



Cumbria Safeguarding Adults Board (CSAB)

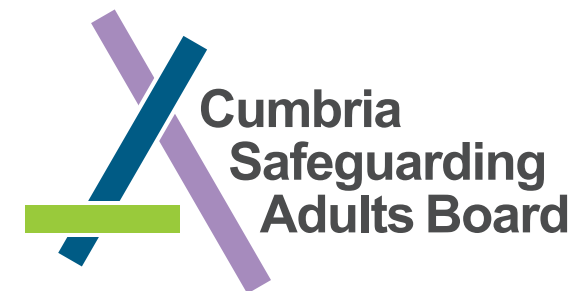
2-year Business Plan 2025 - 2027
(5 year Strategic Plan 2022 - 2027)



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2-year Business Plan 2025 - 2027 (5 year Strategic Plan 2022-2027)

This Business Plan is intended to outline the activity of Cumbria Safeguarding Adults Board and our sub-groups during the next 2 years for the remaining term of our 5-year Strategic Plan. The plan will remain dynamic and responsive to national and local themes and trends, including learning from SARs and findings from audit processes. There will be a refreshed plan published in 2026/27 to outline any significant changes and achievements. Regular reporting on the progress to achieving the activity contained within this plan will take place quarterly highlighting barriers and risks to achievement. This will be further supported by our Annual Report for 2025/26.

The Plan has been informed by local SARs including significant actions and response required to learning from the thematic self-neglect SAR which will set direction for CSAB activity in the next 12-to-24-month period. We will work with our partners to ensure that learning is embedded in practice and the system supports and provides safeguarding where necessary for adults who are experiencing self-neglect.

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

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
1.1 We will ensure there are mechanisms which support our engagement with workforce across the system, customers and local communities and provide information which increases awareness of what constitutes abuse or neglect	Publicity campaigns and information delivered through the use of digital and non-digital communication. Through a variety of communication channels we will seek to improve awareness of the types of abuse and neglect	<ul style="list-style-type: none"> Evaluation of coverage and dissemination of publicity Information is distributed widely through a variety of community links across Cumbria Publicity materials signpost members of what, when and how to report concerns 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 to measure impact Quarterly analytics report; measurement of reach Increased safeguarding referrals from members of the public, family members and neighbours; measurement of impact 	C&E sub group
	We will utilise opportunities to engage with the workforce across the system and seek feedback so we improve access to learning opportunities	We will use information/feedback from a number of sources; <ul style="list-style-type: none"> Lunch and learn feedback & polls Practitioner Forums 	P&QA sub group (assurance)
			L&D sub group

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
		We will seek feedback from frontline professionals through a workforce survey to ensure we understand the barriers, enablers and challenges front line practitioners face. This will inform strategic direction for CSAB.	<ul style="list-style-type: none"> Workforce survey results inform CSAB direction and activity Informs Improvement & Action Plan You said we did' communication 	C&E sub group
		We will utilise opportunities to engage with members of the public and community groups	<ul style="list-style-type: none"> Established links with the public and community groups Channels established to disseminate information Feedback from engagement is used to inform future communication and strategic planning 	C&E sub group
		We will disseminate preventative messages identified by themes and trends through the analysis of data, SAR referrals and SAR learning	<ul style="list-style-type: none"> Monitoring and analysis of safeguarding data to inform themed communication messages SAR referrals and data from partners will identify emerging themes to inform targeted preventative messages 	P&QA sub group (<i>assurance</i>) C&E sub group SAR sub group
		Continue to increase our workforce and public awareness raising of safeguarding themes by supporting National Safeguarding Adults Week during November 2025	<ul style="list-style-type: none"> Communication plan for NSAW 2025 Campaign analytics for the week of awareness will monitor the use of website, social media, and news subscribers Feedback from lunch & learn sessions 	C&E sub group L&D sub group
1.2	We will hear the voice of adults who have experienced abuse or neglect and will facilitate sharing user experience to inform our improvement and practice	In collaboration with Healthwatch we will support the Safeguarding Voices Project which will seek to gather experiential feedback from individuals with care and support needs who have been through the safeguarding journey	<ul style="list-style-type: none"> A sample of adults will be supported to provide qualitative experiential feedback through the Safeguarding Adults Service, Advocacy and Healthwatch Healthwatch report to CSAB; recommendations for action Assurance of services through report 	C&E sub group P&QA sub group (<i>assurance</i>)
		We will facilitate sharing adults experience through practitioners, advocates, case studies and other methods to ensure the voice of the adult is heard	<ul style="list-style-type: none"> Case studies and good practice examples are shared Stories to the Board Learning from good practice sessions Practitioners Forums 	L&D sub group

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
		We will reflect and respond to feedback from families and carers engaged in the SAR process to ensure they are supported to engage and contribute to the review process. <i>(Thematic self-neglect SAR)</i>	<ul style="list-style-type: none"> Revised Family & Carers SAR Information leaflet Establish resources for further support to signpost if/as needed Consider advocacy when appropriate 	SAR sub group
1.3	We will continue to develop a person-centred response to safeguarding adults through Making Safeguarding Personal (MSP) (SARs)	We will analyse feedback in relation to experiences to assess if desired outcomes have been achieved and consider service improvements across the partnership as required	<ul style="list-style-type: none"> Quarterly MSP data will be reviewed, exceptions/ changes analysed with appropriate actions agreed Partners will provide annual assurance including how organisationally MSP is applied Safeguarding Voices Project 	P&QA sub group <i>(assurance)</i>
		We will promote practitioner, public facing, and easy read Making Safeguarding Personal guides in line with national LGA/ADASS resources	<ul style="list-style-type: none"> CSAB website signposts to tools and resources. CSAB guides are reviewed 	Policy & Guidance sub 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
2.1	We will provide opportunities for our partners to contribute to continuous improvement processes and ensure that CSAB continues to be representative of the people and partners across Cumbria	We will co-ordinate a facilitated development session for all partners to contribute to the continuous improvement and direction of the pan Cumbria SAB arrangements	<ul style="list-style-type: none"> Feedback from the event Report and recommendations from independent facilitator inform actions and development areas 	Chair & Business Manager
2.2	We will seek annual assurance from our partners in respect of safeguarding arrangements incorporating wider performance information from across the system and themed assurance	We will continue to deliver, adapt and improve our local partner safeguarding assurance presentation	<ul style="list-style-type: none"> Agreed template and timetable for annual assurance presentation from all partners in respect of safeguarding. Presentations provide opportunity to identify issues and improve partnership working. Risks and issues are escalated to CSAB through highlight reports by exception. CSAB members understand safeguarding across the partnership and hold each other to account to improve partnership working 	P&QA sub group (assurance)
		We will seek regular assurance and reporting from partners in respect of Persons in Position of Trust concerns, reporting and management of these.	<ul style="list-style-type: none"> Pan Lancashire assurance model adapted and adopted Routine reports 	P&QA sub group (assurance)
		<p>We will establish a workstream to implement a themed multi-agency case file audit process responsive to learning from SARs; assurance responses are timely and appropriate including relevant guidance is followed and measure the impact of learning on practice. Themes to include;</p> <p>Self-neglect, Advocacy, Safeguarding triage process & pathways (Thematic self-neglect SAR)</p>	<ul style="list-style-type: none"> Themed case file audits Evidence of appropriate response, application of legislation policy and guidance. Analysis informs actions & improvement presented by case file auditor's Measurement of impact on practice Presentations; SoS model evidence and action plans Assurance to CSAB; escalation of risks or issues identified 	P&QA sub group (audit)

		We will implement with partners a discreet dataset for reporting purposes to inform our understanding of safeguarding across the partnership	<ul style="list-style-type: none"> • Data set agreed • Mechanisms in place to report • Partners contribute to reporting 	P&QA sub group (<i>assurance</i>)
2.3	We will review our Quality Assurance mechanisms to develop a process which includes activity to measure the impact of learning and can evidence and measure the impact of change	We will develop new workstreams to oversee the assurance and audit processes across the partnership	<ul style="list-style-type: none"> • 2 discrete workstreams established • Chair/s appointed • Programme for workstreams • Highlight reporting to CSAB 	P&QA sub group
		We will formalise our assurance mechanisms and processes across CSAB in a Quality Assurance Framework (QAF) document	<ul style="list-style-type: none"> • Document produced outlines process • Clarity of mechanisms across the partnership • Clear goals for sub-groups to support the QAF 	P&QA sub group
2.4	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)	We will seek themed assurance from identified partners in response to SAR recommendations including; Protected characteristics; Care Act assessments; Individual partner assurance in relation to organisational context (<i>Thematic self-neglect SAR</i>)	<ul style="list-style-type: none"> • Assurance is supported by evidence (audits/ system change) • Requests tailored to SAR recommendations; identified partners respond • Opportunity for check & challenge • Monitor change and impact event 1 year on • SAR action plans are routinely monitored and actions completed 	P&QA sub group (<i>assurance</i>)
		We will seek assurance from our Local Authority Partners in respect of Care Act and Carers assessments to ensure they are completed in a timely manner (<i>Thematic self-neglect SAR</i>)	<ul style="list-style-type: none"> • Assurance supports learning & recommendation identified in SAR • Clarity on process for assessment, reviews and dealing with urgent cases 	P&QA subgroup (<i>assurance</i>)
		We will develop mechanisms to seek assurance from the partnership in relation to delivery of Safeguarding related training , linked to national competency frameworks. To include assurance of legal literacy, compliance with mandatory training and how SAR learning informs programmes. (<i>SARs & staff survey</i>)	<ul style="list-style-type: none"> • Scoping work and development of an audit tool for wide dissemination and completion by partners reporting to L&D sub group with exceptions to CSAB • Partners evidence training standards against National Safeguarding Framework Tool for staff groups and competency requirements including compliance • Survey results and evidence • Compliance levels; mandatory training programmes • Training programmes are responsive to and reference SAR learning 	L&D sub group

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
		Assurance from partners in respect of training programmes will include self-neglect; content of training programmes and learning tools available for practitioners working with adults who experience self-neglect. <i>(Thematic self-neglect SAR)</i>	<ul style="list-style-type: none"> Survey results provide assurance that self-neglect is included in mandatory training programmes Evidence of tools and resources available to support frontline practice 	L&D sub group
		We will establish a Task & Finish Group to consider the introduction of a parallel interagency risk management process/ pathway where cases are deemed not to meet thresholds for safeguarding <i>(Thematic self-neglect SAR)</i>	<ul style="list-style-type: none"> National models considered and evaluated against local processes Outcome – report outlining options and proposal for local development 	Task & Finish Group
2.5	We will ensure collaborative working with wider strategic partnerships in Cumbria	We will establish mechanisms to ensure there is collaboration in relation to cross cutting issues and themes to encourage sharing of priorities and reduced duplication	<ul style="list-style-type: none"> Memorandum of Understanding for Cumbria Strategic Boards Receive update reports and plans from other Strategic Boards/Partnerships annually or as required Strategic Partnership Business Managers meet regularly 	CSAB Chair & Business Manager
		We will seek regular reports from Safer Cumbria in relation to Domestic Abuse and Modern Slavery where adults have care and support needs	<ul style="list-style-type: none"> Annual assurance reports to SAB 	CSAB Chair & Business Manager
		We will ensure that we engage with all relevant organisations and strategic partnership Boards involved in safeguarding adults 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"> Relevant representation across the system Sub-group attendance is monitored on an ongoing basis Terms of reference are reviewed, and membership updated Records will monitor attendance escalating issues to CSAB executive member as required 	CSAB Chair & Business Manager

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
3.1	We will deliver a range of actions across the system to respond to the thematic self-neglect SAR which ensures there is comprehensive understanding of to support adults with care and support needs who experience self-neglect (Thematic self-neglect SAR)	We will co-ordinate a system wide event 1 year from the thematic self-neglect SAR to seek assurance and evidence of the impact from learning.	<ul style="list-style-type: none"> Assurance and evidence from partners Feedback from manager's and practitioners through feedback & polls Report to CSAB; highlights from event Case file audits 	L&D sub group P&QA sub group (audit)
3.2	Work with partners to ensure a co-ordinated response to safeguard adults at risk of abuse or neglect in Cumbria	We will be responsive to emerging trends and provide a co-ordinated response to safeguarding issues both locally and nationally	<ul style="list-style-type: none"> National and Local themes, developments and reports inform CSAB agenda and priorities Contribute to national discussions and workstreams 	
		We will continue to work with CSCP to seek assurance that robust arrangements are in place to safeguard young people at risk of exploitation .	<ul style="list-style-type: none"> Reviewed processes and protocols are embedded Assurance through evidence from case file audits is presented 	CSAB (SAR sub-group) CSCP
3.3	We will work with Cumberland Council to support system change identified in the bespoke Safeguarding Review to ensure there is clarity in respect of required information, pathways and partner responsibilities in the safeguarding of adults at risk of abuse and neglect	We will link with Cumberland Council to support delivery of action plans following the review of organisational adult safeguarding pathways and processes. To include consideration of an on-line referral form also identified in self-neglect SAR. (Cumberland Review, Thematic self-neglect SAR)	<ul style="list-style-type: none"> Link with Task & Finish Group and contribute to improvement plans Act as conduit for partner contributions Effective communication with partners Briefings & Quick Guides as resources 	Cumberland Council

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

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
4.1	Promote a culture of continuous learning and improvement across the safeguarding partnership	We will deliver the activity as outlined in our 2-year Learning & Development Strategy for 2025-2026 including 1. Continue to strengthen 'learning' arrangements 2. Plan and deliver an annual Conference 3. Establish and deliver Practitioner Forums	<ul style="list-style-type: none"> Strengthened and improved arrangements for the delivery of learning Delivery of conference – measure impact through evaluation/feedback Programme of practitioner forums – measure impact through evaluation/feedback Feedback from participants through use of polls informs future planning and direction 	L&D sub group
		We will develop learning resources available to all organisations and providers which supports Level 1 safeguarding knowledge in line with national safeguarding competencies	<ul style="list-style-type: none"> Review of partner Level 1 training packages informs the development Learning resources developed and accessible through CSAB website Seek feedback from providers and organisations who access to inform improvement 	L&D sub group
		Through the CSAB facilitators pool we will deliver virtual learning sessions across the system to disseminate learning from all published Safeguarding Adults Reviews (SARs)	<ul style="list-style-type: none"> Records of attendance evidence participation across the partnership Learning is shared and embedded across the partnership and wider agencies Polls and feedback from lunch and learn sessions 	L&D sub group Facilitators Pool
		We will promote and share learning from other organisational processes including; thematic learning emerging from SAR referrals, DARDR, LeDeR and other reviews	<ul style="list-style-type: none"> Emerging trends and themes from local SAR referrals informs learning L&D members present relevant learning from 'other' reviews Local thematic learning from reviews is considered and shared as appropriate 	L&D sub group
		We will adopt a continuous learning culture through sharing, case studies, resources, good practice examples and signposting across the partnership	<ul style="list-style-type: none"> Case studies are shared and promoted where appropriate to share good practice standards across the partnership as another learning tool The "learning zone" on the CSAB website for staff across the partnership continues to be reviewed/ developed. Opportunities are identified to share training sessions on a reciprocal basis across the partnership where relevant 	L&D sub group

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
		We will review MCA guidance and resources and implement measures to promote awareness and practice in relation to MCA across the partnership <i>(Thematic self-neglect SAR)</i>	<ul style="list-style-type: none"> Refreshed MCA resources on learning zone Case file audit; assurance resources and guidance applied, appropriate application of legislation and impact on practice Audits inform future learning needs 	L&D sub group P&QA sub group <i>(audit)</i>
		We will promote messages for front line practitioners as reminders to ensure timely and appropriate responses to identifying and reporting safeguarding concerns	<ul style="list-style-type: none"> Regular communications; briefings/newsletters Learning sessions Organisational reminders/briefings Wider use of Thresholds Tool = increase staff reports 	C&E sub group P&QA sub group
		CSAB Chair and Board Manager will maintain links to national and regional safeguarding networks to inform local discussion and direction	<ul style="list-style-type: none"> CSAB receive regular updates in respect of national and regional developments relating to the SAB Learning from other SABs is adopted in Cumbria 	Chair & Business Manager
4.2	Deliver a programme of training and learning activity and resources for practitioners which improves outcomes for adults who are experiencing self-neglect <i>(Thematic self-neglect SAR)</i>	We will develop training and guidance for practitioners to support and improve engagement with individuals who may be reluctant or find it difficult to maintain contact with services . To include; professional curiosity in seeking to understand an adult's circumstances, life history and possible trauma which can impact on self-neglect and their openness to support. <i>(SARs)</i>	<ul style="list-style-type: none"> Practitioner Guidance developed based on national toolkit with 'launch' Feedback from practitioners regarding guidance Commissioned multi-agency training; shared understanding of self-neglect Feedback from training participation through polls Evaluate the impact on practice through case file audits 	L&D sub group P&QA sub group <i>(audit)</i>
		We will develop learning for delivery across the sector which strengthens MCA practice and recording ; scenario based to complement mandatory training <i>(Thematic self-neglect SAR)</i>	<ul style="list-style-type: none"> Delivery of learning – evaluation and feedback from participants report Case file audit; test application in practice of learning 	L&D sub-group P&QA sub group <i>(audit)</i>
		We will commission interagency training on self-neglect to create a shared understanding and responsibility <i>(Thematic self-neglect SAR)</i>	<ul style="list-style-type: none"> Feedback from training provides assurance Feedback informs future training needs 	L&D sub group

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
4.3	CSAB will have effective multi-agency policy and guidance in place	We will establish a new Policy & Guidance sub-group to review and develop multi-agency policy, procedures, and guidance in line with relevant legislation.	<ul style="list-style-type: none"> Updated multi-agency guidance will be available for staff and professionals There is an inventory of all CSAB guidance subject to review or development including timescales for review CSAB guidance is promoted through learning sessions and briefings as appropriate Application of relevant guidance measured through themed case files audits 	Policy & Guidance sub-group L&D sub group P&QA sub group (<i>audit</i>)
		We will ensure that relevant policy, guidance and resources are reviewed or developed when identified and recommended through SARs including; Thresholds Tool; MDT Guidance <i>(Poppy, Thematic self-neglect SAR)</i>	<ul style="list-style-type: none"> SAR learning informs timely review of policy and guidance Case file audit evidence guidance and process applied in practice 	Policy & Guidance sub group P&QA sub group (<i>audit</i>)
		We will review CSAB self-neglect guidance and consider development of additional resources to support practitioners when working with adults who experience self-neglect . <i>(Thematic self-neglect SAR)</i>	<ul style="list-style-type: none"> Refreshed CSAB Guidance Additional resources; Professional Curiosity, Trauma Informed Practice and working with adults who may be reluctant to seek support from services Partners review of resources; align with CSAB guidance and signposting 	Policy & Guidance sub group
4.4	CSAB will adopt learning from other SABs, national reviews and developments to improve as a partnership ensuring we meet statutory requirements	1. CSAB will review SAR processes and policy following the sector led improvements identified through 2nd National Analysis of SARs and publication of SCIE SAR Quality Markers	<ul style="list-style-type: none"> CSAB have action plan to deliver the sector led improvements from National SAR analysis SAR sub group review SAR guidance, referral, and processes SAR processes meet good practice standards as set out in SCIE SAR Quality Markers 	Chair & Business Manager SAR sub group Policy & Guidance sub group
		We will review our SAR decision making tools and develop a methodology toolkit which supports proportionate approaches to ensure learning is identified in a timely way	<ul style="list-style-type: none"> National models inform review Refreshed SAR Decision Tree SAR Methodologies Toolkit; supports adapt proportionate approach SARs delivered within timescales as defined in statutory guidance 	SAR sub-group

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
4.5	We will seek assurance that partners implement recommendations and learning identified in Safeguarding Adult Reviews	<ul style="list-style-type: none"> SAR action plans and responses to recommendations are supported by evidence from partner agencies Regular assurances and updates are provided to CSAB 	SAR sub group
	We will continue to seek assurance through annual presentations from partners of the mechanisms used to disseminate learning from SARs across their organisations to ensure this is embedded in frontline practice	<ul style="list-style-type: none"> Assurance reports detailing the channels and mechanisms used by partner agencies to embed learning from reviews. 	P&QA sub group (assurance)
	We will seek assurance that partners have reviewed guidance, training and learning tools in response to the self-neglect SAR <i>(Thematic self-neglect SAR)</i>	<ul style="list-style-type: none"> Assurance that review and required updates have been made to organisational guidance and tools for frontline practice 	L&D sub group
	We will establish a Task & Finish Group to consider recommendations from the thematic self-neglect SAR as a mechanism for oversight of the action plan. Including recommendations made in respect of organisational factors to co-ordinate interagency responses and seek assurance from identified partners	<ul style="list-style-type: none"> Establish Task & Finish Group (drawn from SAR Panel) SAR action plan Reporting to SAR sub-group Regular assurance & update to CSAB 	Task & Finish Group

