



# TSAB Strategic Business Plan 2025-28

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**Vision:** Adults in the Tees area with care and support needs can live safely, free from abuse and neglect.

**What we do**

We seek assurance that organisations work in partnership to deliver joined up services that safeguard adults with care and support needs from abuse and neglect. The work of the SAB is underpinned by the Care Act.

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

- Ensure that local safeguarding arrangements are in place as defined by the Care Act 2014 and statutory guidance
- Ensure that safeguarding practice is person-centred and outcome focused
- Work collaboratively to prevent abuse and neglect where possible
- Ensure agencies/individuals give timely and proportionate responses when abuse or neglect has occurred
- Ensure that safeguarding practice is continuously improving and enhancing the quality of life of adults in the area

We will do this by:

- Providing leadership, challenge and direction to ensure that partner agencies improve outcomes for adults at risk of abuse or neglect
- Promoting values of openness, trust, respect and learning
- Seeking assurance, listening to and empowering our communities by supporting the workforce to keep adults who may have care and support needs safe from abuse or neglect

**Safeguarding Principles**

The safeguarding principles set out in the Care Act 2014 will underpin all aspects of safeguarding adults work across Tees.

<b>Empowerment:</b>	<b>Prevention:</b>	<b>Proportionality:</b>
I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens	I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help.	I am sure that the professionals will work in my interest, as I see them and they will only get involved as much as needed.
<b>Protection:</b>	<b>Partnership:</b>	<b>Accountability:</b>
I get help and support to report abuse and neglect. I get help so that I am able to take part	I know that staff treat any personal and sensitive information in confidence, only sharing what is	I understand the role of everyone involved in my life and so do they.

in the safeguarding process to the extent to which I want.	helpful and necessary. I am confident that professionals will work together and with me to get the best result for me.	
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### **The Board's Planning Cycle**

The TSAB Strategic Plan for 2025-28 has been developed in consultation with our partners, key stakeholders, staff and communities across Tees. The TSAB works closely with other partnerships and organisations to achieve and support objectives that keep adults with care and support needs safe in Tees. The Strategic Business Plan identifies which actions the Board leads on, and which it contributes to and influences.

The plan will shape the direction of the Board for the next 3 years, the actions will be reviewed annually and adapted where required to respond to emerging issues and priorities. The strategy will be underpinned by an annual Business Plan and progress will be reported on at Board meetings across the year, in the form of Sub-Group updates. In addition, the Strategic Business Plan Progress Monitoring Framework will provide a mid and end of year update against all the Strategic Business Plan actions.

In line with the Care and Statutory Support Guidance, TSAB will produce an Annual Report at the end of each financial year to report on progress of the Strategic Plan and provide an overview of achievements from partners in relation to the Annual Business Plan.




The Business Plan will be delivered through the work of the five main Sub-Groups; Communication and Engagement, Learning, Training and Development, Operational Leads, Performance, Audit and Quality and Safeguarding Adult Reviews, and any other relevant Task & Finish Groups as required.

### **Measuring Success**

Through quantitative and qualitative assurance methods each objective and corresponding action will be monitored and measured for progress made through 2025-28. Each Sub-Group has a workplan they own which they review and monitor at each Sub-Group meeting. The workplans provide detailed actions of how each Sub-Group will strive to assist in the achievement of the objectives outlined in the Strategic Plan. Progress updates on the workplans will be provided as part of the Sub-Group updates at each Board meeting.

## Priorities and Aims

The overarching Priorities and Aims for 2025-28 are set out below:

-  **Priority: Information, Engagement and Involvement**  
**Aim:** We will provide clear and accessible information and advice and work with local communities to raise awareness of what abuse is, how to prevent abuse from happening, how to seek help, and how to engage with the work of the Board.
  
-  **Priority: Confident, Competent Practice**  
**Aim:** We will ensure the workforce, across all sectors, is well trained, supported, competent and confident to safeguard adults within our communities.
  
-  **Priority: Emerging Challenges and Enabling Solutions**  
**Aim:** We will actively identify and respond to emerging trends and challenges, working together to provide a solutions and outcomes focused, co-ordinated response to safeguarding issues.

## Board Priorities

The TSAB will seek assurance from statutory organisations and multi-agency partners that the following aims, objectives and actions are delivered.

### Priority: Information, Engagement & Involvement

**Aim:** We will provide clear and accessible information and advice and work with local communities to raise awareness of what abuse is, how to prevent abuse from happening, how to seek help, and how to engage with the work of the Board.

Objectives: We will	2026-27 Actions: We will do this by	Assurance Methods	Lead
1. Listen to the voice of adults with care and support needs, their families and carers, and facilitate sharing user experience to inform our future direction and priorities	<ol style="list-style-type: none"> <li>Further developing mechanisms which support gathering feedback from individuals with care and support needs who have used safeguarding services</li> <li>Using co-design and engagement, where possible, to ensure the voice of adults at risk, their carers, and families is heard in respect of safeguarding adults</li> <li>Using the information, we gather as a feedback loop to improve practice and promote co-production / co-design with partners</li> </ol>	<ul style="list-style-type: none"> <li>Annual Consultation Survey</li> <li>Annual Communication &amp; Engagement Report</li> <li>Feedback from Focus/User Groups</li> </ul>	Communication & Engagement Sub-Group
2. Further develop the Safeguarding Champions initiative to improve engagement with local communities and services	<ol style="list-style-type: none"> <li>Continuing to engage and involve local communities, including, harder to reach and seldom heard groups, with the work of the Board, considering equity and equality of access across all aspects of the Boards work.</li> <li>Strengthen the Safeguarding Champions Scheme to ensure it is shaped and directed by the Champions themselves, with clearly defined tasks that enhance workforce confidence and capability in safeguarding adults with care and support needs.</li> <li>Providing Safeguarding Champions with the tools and resources they need to ensure they can carry out the role effectively and ensure there is representation from across all agencies including the VCSE sector</li> <li>Promote Safeguarding Champions within Safe Place venues, ensuring that specialist safeguarding knowledge is available at key community locations where people may access support</li> </ol>	<ul style="list-style-type: none"> <li>Annual Communication &amp; Engagement Report</li> <li>Annual Consultation Survey Results</li> <li>Feedback from individuals, families and carers &amp; focus groups</li> <li>Feedback from Safeguarding Champions</li> <li>Champions Bulletin</li> <li>Newsletter and Bulletin subscribers</li> <li>Safeguarding Champion numbers</li> <li>Safe Place Scheme Audits</li> </ul>	Communication & Engagement Sub-Group

<p>3. Ensure that the TSAB website and all public facing materials are accessible and easy to understand, with clear information that signposts to support services</p>	<ol style="list-style-type: none"> <li>1. Continuing to develop the TSAB website, along with the web hosts, to ensure that all resources and content complies with accessibility standards</li> <li>2. Ensuring that the TSAB website provides an up to date platform for signposting to specialist support services</li> </ol>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Accessibility Guidelines Measure</li> </ul>	<p>Communication &amp; Engagement Sub-Group</p>
<p>4. Ensure adults and /or their representatives, who use safeguarding services are asked what they want from the safeguarding process and their views inform the outcome, following the principles of Making Safeguarding Personal</p>	<ol style="list-style-type: none"> <li>1. Continuing to monitor and report on the TSAB Performance Indicator relating to outcomes and consider service improvements across partner agencies as required</li> <li>2. Implementing a multi-agency audit programme considering how well Making Safeguarding Personal is embedded in practice</li> </ol>	<ul style="list-style-type: none"> <li>• Key Performance Indicators</li> <li>• Quarterly PowerBi Dashboard Data</li> <li>• Multi-Agency Audits</li> <li>• Lessons Learned Reports</li> </ul>	<p>Performance, Audit and Quality Sub-Group</p> <p>Operational Leads Sub-Group</p>
<p>5. Ensure adults who are at risk of abuse and neglect are aware of local sources of support and schemes such as the Safe Place Scheme</p>	<ol style="list-style-type: none"> <li>1. Developing and delivering a Communication and Engagement Plan that is informed by annual survey insights, local engagement activity, and learning from Safeguarding Adult Reviews.</li> <li>2. Review the 'Find Support in your area' webpage to ensure it reflects local service provision across Tees</li> <li>3. Enhance public and partner awareness of the Tees Safe Place Scheme and strengthen promotion of participating Safe Place venues.</li> </ol>	<ul style="list-style-type: none"> <li>• Campaign and website analytics</li> <li>• Social media</li> <li>• National Safeguarding Adults Week Evaluation</li> <li>• Website analytics</li> <li>• TSAB Annual Consultation Survey</li> <li>• Safe Place Scheme Audits</li> </ul>	<p>Communication &amp; Engagement Sub-Group</p> <p>Safe Place Scheme Steering Group</p>

**Impact/ Outcomes** – People will receive clear and concise information about what abuse is, how to recognise the signs and how to seek help, and will be provided with opportunities to engage in the work of the Board

**Priority: Confident, Competent Practice**

**Aim:** We will ensure the workforce, across all sectors, is well trained, supported, competent and confident to safeguard adults within our communities

Objectives: We will	2026-27 Actions: We will do this by	Assurance Methods	Lead
<p>1. Seek assurance that staff are legally literate and understand the legislative framework and the principles of trauma informed practice to ensure the best outcomes for adults at risk</p>	<ol style="list-style-type: none"> <li>1. Promoting a culture of continuous learning and improvement where staff are enabled, encouraged and supported to be professionally curious</li> <li>2. Seeking assurance that there is a comprehensive understanding and appropriate application of the Mental Capacity Act.</li> <li>3. Review and refine key safeguarding decision-support tools to improve clarity and ensure consistent, proportionate responses.</li> <li>4. Routinely reviewing and updating policies and procedures to ensure that they reflect best practice and legislative changes</li> <li>5. Seek assurance from partners that staff are provided with single agency Safeguarding Adults training in accordance with the TSAB Training Strategy</li> </ol>	<ul style="list-style-type: none"> <li>• Delegate Feedback</li> <li>• Impact Assessments</li> <li>• Training Evaluations</li> <li>• QAF/self-audit tool</li> <li>• Reviewed Policies, Procedures, Decision Support Tools &amp; Guidance</li> </ul>	<p>Learning, Training &amp; Development Sub-Group</p> <p>Performance, Audit &amp; Quality Sub-Group</p> <p>Operational Leads Sub-Group</p>
<p>2. Learn from, and embed into practice and policy, the findings of local, regional and national SARs, DARDs, CSPRs and other relevant reviews and implement the action plans</p>	<ol style="list-style-type: none"> <li>1. Developing and implementing action plans for all SARs and other applicable reviews</li> <li>2. Seek assurance through the new Quality Assurance Framework that learning from reviews is consistently embedded in practice and informs policy development across the partnership</li> <li>3. Maintaining links with the National and Regional safeguarding networks to inform projects and workstreams</li> <li>4. Review and update the SAR Decision Support Tool to ensure clearer guidance and promote more consistent, high-quality decision making</li> <li>5. Work with Regional SAB partners to collate learning, compare local responses across areas, and agree collective next steps, ensuring more efficient and targeted commissioning to support the use of alternative proportionate review methods.</li> </ol>	<ul style="list-style-type: none"> <li>• SAR/other learning review action plans</li> <li>• National SAR library</li> <li>• Practitioners Surveys</li> <li>• National SAB Business Manager meeting minutes</li> <li>• Regional ADASS Leads Meeting minutes &amp; workplan</li> <li>• Regional Chairs and Business Manager Meeting minutes</li> <li>• North East SAR Champions Meeting minutes</li> </ul>	<p>Safeguarding Adult Review Sub-Group</p> <p>Business Manager/Chair</p> <p>SAR Sub-Group</p> <p>Business Manager/TSAB SAR Champion</p>

<p>3. Provide the wider workforce with the opportunity to access a comprehensive multi-agency training offer in collaboration with the Safeguarding Children Partnerships</p>	<ol style="list-style-type: none"> <li>1. Developing and delivering the TSAB Training Plan to align with TSAB priorities, ensuring that the voice of people with lived experience of abuse and neglect and the learning from local reviews, is included in the training, resources and events</li> <li>2. Explore new and innovative approaches to training delivery, considering different methods of learning</li> </ol>	<ul style="list-style-type: none"> <li>• Training Plan 2026-27</li> <li>• Training Strategy 2026-27</li> <li>• Training Course Directory</li> <li>• QAF/self-audit tool</li> </ul>	<p>Learning, Training &amp; Development Sub-Group</p> <p>Relevant Partnerships Business Managers</p>
<p>4. Seek assurance from partners that staff are provided with support, training, capacity and supervisory oversight in relation to the management of high risk/complex cases</p>	<ol style="list-style-type: none"> <li>1. Continuing to seek assurance from partners via the QAF on the training and support provided to staff, with the consideration of vicarious trauma</li> <li>2. Provide opportunities for staff to share best practice and seek peer support, guidance and direction, where cases are open, in relation to managing complex/high risk cases collectively</li> </ol>	<ul style="list-style-type: none"> <li>• QAF/self-audit tool</li> <li>• OL meeting minutes</li> </ul>	<p>Performance, Audit and Quality Sub-Group</p> <p>Operational Leads Sub-Group</p>

**Impact/ Outcomes** - Communities will have confidence that professionals are competent, confident and well trained in supporting and working in the best interests of adults at risk of abuse and neglect and will only be involved as far as is reasonable, proportionate, justifiable and necessary.

**Priority: Emerging Challenges, Enabling Solutions**

**Aim:** We will actively identify and respond to emerging trends and challenges, working together to provide a solutions and outcomes focused, co-ordinated response to safeguarding issues

<b>Objectives: We will</b>	<b>2026-27 Actions: We will do this by</b>	<b>Assurance Methods</b>	<b>Lead</b>
<p>1. Seek assurance that Board partners are working together effectively to protect adults with care and support needs from all forms of abuse and neglect</p>	<p>1. Local Authorities, working with partners, will implement a consistent safeguarding approach for young people facing transitional challenges, with a collective vision for strengthening resilience and stability</p> <p>2. Providing opportunities to share information about innovative services and solutions to improve the lives of people and families most at risk of abuse and neglect</p> <p>3. Utilising staff engagement forums to seek feedback in understanding the barriers, enablers and challenges faced by frontline practitioners</p> <p>4. Undertake a review of the High Risk Adults Panel (HRAP), to ensure its strategic oversight function, referral pathway and attendance are clearly defined and well understood</p>	<ul style="list-style-type: none"> <li>• Case Studies</li> <li>• Good news stories</li> <li>• Staff feedback &amp; Practice Support Forms</li> <li>• Transitions Protocol</li> <li>• Newsletter/Bulletin</li> <li>• HRAP Review ToR &amp; associated documents</li> </ul>	<p>Operational Leads Sub-Group</p> <p>Communication &amp; Engagement Sub-Group</p> <p>Operational Leads Sub-Group</p> <p>HRAP Chairs</p>
<p>2. Receive assurance that safeguarding arrangements across Tees are robust and effective</p>	<p>1. Deliver the new annual Quality Assurance Framework programme to partners as part of the three-year cycle.</p> <p>2. Deliver a multi-agency case file audit schedule to understand barriers to engagement in self-neglect cases, and consider a review of partners' internal processes to ensure appropriate and consistent decision-making</p> <p>3. Continue to develop the PowerBi dashboard to produce high-quality performance reports which support the analysis and further development of multi-agency safeguarding practice, including the consideration of a three-tier data reporting framework</p> <p>4. Share the learning on the safeguarding arrangements in care homes across Tees, to influence the consideration of a wider roll-out to support timely, proportionate and effective safeguarding</p>	<ul style="list-style-type: none"> <li>• Quality Assurance Framework – Self-audit tool</li> <li>• Multi-agency Audit Schedule, Tool &amp; Lessons Learned Reports</li> <li>• PowerBi Dashboard Data and supporting analysis</li> <li>• Annual Report</li> </ul>	<p>Performance, Audit and Quality Sub-Group</p> <p>Operational Leads Sub-Group</p>
<p>3. Collaborate and align with Safeguarding Children Partnerships, Community Safety Partnerships, Health &amp; Wellbeing</p>	<p>1. Working collaboratively with relevant partners, partnerships and user groups to oversee and monitor the implementation of the Adult Exploitation Strategy</p>	<ul style="list-style-type: none"> <li>• Adult Exploitation Implementation Action Plan</li> </ul>	<p>Operational Leads Sub-Group</p>

Boards and other relevant partners to deliver on key joint priorities	<ol style="list-style-type: none"> <li>2. Establish mechanisms to ensure there is collaboration in relation to cross cutting issues to encourage sharing of priorities and reduced duplication</li> <li>3. Continuing to build upon the joint working protocol and workplan with the Safeguarding Children’s Partnerships to deliver on joint objectives and actions, and extend out to other relevant Partnerships</li> </ol>	<ul style="list-style-type: none"> <li>• Tees Adults and Children Joint Working Protocol &amp; Action Plan</li> </ul>	Adult Exploitation Implementation Working Group Business Managers Relevant Partnerships
4. Work with partners to ensure there is a coordinated approach to protecting individuals with care and support needs who are most at risk of harm, with an appropriate offer of support and interventions, relevant to their needs	<ol style="list-style-type: none"> <li>1. Working with relevant agencies to protect and provide appropriate support for adults with care and support needs who are experiencing rough sleeping and/or are self-neglecting</li> <li>2. Continue to lead and develop the Rough Sleeping Working Group to improve coordinated safeguarding responses for individuals with care and support needs who are rough sleeping.</li> <li>3. Working to break down the barriers to accessing services across our communities and highlighting the importance of escalating concerns about more vulnerable individuals, including those self-neglecting</li> </ol>	<ul style="list-style-type: none"> <li>• Annual Report 2025-26</li> <li>• Working Group minutes/action plan</li> <li>• Communication Plan</li> <li>• Awareness Campaigns/Evaluation Reports</li> </ul>	Rough Sleeping Working Group  Rough Sleeping Champion  Communication & Engagement Sub-Group
5. Seek assurance that service provision commissioned by partners meets the individual needs of adults most at risk of abuse and neglect	<ol style="list-style-type: none"> <li>1. Continuing to engage and work in partnership with commissioned providers to ensure the needs of individuals most at risk of abuse and neglect are met</li> <li>2. Maintaining and correlating accurate records of services subject to the ‘Responding to and Addressing Serious Concerns Protocol’, including mapping data within the PowerBi data dashboard</li> </ol>	<ul style="list-style-type: none"> <li>• OL meeting minutes</li> <li>• PowerBi Data Dashboard</li> <li>• RASC Lessons Learned Reports</li> </ul>	Operational Leads Sub-Group Safeguarding Adults Review Sub-Group Performance, Audit & Quality Sub-Group

**Impact/ Outcomes** – Professionals will identify emerging challenges, and provide a collaborative response to adults with care and support needs who are most at risk of harm, providing solutions and outcomes led by the wishes of the adult