

# Cumbria Safeguarding Adults Board (CSAB)

## Business Plan 2021/22

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

| <b>Goal</b><br><i>(What do we want to achieve)</i>   | <b>Initiative</b><br><i>(How will we achieve our goal)</i>   | <b>Metric</b><br><i>(How will we know we have achieved our goal)</i>  | <b>Lead/sub group</b>                              | <b>Timescale</b>                 |
|--|--|---|--|----------------------------------|
| 1.1 We will provide information to improve and increase public awareness of <b>what constitutes abuse or neglect</b> | We will develop a <b>public facing publicity campaign</b> delivered through the use of non-digital communication channels to include; TV, radio, local press releases, Community, Voluntary and Faith Groups | <ul style="list-style-type: none"> <li>Evaluation of all local coverage and dissemination of the publicity campaign</li> <li>Information is distributed widely through a variety of community links across Cumbria</li> <li>Measure the impact of publicity on public awareness of safeguarding through the use of a public survey</li> </ul> | C&E subgroup                                       | August 2021<br><br>December 2021 |
|  | We will continue to utilise a <b>variety of communication channels</b> to improve awareness of the types of abuse and neglect  | <ul style="list-style-type: none"> <li>Analytics of communication channels (Twitter, CSAB website and news subscribers) will measure the impact of public awareness raising</li> <li>Safeguarding data analysis will evidence changes in the types of abuse and referrer</li> </ul>   | C&E sub group<br><br>P&QA sub group                | December 2021                    |
|  | We will <b>disseminate preventative messages identified by themes and trends</b> through the analysis of data and SAR referrals including where covid and lockdown has increased risk of abuse or neglect    | <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<br>SAR sub group<br>C&E sub group   | March 2022                       |
|  | Increase public awareness raising through support of National Safeguarding Adults Week and national themes during November 2021  | <ul style="list-style-type: none"> <li>Campaign analytics for the week of awareness will monitor the use of website, social media, and news subscribers</li> </ul>  | C&E sub group<br><br>National SAB Managers Network | December 2021                    |

| <b>Goal</b><br><i>(What do we want to achieve)</i>   | <b>Initiative</b><br><i>(How will we achieve our goal)</i>   | <b>Metric</b><br><i>(How will we know we have achieved our goal)</i>  | <b>Lead/sub group</b>                                    | <b>Timescale</b>   |
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| 1.2 We will increase public awareness of <b>how to report safeguarding concerns</b> , making safeguarding everybody's business | We will develop publicity using the strapline <b>"safeguarding is everybody's business"</b> ensuring that people know how to report concerns as lockdown measures ease | <ul style="list-style-type: none"> <li>Publicity materials signpost members of the public so they know 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> <li>Measure awareness through use of a public survey and identify appropriate actions/ improvement plan</li> </ul> | C&E sub group<br><br>P&QA sub group<br><br>C&E sub group | September 2021<br><br>December 2021<br><br>December 2021 |
|  | We will complete a review of the CSAB website to improve ease of access, retrieval of information and signposting  | <ul style="list-style-type: none"> <li>A Task &amp; Finish Group complete a review of the website and launch with a refreshed design and content for ease of access with areas for staff and public information</li> <li>Access to the website can be measured through analytic reports and feedback gathered</li> </ul>  | C&E Task & Finish Group                                  | September 2021   |
| 1.3 Monitor and scrutinise our functions through the publication of our Annual Report  | We will produce our 2020/21 Annual Report in line with statutory guidance reflecting how safeguarding continued to be business as usual during the pandemic            | Our Annual Report is published detailing progress against our strategic objectives and shared with key partners as defined in statutory guidance.   | Chair/Board Manager                                      | December 2020  |

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

| <b>Goal</b><br><i>(What do we want to achieve)</i>  | <b>Initiative</b><br><i>(How will we achieve our goal)</i>  | <b>Metric</b><br><i>(How will we know we have achieved our goal)</i>   | <b>Lead/sub group</b>                 | <b>Timescale</b> |
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| 2.1 We will continue to develop a person-centred response to safeguarding adults through <b>Making Safeguarding Personal (MSP)</b>  | 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"> <li>Quarterly MSP data will be reviewed, and exceptions/changes analysed with appropriate actions agreed</li> <li>Partners provide regular assurance including how organisationally MSP is applied</li> </ul> | P&QA subgroup                         | March 2022       |
|   | We will review CSAB practitioner, public facing, and easy read Making Safeguarding Personal guides 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 | September 2021   |
|   | We will seek assurance that partners promote ownership of MSP across organisations in line with national guidance   | <ul style="list-style-type: none"> <li>Statutory partners provide assurance in line with ADASS/LGA guides "what good might look like"</li> </ul>   | P&QA sub group                        | March 2022       |
| 2.2 We will listen to the voice of adults who have experienced abuse or neglect and will <b>facilitate sharing user experience</b> to inform our improvement and practice | We will develop a mechanism to gather a sample of experiential feedback 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 and Advocacy</li> </ul>   | C&E subgroup                          | March 2022       |
|   | We will facilitate sharing user experience 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> </ul>   | C&E sub group<br>L&D sub group        | March 2022       |

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

| <b>Goal</b><br><i>(What do we want to achieve)</i>   | <b>Initiative</b><br><i>(How will we achieve our goal)</i>   | <b>Metric</b><br><i>(How will we know we have achieved our goal)</i>   | <b>Lead/sub group</b>                | <b>Timescale</b>  |
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| 3.1 CSAB will support the <b>recovery agenda</b> to ensure safeguarding adults at risk remains a priority in Cumbria | We will link with the Local Resilience Forum (LRF) and work in partnership with Strategic Boards to strengthen the recovery journey in Cumbria ensuring <b>"People"</b> feel <b>"safe"</b> | <ul style="list-style-type: none"> <li>CSAB contribute to the Recovery Strategy consultation process identifying relevant areas where CSAB can add value</li> <li>CSAB activity and communications will focus on the theme "People" of Cumbria from the recovery strategy</li> <li>CSAB public survey to measure public awareness of safeguarding will include "how safe do people feel" as a recovery measure</li> <li>CSAB will seek assurance from the LRF on the measures relating to; wellbeing, isolation and feeling safe all which impact on safeguarding</li> </ul> | Chair & Business Manager             | April 2021<br><br>September 2021<br>December 2021<br><br>March 2022 |
|  | CSAB will continue to review the wider impact of the pandemic on society, partner agencies and safeguarding adults at risk of abuse or neglect   | <ul style="list-style-type: none"> <li>Monitor the impact of covid on adults at risk of abuse or neglect and agree appropriate actions (e.g. Mental Health, Suicides, Self Neglect, Domestic Abuse, Homelessness)</li> <li>Receive assurance and exceptions from partner agencies regarding business continuity and impact on safeguarding issues</li> <li>Respond to emerging themes and trends adapting CSAB priorities</li> </ul>   | P&QA sub group<br><br>Business Group | March 2022<br><br>March 2022  |
|  | We will ensure there is clarity on the <b>role of the SAB in supporting recovery both locally and nationally</b> ensuring it is a golden thread during 21/22                               | <ul style="list-style-type: none"> <li>There is clear leadership from the SAB in relation to roles and responsibilities and communication channels in place to inform "recovery" across strategic partnerships</li> <li>CSAB contribute to the national recovery plan for SABs based on the C19 Foresight Group report 9 identified areas for recovery</li> </ul>  | Chair & Business Manager             | September 2021  |

| <b>Goal</b><br><i>(What do we want to achieve)</i>  | <b>Initiative</b><br><i>(How will we achieve our goal)</i>   | <b>Metric</b><br><i>(How will we know we have achieved our goal)</i>   | <b>Lead/sub group</b>                                    | <b>Timescale</b>                 |
|---|--|--|--|----------------------------------|
| 3.2 Board members understand their role, partners role and the SAB role in the prevention of abuse or neglect       | We will facilitate an annual development session with partners to provide an opportunity for learning, self-assessment, and strategic planning   | <ul style="list-style-type: none"> <li>Self-assessment informs strategic planning process</li> <li>Organisational learning and priorities inform shared strategic planning for 2022-2025</li> </ul>  | Business Group<br><br>Chair & Business Manager           | December 2022                    |
|   | CSAB Chair and Board Manager will maintain links to national and regional safeguarding networks 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>  | SAB Chair & Manager                                      | March 2022                       |
| 3.3 There will be appropriate membership and representation at CSAB and sub groups to support the work of the Board | We will ensure that we engage with all relevant organisations involved in safeguarding adults and that through the membership there is a commitment to attendance and ownership of actions from meetings | <ul style="list-style-type: none"> <li>Representation from Provider and 3rd sector is recruited to the Board</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>  | Chair and Board Manager                                  | December 2021                    |
| 3.4 Improve synergy and <b>collaborative working with wider strategic partnerships in Cumbria</b>                   | We will establish mechanisms to ensure there is <b>collaboration in relation to cross cutting issues</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 Chair's &amp; Business Managers meet at least quarterly</li> <li>There is a shared ownership of recovery and joined up working across key areas</li> </ul> | Cumbria County Council<br><br>Chair/<br>Business Manager | September 2022<br><br>March 2022 |

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

| <b>Goal</b><br><i>(What do we want to achieve)</i>  | <b>Initiative</b><br><i>(How will we achieve our goal)</i>  | <b>Metric</b><br><i>(How will we know we have achieved our goal)</i>   | <b>Lead/sub group</b>    | <b>Timescale</b> |
|---|---|--|--------------------------|------------------|
| 4.1 CSAB members understand operational safeguarding across the partnership and identify learning and opportunities to improve partnership working in respect of safeguarding | We will seek assurance from partners in relation to operational safeguarding arrangements based on a signs of safety methodology to promote sharing of information and opportunities for collaboration      | <ul style="list-style-type: none"> <li>• P&amp;QA receive an annual assurance presentation from all partners in respect of safeguarding arrangements, current and future priorities</li> <li>• Presentations provide the opportunity to identify issues and improve partnership working</li> <li>• Risks and issues are escalated by exception to CSAB through highlight reports from sub group Chair</li> </ul> | P&QA sub-group           | March 2022       |
| 4.2 To measure CSAB performance against statutory guidance and inform self-assessment for future strategic planning   | We will complete a <b>self-assessment</b> of CSAB adopting the statutory guidance to; identify risks, inform improvements and future planning   | <ul style="list-style-type: none"> <li>• Analysis of statutory guidance will inform the measures for self-assessment of CSAB arrangements</li> <li>• Improvement plan developed and implemented</li> <li>• Improvement plan will inform strategic planning process for 2022-2025</li> </ul>  | Business Group           | December 2021    |
| 4.3 We will seek assurance there is a comprehensive understanding and appropriate application of the Mental Capacity Act  | We will develop an audit tool to seek assurance from partner agencies that there is a robust <b>training programme in place for staff in relation to MCA in line with the National Competency Framework</b> | <ul style="list-style-type: none"> <li>• L&amp;D Task &amp; Finish Group develop an audit tool for dissemination and completion by partners reporting to L&amp;D sub group with exceptions to CSAB</li> </ul>  | L&D Task & Finish Group  | September 2021   |
|   | Through a multi-agency case file audit, we will seek assurance on the <b>application of MCA and principles in practice</b>  | <ul style="list-style-type: none"> <li>• P&amp;QA Task &amp; Finish Group develop a multi-agency case file audit tool to quality check the application of MCA and principles</li> </ul>  | P&QA Task & Finish Group | December 2021    |
|   | Through audit <b>processes quality check Best Interest decisions and recording</b> ensuring the statutory checklist is applied  | <ul style="list-style-type: none"> <li>• P&amp;QA Task &amp; Finish Group develop a quality check for 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 Task & Finish Group | December 2021    |

| <b>Goal</b><br><i>(What do we want to achieve)</i>  | <b>Initiative</b><br><i>(How will we achieve our goal)</i>  | <b>Metric</b><br><i>(How will we know we have achieved our goal)</i>   | <b>Lead/sub group</b>              | <b>Timescale</b> |
|---|---|--|------------------------------------|------------------|
|   | We will seek assurance regarding planning across the partnership in relation to implementation of LPS   | <ul style="list-style-type: none"> <li>Assurance report to CSAB</li> </ul>   | Cumbria County Council             | October 2021     |
| 4.4 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>Assurances and updates are provided to CSAB</li> </ul> | SAR sub group                      | December 2022    |
|   | We will explore <b>methods to share relevant learning from a range of organisational reviews</b> and consider how thematic learning can be disseminated           | <ul style="list-style-type: none"> <li>Cumbria SAR's are hosted on national SAR library</li> <li>Local thematic learning from reviews is considered and shared as appropriate</li> </ul>                 | SAR sub group<br><br>L&D sub group | March 2022       |

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

| <b>Goal</b><br><i>(What do we want to achieve)</i>  | <b>Initiative</b><br><i>(How will we achieve our goal)</i>  | <b>Metric</b><br><i>(How will we know we have achieved our goal)</i>   | <b>Lead/sub group</b>                                   | <b>Timescale</b> |
|---|---|--|---|------------------|
| 5.1 Promote a <b>culture of continuous learning and improvement</b> across the safeguarding partnership | We will develop a virtual model to disseminate learning from all published <b>Safeguarding Adults Reviews (SARs)</b>                  | <ul style="list-style-type: none"> <li>Virtual methods are developed and implemented to deliver SAR learning widely</li> <li>Learning is shared and embedded across the partnership and wider agencies</li> </ul>                          | Chair & Board Manager<br>SAR sub group<br>C&E sub group | July 2021        |
|   | We will promote and share learning from other <b>organisational processes including thematic learning emerging from SAR referrals</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> </ul> | L&D subgroup  | March 2022       |

| <b>Goal</b><br><i>(What do we want to achieve)</i>  | <b>Initiative</b><br><i>(How will we achieve our goal)</i>  | <b>Metric</b><br><i>(How will we know we have achieved our goal)</i>   | <b>Lead/sub group</b>   | <b>Timescale</b> |
|---|---|--|-------------------------|------------------|
| 5.1 Promote a <b>culture of continuous learning and improvement</b> across the safeguarding partnership | We will review the current <b>Learning &amp; Development Strategy</b> considering changes to working practices and communication methods as a direct result of the pandemic and new ways of working | <ul style="list-style-type: none"> <li>• A new L&amp;D strategy is published which reflects new virtual methods for delivery and the CSAB offer</li> <li>• A pool of facilitators will be established and provided with the necessary skills-based training to facilitate CSAB learning sessions</li> <li>• Opportunities are identified to share training sessions on a reciprocal basis across the partnership where relevant</li> <li>• Access to relevant e-learning through My Learning is promoted and access/use evaluated</li> </ul> | L&D subgroup            | September 2021   |
|   | 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>• A “learning zone” for staff across the partnership is developed and hosted on the refreshed CSAB website</li> </ul>  | L&D subgroup            | March 2022       |
|   | We will seek assurance from across the partnership in relation to delivery of Safeguarding and MCA training for staff groups and compliance   | <ul style="list-style-type: none"> <li>• A Task &amp; Finish Group develop an audit tool based on scoping for wide dissemination and completion by partners reporting to L&amp;D sub group with exceptions to CSAB</li> <li>• Partners evidence training standards against National Safeguarding and MCA Framework Tools for staff groups and competency requirements including compliance and KPI’s</li> </ul>  | L&D Task & Finish Group | September 2021   |

| <b>Goal</b><br><i>(What do we want to achieve)</i>   | <b>Initiative</b><br><i>(How will we achieve our goal)</i>  | <b>Metric</b><br><i>(How will we know we have achieved our goal)</i>  | <b>Lead/sub group</b>                    | <b>Timescale</b> |
|--|---|---|--|------------------|
| 5.2 Listen to and respond to the needs of our workforce  | We will <b>seek the views and feedback from staff across the partnership</b> in respect of CSAB, safeguarding and measure improvements from 2018 survey and action plan | <ul style="list-style-type: none"> <li>• 2018 survey action plan is used to identify areas to measure for improvement in staff survey</li> <li>• 2021 survey is widely disseminated to staff across the partnership and responses analysed</li> <li>• An action plan is developed and shared with sub-groups</li> <li>• "You said we did" communications published</li> </ul> | C&E sub-group                            | December 2021    |
| 5.3 CSAB will have effective multi-agency policy and guidance in place   | We will continue through the Task & Finish Group to review and develop multi-agency policy, procedures, and guidance in line with relevant legislation                  | <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>   | Task & Finish Group<br><br>L&D sub-group | December 2021    |
| 5.4 CSAB will <b>adopt learning from other SABs and national reviews to improve as a partnership</b> ensuring we meet statutory requirements | CSAB will review the sector led improvements identified through <b>national analysis of SARs</b> and sector led improvements the report identifies                      | <ul style="list-style-type: none"> <li>• CSAB have a robust action plan to deliver the sector led improvements</li> <li>• SAR sub group review SAR guidance, referral, and processes</li> <li>• CSAB link in to the national learning for SABs</li> <li>• CSAB link in to the SCIE review of SAR Quality Markers</li> </ul>   | Chair & Business Manager                 | December 2022    |
|  | The <b>decision-making process for SAR referrals is evidence based robust and defensible</b> and all decisions are made in a timely manner                              | <ul style="list-style-type: none"> <li>• SAR sub group members apply the legal framework and provide clear rationale for decision making using a decision-making tool</li> <li>• Minutes of SAR sub group meetings and decisions provide clear rationale for decisions including the abuse or neglect</li> <li>• Legal advice is accessed as required</li> </ul>              | SAR sub group                            | May 2022         |