

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.

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.

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.

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



# Cumbria Safeguarding Adults Board (CSAB)

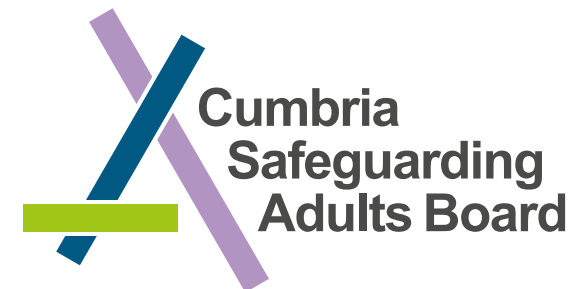
## 2-year Business Plan 2025 - 2027 (2026 refresh)



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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 utilise existing opportunities to <b>engage with members of the public and community groups</b>	<ul style="list-style-type: none"> <li>Established links with the public and community groups</li> <li>Channels established 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>disseminate preventative messages identified by themes and trends</b> through the analysis of data, SAR referrals and SAR learning	<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 ( <i>assurance</i> )  C&E sub group  SAR sub group	
	Continue to increase our workforce and public awareness raising of safeguarding themes by supporting <b>National Safeguarding Adults Week</b> during November 2026	<ul style="list-style-type: none"> <li>Communication plan for NSAW 2026</li> <li>Campaign analytics for the week of awareness will monitor the use of website, social media, and news subscribers</li> <li>Feedback from lunch &amp; learn sessions</li> </ul>	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 <b>facilitate sharing user experience</b> to inform our improvement and practice	In collaboration with Healthwatch we will support the <b>Safeguarding Voices Project which will seek to gather 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>Healthwatch report to CSAB; recommendations for action</li> <li>Assurance of services through report</li> <li>Analysis to inform activity</li> </ul>	C&E sub group   P&QA sub group ( <i>assurance</i> )
		We will <b>facilitate sharing adults 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>Learning from good practice sessions</li> <li>Practitioners Forums</li> </ul>	L&D sub group
		We will reflect and respond to <b>feedback from families and carers engaged in the SAR process</b> 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"> <li>Revised Family &amp; Carers SAR Information leaflet</li> <li>Establish resources for further support to signpost if/as needed</li> <li>Consider advocacy when appropriate to support families engage in SAR</li> </ul>	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
1.3 We will continue to develop a person-centred response to safeguarding adults through <b>Making Safeguarding Personal (MSP) (SARs)</b>	We will <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 reviewed, exceptions/ changes analysed with appropriate actions agreed</li> <li>Partners will provide annual assurance including how organisationally MSP is applied</li> <li>Safeguarding Voices Project</li> </ul>	P&QA sub group ( <i>assurance</i> )

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 <b>CSAB continues to be representative of the people and partners across Cumbria</b>	We will co-ordinate a <b>facilitated development session for all partners to contribute to the strategic planning processes for 2027.</b>	<ul style="list-style-type: none"> <li>Feedback from attendees at the event</li> <li>Analysis of event informs development of strategic priorities and Plan for 2027</li> <li>Triangulation of data including case file audits</li> </ul>	Chair & Business Manager
2.2 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	We will <b>consider national SAB examples of annual assurance models/mechanisms</b> to deliver, adapt and improve our local partner safeguarding assurance presentation process.	<ul style="list-style-type: none"> <li>Agreed template and timetable for annual assurance presentation from all partners in respect of safeguarding.</li> <li>Assurance process provides 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&QA sub group ( <i>assurance</i> )
	We will seek regular assurance and reporting from partners in respect of <b>Persons in Position of Trust</b> concerns, reporting and management of these.	<ul style="list-style-type: none"> <li>Annual assurance audit</li> <li>Report and assurance process completed for 2025/26 period</li> </ul>	P&QA sub group ( <i>assurance</i> )

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	
2.2	We will develop and deliver <b>themed multi-agency case file audits</b> responsive to learning from SARs; assurance responses are timely and appropriate including relevant guidance is followed and measure the impact of learning on practice	<ul style="list-style-type: none"> <li>• Themed case file audits</li> <li>• Evidence of appropriate response, application of legislation policy and guidance.</li> <li>• Analysis informs actions &amp; improvement presented by case file auditor's</li> <li>• Measurement of impact on practice</li> <li>• Presentations; SoS model evidence and action plans</li> <li>• Assurance to CSAB; escalation of risks or issues identified</li> </ul>	P&QA sub group ( <i>audit</i> )	
	We will consider with <b>partners a discreet dataset for reporting purposes</b> to inform our understanding of safeguarding across the partnership	<ul style="list-style-type: none"> <li>• Data set agreed</li> <li>• Mechanisms in place to report</li> <li>• Partners contribute to reporting</li> </ul>	P&QA sub group ( <i>assurance</i> )	
2.3	We will seek <b>specific assurance from across the partnership</b> in respect of wider processes to safeguard adults at risk of abuse or neglect including learning from SARs and reviews (SARs)	We will seek assurance and update on actions from our partners in respect of <b>delivery of Safeguarding related training</b> , linked to national competency frameworks. To include <b>assurance of legal literacy, compliance with mandatory training and how SAR learning informs programmes</b>	<ul style="list-style-type: none"> <li>• Training Assurance survey 2025; actions/update, including compliance levels; mandatory training programmes</li> <li>• Partners evidence training standards against National Safeguarding Framework Tool for staff groups and competency requirements including compliance</li> <li>• Training programmes are responsive to and reference SAR learning</li> </ul>	L&D sub group
	We will through the Task & Finish Group consider <b>the introduction of a parallel interagency risk management process/ pathway where cases are deemed not to meet thresholds for safeguarding</b>  ( <i>Thematic self-neglect SAR</i> )	<ul style="list-style-type: none"> <li>• National models considered and evaluated against local processes</li> <li>• Outcome – report outlining options and proposal for local development</li> </ul>	Task & Finish 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
<b>2.4</b> We will ensure <b>collaborative working with partners and wider strategic partnerships</b> in Cumbria	We will establish mechanisms to ensure there is <b>collaboration in relation to cross cutting issues and themes</b> to encourage sharing of priorities and reduced duplication	<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 Business Managers meet regularly</li> </ul>	CSAB Chair & Business Manager
	We will seek regular reports from other strategic partnerships including <b>Domestic Abuse and Modern Slavery</b>	<ul style="list-style-type: none"> <li>• Annual assurance reports to SAB</li> </ul>	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> <li>• Escalation as appropriate</li> </ul>	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
<b>3.1</b> We will deliver a range of actions across the system <b>to respond to the thematic self-neglect SAR</b> which ensures there is comprehensive understanding of to support adults with care and support needs who <b>experience self-neglect</b> <i>(Thematic self-neglect SAR)</i>	We will through the <b>self-neglect Task &amp; Finish Group seek assurance from partners in respect of actions to deliver learning.</b> The T&F group will maintain oversight of the SAR action plan and delivery reporting as required.	<ul style="list-style-type: none"> <li>Assurance and evidence from partners</li> <li>Case file audits</li> <li>SAR action plan activity and progress reports</li> </ul>	T&F group  P&QA sub group <i>(audit)</i>
	We will co-ordinate <b>a system wide event 1 year from the thematic self-neglect SAR</b> to seek assurance and evidence of the impact from learning.	<ul style="list-style-type: none"> <li>SAR action plan and assurance</li> <li>Feedback from manager's and practitioners through feedback &amp; polls</li> <li>Report to CSAB; highlights from event</li> <li>Case file audits</li> </ul>	T&F group
<b>3.2</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 emerging trends and provide a co-ordinated response to safeguarding issues <b>both locally and nationally</b>	<ul style="list-style-type: none"> <li>National and Local themes, developments and reports inform CSAB agenda and priorities</li> <li>Contribute to national discussions and workstreams</li> <li>Quarterly safeguarding data reports to CSAB</li> </ul>	CSAB  Chair & Business Manager
<b>3.3</b> We will work with <b>Council colleagues</b> 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 Council colleagues to include <b>consideration of an on-line referral form for professionals.</b>  <i>(Cumberland Review, Thematic self-neglect SAR)</i>	<ul style="list-style-type: none"> <li>Link with Task &amp; Finish Group and contribute to improvement plans</li> <li>Act as conduit for partner contributions</li> <li>Effective communication with partners</li> <li>Briefings &amp; Quick Guides as resources</li> </ul>	T&F group

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 <b>culture of continuous learning and improvement</b> across the safeguarding partnership	We will continue to <b>deliver learning opportunities while conducting a refresh of our 2-year Learning &amp; Development Strategy for 2025-2026</b>	<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> <li>Feedback from participants through use of polls informs future planning themes and direction</li> </ul>	L&D sub group
		We will develop launch a CSAB Safeguarding webinar available to all organisations and providers which supports <b>Level 1 safeguarding knowledge in line with national safeguarding competencies</b>	<ul style="list-style-type: none"> <li>Launch of CSAB Safeguarding webinar</li> <li>Learning resource accessible through CSAB website</li> <li>Seek feedback from providers and organisations who access to inform improvement</li> </ul>	L&D sub group
		We will deliver virtual learning sessions across the system to disseminate learning from all published <b>Safeguarding Adults Reviews (SARs)</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</li> </ul>	L&D sub group
		We will promote and share learning from other <b>organisational processes including; thematic learning emerging from SAR referrals, DARDR, LeDeR and other reviews</b>	<ul style="list-style-type: none"> <li>Emerging trends and themes from local SAR referrals informs learning</li> <li>L&amp;D members present relevant learning from ‘other’ reviews</li> <li>Local thematic learning from reviews is considered and shared as appropriate</li> </ul>	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>Case studies and good practice examples inform Practitioner Forum content</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> </ul>	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
	<p>We will review <b>MCA guidance and resources and implement measures to promote awareness and practice</b> in relation to MCA across the partnership</p> <p><i>(Thematic self-neglect SAR)</i></p>	<ul style="list-style-type: none"> <li>Refreshed MCA resources on learning zone</li> <li>Case file audit; assurance resources and guidance applied, appropriate application of legislation and impact on practice</li> <li>Audits inform future learning needs</li> </ul>	<p><i>P&amp;G sub group</i></p>
	<p>We will promote messages for front line practitioners as reminders to ensure <b>timely and appropriate responses to identifying and reporting safeguarding concerns</b></p>	<ul style="list-style-type: none"> <li>Regular communications; briefings/newsletters</li> <li>Learning sessions</li> <li>Organisational reminders/briefings</li> <li>Consider data; organisational &amp; staff reports</li> </ul>	<p>C&amp;E sub group</p> <p>P&amp;QA sub group</p>
<p><b>4.2</b> Deliver a programme of training and learning activity and resources for practitioners which improves outcomes for adults who are experiencing <b>self-neglect</b></p> <p><i>(Thematic self-neglect SAR)</i></p>	<p>We will develop <b>training and guidance for practitioners</b> to support and <b>improve engagement with individuals who may be reluctant or find it difficult to maintain contact with services</b>. 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.</p> <p><i>(SARs)</i></p>	<ul style="list-style-type: none"> <li>Practitioner Guidance developed based on national toolkit with 'launch'</li> <li>Feedback from practitioners regarding guidance</li> <li>Commissioned multi-agency training; shared understanding of self-neglect</li> <li>Feedback from training participation through polls</li> <li>Evaluate the impact on practice through case file audits</li> </ul>	<p>L&amp;D sub group</p> <p>P&amp;QA sub group <i>(audit)</i></p>
	<p>We will develop opportunities for <b>learning across the sector which strengthens MCA practice and recording</b>; scenario based to complement mandatory training</p> <p><i>(Thematic self-neglect SAR)</i></p>	<ul style="list-style-type: none"> <li>Delivery of scenario based learning through Practitioner Forum – evaluation and feedback from participants report</li> <li>Case file audit; test application in practice of learning</li> </ul>	<p>L&amp;D sub-group</p> <p>P&amp;QA sub group <i>(audit)</i></p>
	<p>We will <b>commission tiered interagency training on self-neglect</b> to create a shared understanding and responsibility.</p> <p><i>(Thematic self-neglect SAR)</i></p>	<ul style="list-style-type: none"> <li>Level 2 &amp; Level 3 content agreed with target audience</li> <li>Feedback from training provides assurance</li> <li>Feedback informs future training needs</li> </ul>	<p>L&amp;D sub group</p>

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>4.3</b> CSAB will have effective <b>multi-agency policy and guidance</b> in place	The <b>Policy &amp; Guidance sub-group</b> will review and develop multi-agency policy, procedures, and guidance in line with relevant legislation and learning from SARs including alignment with best practice models. <b>(SAR guidance, Organisational Abuse, Safeguarding concerns)</b>	<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 review or development including timescales for review</li> <li>CSAB guidance is promoted through learning sessions and briefings as appropriate</li> <li>Application of relevant guidance measured through themed case files audits</li> <li>SAR learning informs timely review of policy and guidance</li> </ul>	Policy & Guidance sub-group  L&D sub group  P&QA sub group <i>(audit)</i>
	We will review <b>CSAB self-neglect guidance and consider development of suite of resources</b> to support practitioners when working with adults who experience <b>self-neglect</b> .  <i>(Thematic self-neglect SAR)</i>	<ul style="list-style-type: none"> <li>Refreshed CSAB Guidance</li> <li>Additional resources; Professional Curiosity, Trauma Informed Practice and working with adults who may be reluctant to seek support from services</li> <li>Partners review of resources; align with CSAB guidance and signposting</li> </ul>	Policy & Guidance sub group
<b>4.4</b> CSAB will <b>adopt learning from other SABs, national reviews and developments to improve as a partnership</b> ensuring we meet statutory requirements	CSAB will review SAR processes and policy following the sector led improvements identified through 2 <sup>nd</sup> National Analysis of SARs and publication of SCIE SAR Quality Markers	<ul style="list-style-type: none"> <li>CSAB have action plan to deliver the sector led improvements from 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 SCIE SAR Quality Markers</li> </ul>	Chair & Business Manager
<b>4.5</b> We will seek assurance that partners <b>implement recommendations and learning identified in Safeguarding Adult Reviews</b>	We will ensure <b>that 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 continue to seek assurance through annual presentations from partners of the <b>mechanisms used to disseminate learning from SARs across their organisations to ensure this is embedded in frontline practice</b>	<ul style="list-style-type: none"> <li>Assurance reports detailing the channels and mechanisms used by partner agencies to embed learning from reviews.</li> </ul>	P&QA sub group <i>(assurance)</i>