver effective practice.

We will fulfil our strategic vision and commitment during 2019 – 2021 under the following strategic objectives:

1. Provide assurance to the people of Cumbria that effective safeguarding arrangements are in place across the partnership
2. Ensure the voice of the service user and wider communities is heard in respect of safeguarding adults in Cumbria
3. Provide executive leadership for an effective partnership in Cumbria ensuring effective collaborative working
4. Hold partners to account and gain assurance of the effectiveness of their arrangements
5. We will learn from experience and have a knowledgeable workforce



# How will we deliver our objectives?

## **1. Provide assurance to the people of Cumbria that effective safeguarding arrangements are in place across the partnership**

- We will increase awareness of safeguarding and what constitutes abuse and neglect. We will monitor progress through an improved reporting mechanism, aiming to increase the number of “appropriate” safeguarding concerns.
- We will improve awareness of how people can protect themselves and others from abuse or neglect. We will do this through increased engagement with communities and themed national publicity campaigns raising awareness of different types of abuse and neglect
- We will monitor and scrutinise the delivery of our function through the publication of an annual report.
- We will analyse safeguarding data to ensure that the Board is reactive and responsive to types of abuse and neglect in Cumbria.

## **2. Ensure the voice of the service user and wider communities is heard in respect of safeguarding adults in Cumbria**

- We will develop mechanisms to understand the experience of individuals who have used safeguarding services; this includes Board members hearing ‘lived experiences’ of adults who have experienced abuse and neglect.
- We will continue to measure the effectiveness of ‘Making Safeguarding Personal’ through monitoring and auditing the feedback from adults who have experienced abuse or neglect.
- We will improve our engagement with wider communities through use of social media, our website and developing links with third sector and community groups.

## **3. Provide executive leadership for an effective partnership in Cumbria ensuring effective collaborative working**

- We will ensure there is effective governance in place so that all Board members understand their role and responsibilities under the Care Act 2014.
- We will ensure that partners and organisations are appropriately represented at CSAB and all sub groups.
- We will ensure members are clear what our strategic vision, commitment and objectives are and support safeguarding adults in Cumbria.
- Through Board members we will improve our links and connectivity with other strategic Boards in Cumbria.

#### **4. Hold partners to account and gain assurance of the effectiveness of their arrangements**

- We will develop a Performance & Quality Assurance Framework to support the monitoring of safeguarding across the partnership.
- We will seek assurance from partners on organisational arrangements in relation the Mental Capacity Act.
- We will review and monitor safeguarding practices to promote multi agency learning from cases.
- We will complete a self-assessment of CSAB and partners arrangements in relation to safeguarding adults to inform improvement.



#### **5. We will learn from experience and have a knowledgeable and competent workforce**

- We will disseminate learning from Safeguarding Adult Reviews and other statutory reviews to ensure that learning is embedded across the partnership
- We will continue to implement delivery of our Learning & Development Strategy 2018 – 2020.
- We will develop multi-agency guidance and seek assurance from partners that effective safeguarding policies and procedures are in place for their organisation
- We will listen to our workforce and implement actions in response to the staff survey 2018 to ensure that staff are supported to meet their safeguarding responsibilities

# Appendix I CSAB Business Plan 2019/2020

## I. Provide assurance to the people of Cumbria that effective safeguarding arrangements are in place across the partnership

<b>Goal</b> <i>(What do we want to achieve)</i>	<b>Initiative</b> <i>(How will we achieve our goal)</i>	<b>Metric</b> <i>(How will we know we have achieved our goal)</i>	<b>Lead/sub group</b>	<b>Timescale</b>
I.1 Increase awareness of safeguarding and what constitutes abuse and neglect	We will develop reports to monitor the number of “appropriate” safeguarding concerns	<ul style="list-style-type: none"> <li>• Increase in “appropriate” safeguarding concerns</li> <li>• Monitor source of concerns raised to measure increased awareness</li> </ul>	P&QA sub group	March 2020
I.2 Improve public awareness of how people can protect themselves and others from abuse or neglect	We will utilise communication channels and publicity campaigns to improve awareness of the types of abuse and neglect	<ul style="list-style-type: none"> <li>• Increased awareness = increased reporting</li> <li>• Monitor impact of themed publicity on reporting of concerns and types of abuse and neglect</li> </ul>	P&QA sub group C&E sub group	January 2020
	Major public awareness raising through support of National Safeguarding Week in November 2019	<ul style="list-style-type: none"> <li>• Monitor use of website and social media</li> <li>• Participation by public &amp; communities in campaigns</li> </ul>	C&E sub group	December 2019
I.3 Monitor and scrutinise our functions through the publication of an annual report	We will produce our annual report (to include financial statement) and present to the Health and Wellbeing Board	<ul style="list-style-type: none"> <li>• Report shared with Health and Wellbeing Board and other key partners as defined in statutory guidance</li> </ul>	Chair/Board Manager	September 2019
I.4 Develop and implement preventative action which are “needs” based responding to emerging trends, themes and types of abuse in Cumbria	We will analyse safeguarding data to inform prioritisation of areas which require preventative strategy ensuring the Board is responsive and reactive	<ul style="list-style-type: none"> <li>• Targeted action with partners will respond to data in relation to types of abuse locally (Modern Slavery, Financial Abuse, and Self Neglect etc.) to prevent further abuse</li> <li>• Strategies will increase public awareness and learning for staff/professionals</li> <li>• Calendar of publicity campaigns to raise awareness</li> </ul>	P&QA sub group	March 2020
			C&E sub group	

## 2. Ensure the voice of the service user and wider communities is heard in respect of safeguarding adults in Cumbria

<b>Goal</b> <i>(What do we want to achieve)</i>	<b>Initiative</b> <i>(How will we achieve our goal)</i>	<b>Metric</b> <i>(How will we know we have achieved our goal)</i>	<b>Lead/sub group</b>	<b>Timescale</b>
2.1 We will continue to develop a person centred response to adult safeguarding	We will gather and analyse data from partners to measure outcomes and satisfaction achieved for the adult at risk based on Making Safeguarding Personal (MSP) Principles	Baseline data will demonstrate improved satisfaction levels and increase in positive feedback and outcomes based on MSP	P&QA sub group	March 2020
2.2 CSAB are committed to hearing the experiences of adults who have experienced abuse or neglect and will facilitate sharing of stories to inform our improvement and practice	CSAB will develop mechanisms to support learning and sharing of experiences at all Board meetings	Minutes of meeting will evidence our achievement Mechanisms to facilitate sharing stories with CSAB will include; case studies; practitioners attendance; videos; SAR learning and customers supported to attend	C&E sub group	March 2020
	We will gather experiential feedback from individuals with care and support needs to inform improvements and practice	Adults will be supported to provide qualitative feedback on the process using agreed methods via advocates or professionals involved in their care	C&E sub group	March 2020
2.3 Increase our engagement with adults at risk or abuse and neglect and wider communities	We will develop opportunities to engage with community; 3rd sector and other groups	<ul style="list-style-type: none"> <li>• Use social media and website as a tool; measure activity</li> <li>• Face to face attendance at a variety of agreed groups/meetings to increase engagement</li> </ul>	C&E sub group	October 2019

## 3. Provide executive leadership for an effective partnership in Cumbria ensuring effective collaborative working

<b>Goal</b> <i>(What do we want to achieve)</i>	<b>Initiative</b> <i>(How will we achieve our goal)</i>	<b>Metric</b> <i>(How will we know we have achieved our goal)</i>	<b>Lead/sub group</b>	<b>Timescale</b>
3.1 Board members will understand their role and partners roles in the prevention of abuse and neglect	We will deliver CSAB development sessions to promote interagency and effective collaborative working	CSAB members will facilitate an annual Development Session with sub groups to review purpose; strategic priorities and business planning	Chair/Board Manager	March 2020

<b>Goal</b> <i>(What do we want to achieve)</i>	<b>Initiative</b> <i>(How will we achieve our goal)</i>	<b>Metric</b> <i>(How will we know we have achieved our goal)</i>	<b>Lead/sub group</b>	<b>Timescale</b>
3.2 There will be effective governance in place in respect of individual members and responsibilities of partner organisations	We will develop an induction process for new Board members to ensure they are fully aware of their role and responsibilities in relation to CSAB functions defined by Care Act 2014	<ul style="list-style-type: none"> <li>• 100% of CSAB members will receive a 1:1 with the Chair and receive appropriate information to support them to understand the safeguarding journey across the partnership and CSAB strategic vision</li> <li>• Video to outline responsibilities of CSAB</li> <li>• Buddy up programme for new CSAB members</li> <li>• Independent Chair will complete annual 360° appraisal with Chief Executive</li> </ul>	Chair  C&E sub group  L&D sub group  Chair	March 2020
3.3 There will be appropriate membership and representation at CSAB and sub groups to support the work of the Board	We will review membership and representation on an annual basis and engage with 3rd sector, Providers and District Councils to recruit new members	Representation will be reviewed and agreed on an annual basis to ensure all sectors involved in safeguarding adults are appropriately represented	Chair/Board Manager	September 2019
	We will review Terms of Reference for CSAB and sub groups	There will be up to date Terms of Reference which accurately reflect the work of CSAB and its sub groups	Sub group Chairs	September 2019
	We will ensure appropriate and regular participation at sub groups	Minutes will be updated to accurately record and monitor attendance at sub groups. Chairs will escalate attendance issues to CSAB as required	Sub group Chairs	March 2020
3.4 Develop closer links with other Strategic Boards including; Safer Cumbria, LSCB, Health & Wellbeing	We will establish mechanisms which encourage sharing of information to reduce duplication and nurture collaborative working	<ul style="list-style-type: none"> <li>• Introduce standard agenda item “information exchange” and “key messages for other Boards”</li> <li>• Memorandum of Understanding for Cumbria Strategic Boards</li> <li>• Receive update reports and plans from other Strategic Boards as required</li> <li>• The Board works effectively with other strategic partnerships to ensure joined up working in key areas</li> </ul>	Chair/Board Manager  Cumbria County Council	March 2020

#### 4. Hold partners to account and gain assurance of the effectiveness of their arrangements

<b>Goal</b> <i>(What do we want to achieve)</i>	<b>Initiative</b> <i>(How will we achieve our goal)</i>	<b>Metric</b> <i>(How will we know we have achieved our goal)</i>	<b>Lead/sub group</b>	<b>Timescale</b>
4.1 Develop and implement mechanisms which challenge partners to account in respect of safeguarding processes	We will develop a Performance & Quality Assurance Framework to monitor data across the partnership in relation to safeguarding	CSAB Performance Framework & dashboard	P&QA sub group	December 2019
4.2 Gather baseline information in relation to partners safeguarding arrangements to inform self-assessment of CSAB and partnership	We will complete a self-assessment of CSAB and partners to; identify risks, inform improvement and future planning	<ul style="list-style-type: none"> <li>Completed organisational audit based on the ADASS peer review tool and analysis of data will inform self-assessment of CSAB partners in relation to safeguarding arrangements</li> <li>Action Plan will be developed and implemented</li> </ul>	P&QA sub group	March 2020
4.3 Review and examine multi agency safeguarding practices to promote learning from cases	We will establish a process for multi-agency case file audits with a focus on learning and promoting best practice	<ul style="list-style-type: none"> <li>At least one themed case file audit per year</li> <li>Deep delve into data exceptions as required</li> </ul>	P&QA sub group	March 2020
4.4 Seek assurance that partners are implementing the requirements of the Mental Capacity Act (MCA) in their safeguarding functions	We will implement the ADASS MCA Improvement tool across the partnership to gather baseline information and seek assurance from partners of arrangements in relation to MCA & DoLS	<ul style="list-style-type: none"> <li>Risks and good practice will be identified and inform an Action Plan to CSAB for approval</li> <li>A recommendation to CSAB in relation to monitoring of Action Plan</li> </ul>	MCA Task & Finish Group	January 2020



## 5. We will learn from experience and have a knowledgeable and competent workforce

Goal (What do we want to achieve)	Initiative (How will we achieve our goal)	Metric (How will we know we have achieved our goal)	Lead/sub group	Timescale
5.1 Promote a culture of learning through sharing learning and good practice from a range of reviews	We will disseminate key learning from published Safeguarding Adults Reviews (SARs) and a range of statutory and organisational review processes to improve practice using a range of methods	<ul style="list-style-type: none"> <li>• Learning is shared and embedded across the partnership</li> <li>• SAR Improvement Plans and effectively monitored and actions signed off</li> <li>• National SAR learning will reviewed for assurance</li> <li>• CSAB and sub groups will receive and review learning reports (Death in Custody, LeDeR, SIRI's etc.)</li> </ul>	SAR sub group  L&D sub group  CSAB	March 2020
5.2 Ensure the priorities in Year 2 of our CSAB Learning & Development Strategy are delivered	We will continue implementation of our L&D Strategy during year 2 2019/20	<ul style="list-style-type: none"> <li>• Capitalise on opportunities already available across the partnership for staff</li> <li>• The group with the support of CSAB will also develop a “train the trainers programme with the aim of developing a pool and resource across the partnership</li> <li>• The implementation and delivery of Practitioner Hubs to facilitate bi monthly locality based sessions to multi-agency groups</li> </ul>	L&D sub group	March 2020
5.3 Listen to and respond to the needs of our workforce	We will implement actions identified from the 2018 staff survey to ensure that staff are supported to meet safeguarding responsibilities	<ul style="list-style-type: none"> <li>• Implement the Action Plan across all sub groups for delivery during 2019/20</li> </ul>	All sub groups	March 2020
5.4 Develop effective multi-agency guidance and protocols for CSAB	We will establish a Task & Finish Group to develop multi-agency policy, procedures and guidance in line with relevant legislation	Updated multi-agency guidance will be available for staff and professionals	Task & Finish Group	January 2020

