



# Cumbria Safeguarding Adults Board (CSAB)

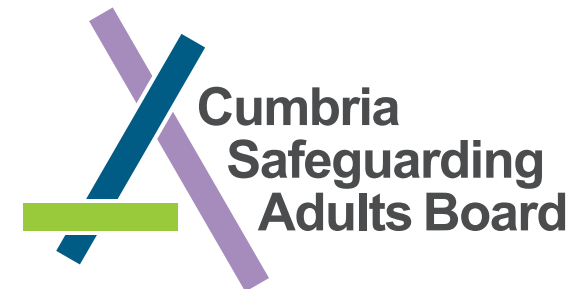
Business Plan 2024/25  
(Refresh: Year 3 Strategic Plan 2022-2025)



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## 1. We will ensure the voice of our staff, customers and wider communities is heard in respect of safeguarding adults at risk of abuse or neglect in Cumbria.

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
<p><b>1.1</b> We will establish mechanisms to improve our <b>engagement with staff, our customers and local communities</b> to provide information which increases awareness of <b>what constitutes abuse or neglect</b>. (Peer Review)</p>	<p>We will continue to deliver <b>public facing publicity &amp; campaigns</b> through the use of digital and non-digital communication channels to include; TV, radio, local press releases to the public through business and community groups.</p>	<ul style="list-style-type: none"> <li>• Evaluation of all local coverage and dissemination of publicity campaigns.</li> <li>• Information is distributed widely through a variety of community links across Cumbria.</li> <li>• Publicity materials signpost members of what, when and how to report concerns.</li> <li>• Through analysis of data, we will monitor the impact of publicity on the “source” of referral and any change to types of abuse or neglect.</li> <li>• Increased safeguarding referrals from members of the public, family members and neighbours.</li> </ul>	<p>C&amp;E sub-group</p> <p>P&amp;QA sub-group</p>
	<p>We will create opportunities to <b>engage with staff across the system</b> and seek feedback, so we understand the barriers, enablers and challenges front line practitioners face.</p>	<p>We will use information/feedback from a number of sources:</p> <ul style="list-style-type: none"> <li>• Lunch and learn feedback.</li> <li>• Staff Polls.</li> <li>• Presentations.</li> <li>• Staff surveys.</li> </ul>	<p>L&amp;D sub-group</p> <p>C&amp;E sub-group</p>
	<p>We will deliver the improvement actions identified from <b>staff feedback in the CSAB staff survey 2023</b> to improve and inform our future communication and learning methods.</p>	<ul style="list-style-type: none"> <li>• Staff survey results inform changes to communication methods, timing etc.</li> <li>• Improvement actions delivered.</li> <li>• ‘You said we did’ communication.</li> </ul>	<p>C&amp;E sub-group</p> <p>L&amp;D sub-group</p>

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<b>1.1 We will establish mechanisms to improve our engagement with staff, our customers and local communities to provide information which increases awareness of what constitutes abuse or neglect.</b> (Peer Review)	We will seek to develop <b>engagement activities</b> and explore opportunities to engage with staff, members of the public and community groups.	<ul style="list-style-type: none"> <li>• Established links with staff, the public and community groups.</li> <li>• Channels to disseminate information.</li> <li>• Feedback from engagement is used to inform future communication and strategic planning.</li> </ul>	C&E sub-group
	We will <b>review and evaluate the communication channels</b> and platforms which communicate with professionals, public and established national links to ensure these are effective and provide information which improves awareness of safeguarding.	<ul style="list-style-type: none"> <li>• Analytics of communication channels (X, CSAB website and news subscribers) will measure the impact of public awareness raising.</li> <li>• Refreshed CSAB website.</li> <li>• Safeguarding data analysis will evidence changes in the types of abuse and referrer.</li> </ul>	C&E sub-group  P&QA sub-group
	We will <b>disseminate preventative messages identified by themes and trends</b> through the analysis of data and SAR referrals.	<ul style="list-style-type: none"> <li>• Monitoring and analysis of safeguarding data to inform themed communication messages.</li> <li>• SAR referrals and data from partners will identify emerging themes to inform targeted preventative messages.</li> </ul>	P&QA sub-group  C&E sub-group  SAR sub-group
	Continue to increase staff and public awareness raising through the delivery an <b>annual Campaign Plan</b> including <b>National Safeguarding Adults Week</b> and national themes during November 2024.	<ul style="list-style-type: none"> <li>• Campaign analytics will monitor the use of website, social media, and news subscribers.</li> <li>• Feedback from lunch &amp; learn session.</li> </ul>	C&E sub-group  L&D sub-group

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<b>1.2</b> We will listen to the voice of adults who have experienced abuse or neglect and will facilitate sharing user experience to inform our improvement and practice. (Peer Review)	We will support local Healthwatch in the delivery of ‘Safeguarding Voices’ Project <b>gathering experiential feedback</b> from individuals with care and support needs who have been through the safeguarding journey.	<ul style="list-style-type: none"> <li>• A sample of adults will be supported to provide qualitative experiential feedback through the Safeguarding Adults Service, Advocacy and Healthwatch.</li> <li>• Feedback will be reported to C&amp;E and CSAB.</li> </ul>	C&E sub-group
	We will <b>facilitate sharing user experience</b> through practitioners, advocates, case studies and other methods to ensure the voice of the adult is heard.	<ul style="list-style-type: none"> <li>• Case studies and good practice examples are shared.</li> <li>• Stories to the Board.</li> <li>• Adult’s story included in Annual Report.</li> </ul>	L&D sub-group  C&E group
<b>1.3</b> We will continue to ensure there is a person-centred response to safeguarding adults through <b>Making Safeguarding Personal (MSP)</b> .	We will develop a data set to <b>analyse feedback in relation to experiences</b> to assess if desired outcomes have been achieved and consider service improvements across the partnership as required.	<ul style="list-style-type: none"> <li>• Quarterly MSP data will be extended to include wider areas for reporting, exceptions/changes analysed with appropriate actions agreed.</li> <li>• Partners provide regular assurance including how organisationally MSP is applied.</li> </ul>	P&QA sub-group
	We will review <b>CSAB practitioner, public facing, and easy read Making Safeguarding Personal guides</b> in line with national LGA/ ADASS toolkits.	<ul style="list-style-type: none"> <li>• Refreshed tools and guides are published and hosted on the CSAB website.</li> </ul>	Policy & Guidance Task & Finish Group

## 2. We will create a culture where partners can safely challenge and hold each other to account ensuring we receive assurance that safeguarding arrangements across the partnership are robust and effective.

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
<p><b>2.1</b> We will conduct a <b>review of the current Pan Cumbria SAB arrangement</b> to ensure the most effective arrangement for the partnership and adults at risk in Cumbria.</p>	<p>We will through discussions with key stakeholders <b>develop an options appraisal for consideration by statutory partners.</b></p>	<ul style="list-style-type: none"> <li>• Options appraisal sets out cost v benefits for the partnership.</li> <li>• Decision by statutory partners in relation to future provision of SAB.</li> </ul>	<p>Chair Business Manager Statutory Partners</p>
<p><b>2.2</b> We will seek annual <b>assurance from our partners in respect of safeguarding arrangements</b> incorporating wider performance information from across the system and themed assurance identified in SARs.</p>	<p>We will continue to deliver, adapt and improve our <b>annual partner safeguarding assurance presentation</b> to include themed areas of assurance including learning from SARs.</p>	<ul style="list-style-type: none"> <li>• Agreed template and timetable for annual assurance presentation from all partners in respect of safeguarding.</li> <li>• Presentations provide opportunity to identify issues and improve partnership working.</li> <li>• Risks and issues are escalated to CSAB through highlight reports by exception.</li> <li>• CSAB members understand safeguarding across the partnership and hold each other to account to improve partnership working.</li> </ul>	<p>P&amp;QA sub-group</p>
	<p>We will document our <b>Quality Assurance Framework (QAF)</b> which recognises the various mechanisms for assurance across CSAB structures.</p>	<ul style="list-style-type: none"> <li>• QAF clearly outlines various mechanisms and process for SAB assurance.</li> <li>• SAB assurance repository available.</li> </ul>	<p>P&amp;QA sub-group</p>
	<p>We will work with our Cumberland and Westmorland &amp; Furness Council's and wider partners to develop a multi-agency report for <b>safeguarding adults' data.</b></p>	<ul style="list-style-type: none"> <li>• T&amp;F group established.</li> <li>• Scope out relevant partner data.</li> <li>• Data set agreed.</li> <li>• New data report includes wider partnership data sets to meet needs of the SAB and necessary assurance.</li> </ul>	<p>P&amp;QA sub-group</p>

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<p><b>2.3</b> We will seek specific assurance from across the partnership in respect of wider processes to safeguard adults at risk of abuse or neglect including learning from SARs and reviews. (SARs)</p>	<p>We will seek assurance from our partners that they promote the <b>ownership of MSP across organisations</b> in line with national guidance. (SARs)</p>	<ul style="list-style-type: none"> <li>• Statutory partners provide assurance in line with ADASS/LGA guides “what good might look like” · Annual assurance presentations.</li> </ul>	<p>P&amp;QA sub-group</p>
	<p>We will consider information and <b>arrangements for multi-agency Local Focus Hub’s</b> (CSPs) to ensure there is clarity or purpose across the system, and abuse or neglect is recognised with <b>safeguarding referrals</b> made in a timely way. (Sarah)</p>	<ul style="list-style-type: none"> <li>• Clarity of the multi-agency forum purpose and governance.</li> <li>• Safeguarding is considered and referrals are timely and appropriate.</li> </ul>	<p>SAR sub-group</p>
	<p>We will seek assurance of the arrangements in place with ICC’s in relation to the management of risk for complex cases to ensure plans clearly describe outcomes of MDT discussions and risk management.</p>	<ul style="list-style-type: none"> <li>• Assurance that risk management plan clearly define how the risk management plan records the risk, leads, actions and is shared with all involved for review and update.</li> </ul>	<p>Lead group SAR sub-group</p>

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<b>2.4 Improve synergy and collaborative working with wider strategic partnerships in Cumbria. (Peer Review)</b>	We will seek to establish mechanisms to ensure there is <b>collaboration in relation to cross cutting issues</b> to encourage sharing of priorities and reduced duplication and <b>seek assurance in relation to abuse which impacts adults with care and support needs.</b>	<ul style="list-style-type: none"> <li>•Memorandum of Understanding for Cumbria Strategic Boards.</li> <li>•Receive update reports and plans from other Strategic Boards/Partnerships annually or as required.</li> <li>•Strategic Partnership Chair’s &amp; Business Managers meet regularly.</li> <li>•Annual assurance reports to CSAB.</li> </ul>	Business Manager CSAB  Chair/Business Manager
	We will ensure that we <b>engage with all relevant organisations and strategic partnership Boards involved in safeguarding adults</b> and that through the membership there is a commitment to attendance and ownership of actions from meetings across the system.	<ul style="list-style-type: none"> <li>•Relevant representation across the system.</li> <li>•Sub-group attendance is monitored on an ongoing basis.</li> <li>•Terms of reference are reviewed, and membership updated.</li> <li>•Records will monitor attendance escalating issues to CSAB executive member as required.</li> </ul>	CSAB Chair & Business Manager
	We will respond to the ministerial recommendations for SABs in relation to homelessness to assure our SAB partners of a co-ordinated response.	<ul style="list-style-type: none"> <li>•Assurance and response to recommendations reported to CSAB.</li> <li>•Representation and links established for the SAB.</li> </ul>	<ul style="list-style-type: none"> <li>•Business Manager/Chair</li> </ul>

### 3. We will work together with partners to ensure we understand the themes, issues and trends relating to specific needs, and tailor our work accordingly to safeguard adults at risk of abuse or neglect in Cumbria.

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
<b>3.1</b> We will seek assurance there is a comprehensive understanding and appropriate application of the <b>Mental Capacity Act 2005</b> .	We will review practitioner feedback from the <b>CSAB 2023 staff survey to ensure MCA learning needs</b> are responded to.	<ul style="list-style-type: none"> <li>• L&amp;D MCA activity is informed by staff survey to improve understanding and application of MCA across the partnership.</li> <li>• L&amp;D activities are responsive to the staff survey feedback.</li> </ul>	L&D sub-group
	We will review the multi-agency case file audits, in respect of <b>the application of MCA and principles in practice including a quality check of Best Interest decisions and recording.</b> (Robyn)	<ul style="list-style-type: none"> <li>• P&amp;QA Task &amp; Finish Group to analyse audit returns and report back to SAB highlights and exceptions.</li> <li>• To include a quality check of Best Interest decision recording and actions against statutory checklist.</li> <li>• Improvements identified and reported to P&amp;QA escalated to CSAB as required.</li> </ul>	P&QA sub-group
<b>3.2 Collaborate with services for children and young people</b> to ensure that <b>transitional planning</b> and arrangements are robust. (Kate)	We will relaunch the <b>Transitional Safeguarding Exploitation procedure in collaboration with CSCP</b> to ensure staff follow the pathway to ensure young people at risk of exploitation are safeguarded.	<ul style="list-style-type: none"> <li>• Reviewed processes and protocols are launched.</li> <li>• Assurance reports (including evidence from audits) presented to CSAB and CSCP.</li> </ul>	CSAB  CSCP
<b>3.3</b> Work with partners to ensure a <b>co-ordinated response</b> to safeguard adults at risk of abuse or neglect in Cumbria.	We will be responsive to local and national emerging trends and provide a co-ordinated response to <b>safeguarding issues (e.g., modern slavery in care sector and asylum seekers).</b>	<ul style="list-style-type: none"> <li>• CSAB discussions and action.</li> <li>• Evidence of improved multi-agency response/ pathways.</li> <li>• National learning and processes.</li> </ul>	CSAB



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<p><b>3.3</b> Work with partners to ensure a <b>co-ordinated response</b> to safeguard adults at risk of abuse or neglect in Cumbria.</p>	<p>We will consider <b>methods and tools for case file audit; including partnership peer review or multi-agency audit</b> Including themed audits to ensure partnership responses are timely and appropriate and relevant policy or guidance is applied and followed. (SAR learning)</p>	<ul style="list-style-type: none"> <li>• Evidence from case file audit of appropriate responses to safeguarding concerns and application of legislation policy and guidance (including self-neglect).</li> </ul>	<p>P&amp;QA sub-group</p>

#### 4. We will learn from experience to ensure we have a workforce that is knowledgeable and confident in its adult safeguarding roles and responsibilities.

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<p><b>4.1</b> Promote a <b>culture of continuous learning and improvement</b> across the safeguarding partnership.</p>	<p>We will review and refresh our 2-year Learning &amp; Development Strategy for 2024/2025</p> <ol style="list-style-type: none"> <li>1. Continue to strengthen ‘learning’ arrangements</li> <li>2. Plan and deliver an annual Conference in Autumn 2024</li> <li>3. Establish Practitioner Forums.</li> </ol>	<ul style="list-style-type: none"> <li>• Strengthened and improved arrangements for the delivery of learning.</li> <li>• Delivery of conference – measure impact through evaluation/feedback.</li> <li>• Programme of practitioner forums – measure impact through evaluation/feedback.</li> </ul>	<p>L&amp;D sub-group</p>
	<p>We will review the <b>CSAB e-learning</b> offer in conjunction with Local Authority partners.</p>	<ul style="list-style-type: none"> <li>• Clarity of the access levels and customers of current offer.</li> <li>• Agreement as to ‘offer’ from both Cumberland and Westmorland &amp; Furness for e-learning provision.</li> </ul>	<p>L&amp;D sub-group</p>

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<b>4.1 Promote a culture of continuous learning and improvement</b> across the safeguarding partnership.	Through the CSAB facilitators pool we will deliver virtual learning sessions across the system to disseminate learning from all published <b>Safeguarding Adults Reviews (SARs) and good practice examples.</b>	<ul style="list-style-type: none"> <li>•Records of attendance evidence participation across the partnership.</li> <li>•Learning is shared and embedded across the partnership and wider agencies.</li> <li>•Polls and feedback from lunch and learn sessions inform improvement and future learning.</li> <li>•Highlight and share good practice examples to influence practice.</li> </ul>	L&D sub-group Facilitators Pool
	We will promote and share learning from other <b>organisational processes including thematic learning emerging from SAR referrals, DHR, LeDeR and other reviews.</b>	<ul style="list-style-type: none"> <li>•National SAR learning will be reviewed for local assurance where appropriate and shared.</li> <li>•Emerging trends and themes from local SAR referrals inform communications and briefings.</li> <li>•L&amp;D members will present relevant learning from other reviews.</li> <li>•Cumbria SARs are hosted on national SAR library.</li> <li>•Local thematic learning from reviews is considered and shared as appropriate.</li> </ul>	Chair & Board Manager  SAR sub-group C&E sub-group  L&D sub-group
	We will adopt a continuous learning culture through <b>sharing, case studies, resources, good practice examples and signposting across the partnership.</b>	<ul style="list-style-type: none"> <li>•Case studies are shared and promoted where appropriate to share good practice standards across the partnership as another learning tool.</li> <li>•The “learning zone” on the CSAB website for staff across the partnership continues to be reviewed/ developed.</li> <li>•Opportunities are identified to share training sessions on a reciprocal basis across the partnership where relevant.</li> <li>•Good practice examples form assurance for the SAB.</li> </ul>	L&D sub-group

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<b>4.1 Promote a culture of continuous learning and improvement</b> across the safeguarding partnership.	We will <b>promote and encourage consistent delivery of training</b> across the partnership in line with national frameworks and local learning to ensure competence at all levels across staff groups.	<ul style="list-style-type: none"> <li>Partners can evidence training standards against National Safeguarding Framework Tool for staff groups and competency requirements including compliance.</li> </ul>	L&D sub-group
	Through learning and resources support the partnership to ensure <b>knowledge and understanding of trauma informed care</b> including the impact of trauma on our staff.	<ul style="list-style-type: none"> <li>Evidence of awareness raising through learning, communications and resources of the impact trauma can have on adults.</li> <li>Resources and information to support staff.</li> </ul>	L&D sub-group
	We will promote messages for front line practitioners as reminders to ensure <b>timely and appropriate responses to identifying and reporting safeguarding concerns</b> .	<ul style="list-style-type: none"> <li>Regular communications; briefings/newsletters.</li> <li>Learning sessions.</li> <li>Organisational reminders/briefings.</li> <li>Use of Thresholds Tool = increase staff reports.</li> </ul>	C&E sub-group P&QA sub-group
	CSAB Chair and Board Manager will <b>maintain links to national and regional safeguarding networks</b> and inform developmental projects.	<ul style="list-style-type: none"> <li>CSAB receive regular updates in respect of national and regional developments relating to the SAB.</li> <li>Learning from other SABs is adopted in Cumbria.</li> </ul>	Chair Board Manager
	We will consider learning and recommendations from the 2nd National SAR Analysis to inform a local response and improvement plan.	<ul style="list-style-type: none"> <li>Local improvement plan aligned with national responses inform review and improvement of processes locally.</li> </ul>	Lead sub group SAR sub-group

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<p><b>4.2</b> Deliver a programme of activity collaboratively with CSCP and Safer Cumbria which sets the standards for <b>Professional Curiosity</b> for senior leaders and practitioners.</p>	<p>We will develop a <b>webinar for practitioners signposting to the resources</b> developed to support practice in relation to professional curiosity across the system.</p>	<ul style="list-style-type: none"> <li>• Agencies reflect standards in their organisational policies.</li> <li>• Measurement of access to resources shared (briefings/website analytics).</li> <li>• Evaluate the impact on practice – case file audits.</li> </ul>	<p>L&amp;D sub-group</p> <p>P&amp;QA sub-group</p>
	<p>We will report and highlight any areas of concerns for improvement following the programme of <b>Safeguarding Leadership assurance</b>.</p>	<ul style="list-style-type: none"> <li>• Analysis of self-assessment surveys completed by partners and evidence and assurance through challenge events informs exceptions and highlight report.</li> </ul>	<p>P&amp;QA sub-group</p>
<p><b>4.3</b> CSAB will have effective <b>multi-agency policy and guidance</b> in place.</p>	<p>We will continue through the Task &amp; Finish Group to review and develop multi-agency policy, procedures, and guidance in line with relevant legislation.</p>	<ul style="list-style-type: none"> <li>• Updated multi-agency guidance will be available for staff and professionals.</li> <li>• There is an inventory of all CSAB guidance subject to development with timescales for review.</li> <li>• CSAB guidance is promoted through learning sessions and briefings as appropriate.</li> </ul>	<p>Policy &amp; Guidance Task &amp; Finish Group</p> <p>L&amp;D sub-group</p>
	<p>We will consider the <b>adaptation of the National ‘Difficult to Engage’ toolkit</b> to inform guidance and tools for practitioners locally which promotes the importance of use of language when working with adults who find it difficult to engage. (Sarah)</p>	<ul style="list-style-type: none"> <li>• Practitioners have access to guidance and tools to support them to work creatively with adults to support adults to engage with services.</li> </ul>	<p>Policy &amp; Guidance Task &amp; Finish Group</p>

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<b>4.4 CSAB will adopt learning from other SABs, national reviews and developments to improve as a partnership ensuring we meet statutory requirements.</b>	CSAB will review SAR processes and policy following the sector led improvements identified through <b>National Analysis of SARs</b> and publication of <b>SCIE SAR Quality Markers</b> .	<ul style="list-style-type: none"> <li>• CSAB have a robust action plan to deliver the sector led improvements from 2nd National SAR analysis.</li> <li>• SAR sub-group review SAR guidance, referral, and processes.</li> <li>• SAR processes meet good practice standards as set out in the refreshed SCIE SAR Quality Markers.</li> </ul>	SAR sub-group
	We will <b>review and measure our SAR processes in line with SCIE Quality Markers</b> .	<ul style="list-style-type: none"> <li>• SAR processes are best practice.</li> <li>• Refreshed SAR guidance &amp; referral forms.</li> </ul>	SAR sub-group  Policy & Guidance Task & Finish Group
<b>4.5 We will seek assurance that partners implement recommendations and learning identified in Safeguarding Adult Reviews.</b>	We will ensure that <b>SAR Action Plans are SMART and that there is a process for check and challenge</b> with partner agencies to ensure learning is implemented.	<ul style="list-style-type: none"> <li>• SAR action plans and responses to recommendations are supported by evidence from partner agencies.</li> <li>• Regular assurances and updates are provided to CSAB.</li> </ul>	SAR sub-group
	We will seek to develop a <b>thematic review of SAR learning and action plans</b> in Cumbria to identify recurring themes and required action.	<ul style="list-style-type: none"> <li>• Recurring themes are identified to consider where further learning/assurance is required.</li> </ul>	SAR sub-group
	We will seek assurance through annual presentations from <b>partners of the mechanisms used to disseminate learning from SARs across their organisations</b> to ensure this is embedded in frontline practice.	<ul style="list-style-type: none"> <li>• Assurance reports detail the channels and mechanisms used by partner agencies to embed learning from reviews.</li> </ul>	P&QA sub-group

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<b>4.5 We will seek assurance that partners <b>implement recommendations and learning identified in Safeguarding Adult Reviews.</b></b>	We will seek assurance from partners regarding professional's legal literacy in respect of Safeguarding Adults to ensure professionals are fully conversant with the Care Act 2015 statutory guidance relating to Safeguarding Adults.	<ul style="list-style-type: none"> <li>•Records of training mandated to staff in line with core competencies, ICD for NHS and Bournemouth Safeguarding Competency Framework to ensure staff receive training relevant to their role. This will include reporting on compliance levels.</li> </ul>	L&D sub group