



# Norfolk Safeguarding Adults Board

Strategic Plan 2018-21



# Norfolk Safeguarding Adults Board

## Strategic Plan 2018 to 2021

### Who are we?

**The Norfolk Safeguarding Adults Board (NSAB) is a partnership of key agencies in Norfolk. These include:**

- Adult social care
- Trading Standards
- Police
- Health (both commissioning and providers)
- Emergency services
- Prison and probation services
- District Councils
- Care and community service providers
- Police and Crime Commissioner's office
- Public Health

A full list of the partners of Norfolk SAB is included as Appendix 1.




### What do we do?

We work together to ensure that people in Norfolk are safeguarded from harm, and can live their lives independently and free from abuse and neglect.

The work of safeguarding adults boards is now directed by legislation – the Care Act 2014. The Act sets out the core purpose of the Board as ensuring that local safeguarding arrangements are effective and take account of the views of the local community.

In addition to this, Norfolk learns and improves as part of its processes and is happy to adopt the Local Government Association vision for Safeguarding Adults Boards.

### Our strategic plan sets out:

- **Our vision** This sets out the vision of NSAB and the outcomes we want to achieve for the people of Norfolk. 
- **Our strategic plan for 2018 – 21** This outlines our aims and objectives to achieve our vision. The strategic plan provides direction and continuity to our annual work plan. The strategy embraces the 6 key principles set out in the Care Act 2014. These 6 principles hold equal importance and are the foundation of good and effective safeguarding (see Appendix 2). 
- **Our annual work plan** This includes key actions and target timescales to achieve our strategic plan. 

## Our vision

“ Our vision is for everyone to work together effectively to enable the people of Norfolk to live free from abuse and neglect, and to promote widely the message that safeguarding is everybody’s responsibility. ”

**This means our aim is for people are able to live a life free from harm, where communities:**

- have a culture that does not tolerate abuse
- work together to prevent harm
- know what to do when abuse happens

**To achieve this vision, the Board will:**

- actively promote collaboration and commitment
- work together on prevention strategies
- listen to the voice of clients and carers to deliver positive outcomes

Norfolk SAB is committed to the principles of Making Safeguarding Personal, i.e. to listen to what the adult or their representative would like to achieve, and by ensuring the most appropriate support is available which enhances involvement, choice and control as well as improving quality of life, wellbeing and safety.

The key role for Norfolk SAB is to hold all agencies/members to account if this vision is not realised.

## Our values

Abusive behaviour in any environment is never accepted.

We will promote a positive approach to information collection, analysis and sharing because we believe this is an important protective measure.

We will recognise Norfolk's diverse communities in everything we do.

Norfolk Safeguarding Adults Board will actively collaborate and develop partnerships that expand the capacity of the Board to ensure the people of Norfolk remain safe and the Board achieves its outcomes.



## Our core functions

### The Board has the following core functions

- To publish an annual report which will include details of its members' activity to deliver the objectives of its strategic plan.
- To publish any Safeguarding Adults Reviews carried out each year and the learning that comes from these, in accordance with the requirements of the Care Act 2014.
- To ensure partner agencies understand their own role, how best to join up with other partners and the limits of their authority.
- To have a constitution that is accessible to all members of the public.
- To have a reporting structure that monitors and scrutinises the Board's activity.

### In order to fulfil its core duties the Board will develop initiatives, plans, policies and procedures for Safeguarding Adults in Norfolk in relation to:

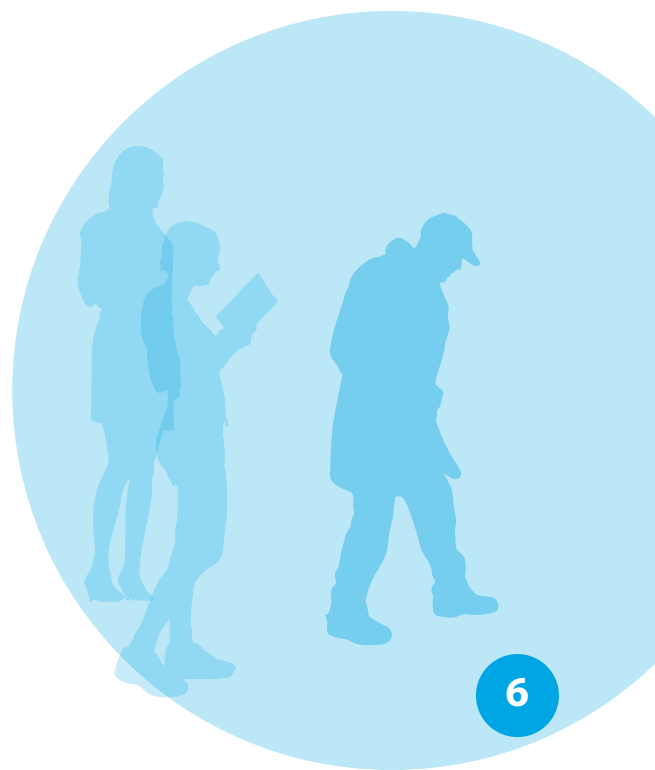
- The role, responsibility, authority and accountability of each partner in ensuring the protection of adults in Norfolk.
- Establishing ways of collecting, analysing and interrogating data on safeguarding concerns and completed enquiries which increases NSAB's understanding of abuse and neglect locally.
- Holding partners to account and gain assurance of continuous improvement.
- Deciding its arrangements for peer review, self-audit, performance monitoring, bench marking, continual analysis and lessons learnt.
- Having mechanisms for developing policies and strategies for protecting adults in collaboration and consultation with all relevant agencies, which take into account the views of adults who have needs for care and support, their families, advocates and carer representatives.
- Developing preventative strategies that aim to reduce instances of abuse and neglect in its area.
- Identifying circumstances that give grounds for concern and when they should be considered as a referral to the local authority as an enquiry, including enquiry pathways and thresholds for intervention.
- Formulating guidance for managing adult safeguarding, and dealing with complaints, grievances and professional and administrative malpractice in relation to safeguarding adults.
- Developing strategies to deal with the impact of issues of race, ethnicity, religion, gender and gender orientation, sexual orientation, age, disadvantage and disability on abuse and neglect.
- Balancing the requirements of confidentiality with the consideration that, to protect adults, it may be necessary to share information on a 'need-to-know basis'.

- Having mechanisms for monitoring and reviewing the implementation and impact of policy and training.
- Carrying out Safeguarding Adults Reviews and advising the local authority and Board partners on lessons to be learned.
- Producing a Strategic Plan and Annual Report.
- Evidencing how Board partners have challenged one another and held other boards to account.
- Reviewing and commenting on the impact for safeguarding of individual member agencies' decision making, including budgetary considerations
- Engaging in any other activity that facilitates the achievement of its objectives.

The Board will continually review its membership and structure to deliver its workplans, which include the Locality Safeguarding Adults Partnerships (LSAPs) and subgroups.

Terms of Reference will be produced by NSAB giving direction to the subgroups and LSAPs. The subgroups will be required to evidence how they have met the Board's strategic priorities through their contribution to the annual report.

The Board will maintain its financial viability, ensuring appropriate resources to deliver this vision.



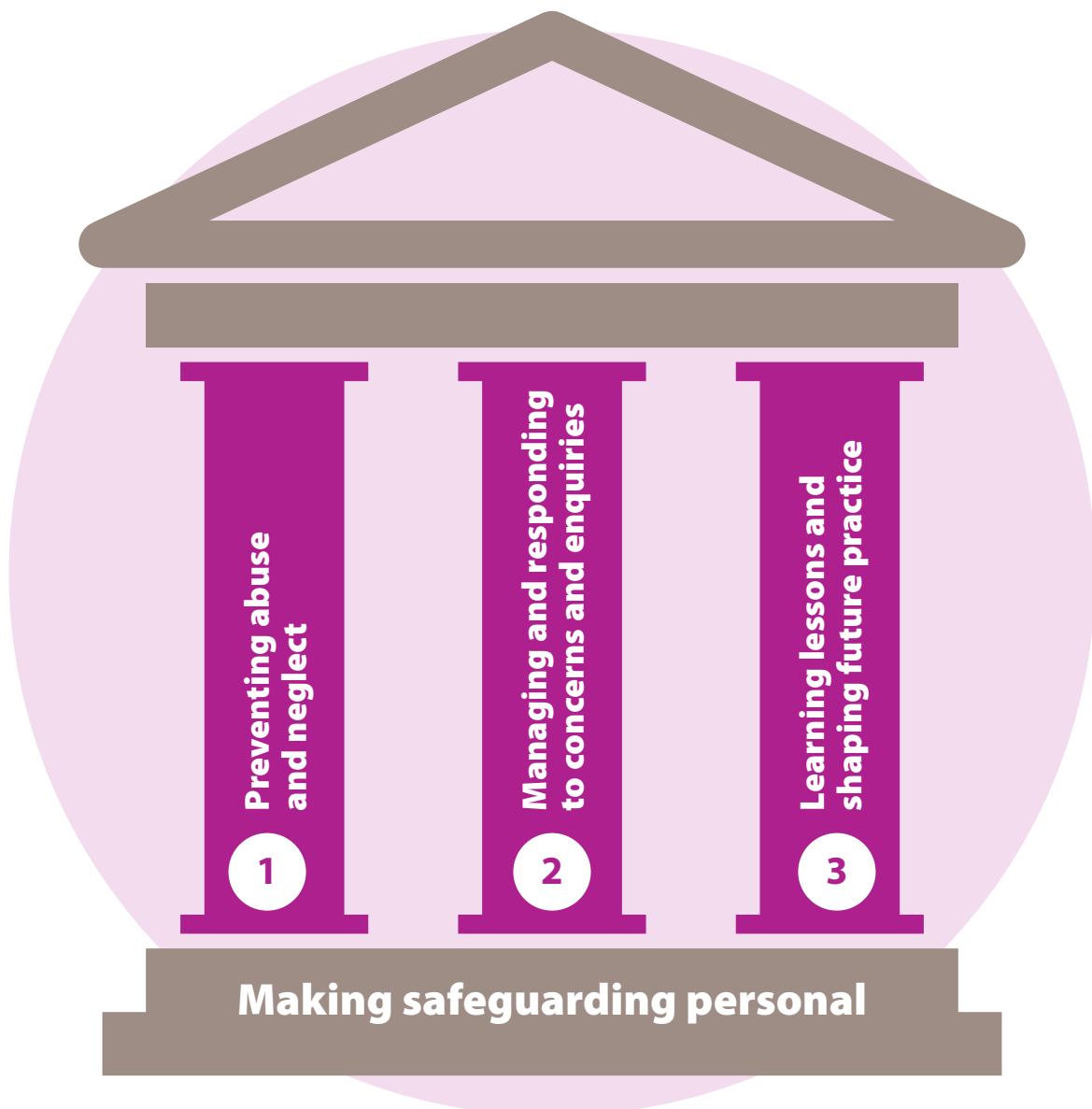
## Our plan

This plan is built on the foundation of our vision and values. The strategic intentions for our plan are grouped under the following three pillars:

1. Preventing abuse and neglect
2. Managing and responding to concerns and enquiries about abuse and neglect
3. Learning lessons and shaping future practice

Norfolk SAB has responsibility for the safeguarding adult arrangements across the county and for overseeing and coordinating the effectiveness of the safeguarding work of its member and partner agencies.

As such, accountability and leadership for adult safeguarding runs through all three pillars.



## Our three year strategic intentions for the Board and its partners 2018-21

### 1 Preventing abuse and neglect

- We will make every effort to communicate about adult safeguarding with the people of Norfolk in language and presentation that is accessible.
- We will ensure everyone is able to identify harm and know what actions to take.
- We will require all agencies to intervene to prevent harm by supplying relevant advice and information at the earliest opportunity.
- We will require all agencies to share relevant information to reduce the risk of harm occurring or persisting.
- We will link in with and support national campaigns to ensure that the risk of harm is reduced at every opportunity.
- We will respect individual confidentiality while ensuring the sharing of relevant and appropriate information necessary to prevent abuse occurring or continuing.
- We will coordinate partnership activities that raise:
  - safeguarding awareness amongst the public of Norfolk
  - targeted safeguarding awareness for particularly vulnerable groups
  - the profile of the Board
- We recognise that Norfolk partners employ a large number of people who require a consistent and coordinated approach to their training. Comprehensive training will be developed and delivered to a minimum standard which endorses accountable work practices and promotes a culture of openness and transparency without fear of retribution.



## 2 Managing and responding to concerns and enquiries about abuse and neglect

- Life is not risk free. Partner agencies should take the least restrictive option to support, when intervention is required to mitigate risk. We will support such activities that identify risks, mitigate against them but are not risk averse.
- We will have a framework that gathers and builds evidence to demonstrate a response that is proportionate to circumstances of the incident and the wishes of the adult.
- We will balance the need for confidentiality, ensuring the sharing of relevant and appropriate information necessary to prevent abuse occurring or continuing.
- We value and respect the vigilance and importance of those who raise a safeguarding concern or referral and therefore expect partners to demonstrate that appropriate and timely feedback is given.
- We will be confident that people who use safeguarding services will understand the role of those services in relation to their safety, health and wellbeing.



### 3 Learning lessons and shaping future practice

- We will have a framework that gathers and builds evidence to demonstrate a response that is proportionate to circumstances and respects the wishes of the adult wherever possible.
- We will demonstrate that actions taken are influenced and advised by the experience of people who have been or may be at risk of harm.
- We will build our knowledge of the diversity of Norfolk's people and from this look for opportunities to encourage personal responsibility, harnessing the potential of the community to protect itself from harm.
- We will apply opportunities to learn lessons and improve practices, at the relevant level, when concerns have been raised.
- We will exercise our power to challenge when safeguarding needs are identified and not met, and make sure safeguarding outcome measures effectively capture the adult's views and wishes, and clearly demonstrate the impact of safeguarding interventions.



## Our business plan for April 2018 to March 2019

### Strategic Intention 1 – Prevention and engagement

Business Priorities April 2018 – March 2019		Action / Measure	Lead	Timescale	Progress as of March 2019
1.1	We will <b>raise our profile</b> with other relevant sectors and groups and seek their support in preventative adult safeguarding work.	We will review and modify our current communication strategy	C&P Subgroup	June 2018	Report to Board via Business Grp
	We will focus practically on communicating with groups that are seldom heard.	We will develop and deliver a series of focus workshops for services and groups who work with people who are seldom heard	Board Manager	March 2019	
		We will develop and rollout out across the county the Safeguarding Friends volunteer scheme to engage with Norfolk's care home providers	Business Manager / LSAP chairs	March 2019	
		Major public awareness through an adult safeguarding awareness week	Board Manager / Subgroup and LSAP chairs	September 2018	
1.2	We will ensure that <b>domestic abuse</b> continues to be a priority area of activity within NSAB's agenda through our partnership working with the Norfolk Domestic Abuse and Sexual Violence Board.	We will secure a representative on the DASVB	Chair / Board Manager	June 2019	Feedback from key partners
		We will support awareness raising and learning events	Board Manager	March 2019	

## Strategic Intention 1 – Prevention and engagement

1.3	We will support the development of a <b>Norfolk Against Scams Partnership</b> (NASP) as part of a strategy to prevent financial abuse and scamming (including online) of those at risk.	We will support the setting up of a NSAP steering group to lead this work	Business Manager		Feedback via update reports to Board
1.4	We will continue to seek assurances from all partner organisations that citizen involvement and the principles of <b>Making Safeguarding Personal</b> (MSP) are embedded in their safeguarding activities.	<p>Ensure that staff have the training they require</p> <p>We will produce a staff briefing sheet</p> <p>Gather data on how MSP is being delivered by partners via the use of a self-assessment tool</p>	<p>LIP Subgroup</p> <p>LIP Subgroup</p> <p>R&amp;P Subgroup</p>	<p>March 2019</p> <p>July 2018</p> <p>To complete pilot by September 2018, then wider rollout</p>	<p>Report to Board via LIP Subgroup</p> <p>Report to Board via R&amp;P Subgroup</p>
1.5	We will work to support Norfolk's <b>prison governors</b> to identify best ways to ensure that prisoners are aware of their right to be protected from harm and that offender welfare / Through the Gate programme connect with the safeguarding adults agenda.	<p>Ensure prison representation on the Board</p> <p>Establish a Task and Finish Group to oversee this work</p>	<p>Chair / Board Manager</p> <p>Business Manager</p>	<p>June 2018</p> <p>June 2018</p>	
1.6	We will demonstrate that actions taken have been influenced and advised by the experience of people who have been or may be at risk of harm.	<p>NSAB surveys of people receiving a safeguarding service and professionals</p> <p>Analyse findings from the surveys and forward-plan key learning</p>	C&P subgroup / Board manager	June 2018	Report to Board via C&P Subgroup
1.7	We will ask all partners to adopt the Stop Hate in Norfolk (SHiN) Protocol, to safeguard adults in Norfolk from hate incidents due to their disability, age, race, religion etc.	<p>Any group / provider working with adults with care and support has signed up to SHiN</p> <p>To offer training (e-learning or face-to-face) to all groups / providers</p> <p>Summary of hate incidents presented to NSAB</p>	<p>NCC Equality and Diversity Manager</p> <p>NCC Equality and Diversity Manager</p> <p>NCC Equality and Diversity Manager</p>	<p>March 2019</p> <p>March 2019</p> <p>March 2019</p>	<p>80% of groups / providers have signed up to SHiN</p> <p>Summary of progress included in report presented to NSAB</p> <p>Annual progress report presented to NSAB</p>

## Strategic Intention 2 – Managing and responding to concerns and enquiries about abuse and neglect

Strategic Intention		Action / Measure	Lead	Timescale	Progress as of March 2019
2.1	We will work with partners to secure dedicated <b>data analyst capacity</b> in support of our work.	Data analyst resource is in place.	Chair / Board Manager		
2.2	We will ensure that those <b>who make safeguarding adults referrals receive the necessary and appropriate feedback</b> in a timely way.	Survey of partners  Seek evidence & assurance from lead agency  Highlight obstacles to partners and seek solutions	Business Group chair  Chair	September 2018 and March 2019	Report to Board
2.3	The Board will monitor and seek assurance (including the recording of assessment outcome) that partners are implementing the requirements of the <b>Mental Capacity Act (MCA)</b> in their SGA functions.	We will require Board partners to provide evidence of our work in relation to MCA /DoLS	MCA / DoLS Subgroup	January 2019	Report to Board
2.4	We will revise our <b>Self-neglect and Hoarding strategy</b> to reflect the work coming into the Early Help Hubs.  We will relaunch the strategy to partners.	We will engaged with the Early Help Hub Board  Using various methods and best use of our networks  We will convene a county wide summit of key partners to work on proposals on how an appropriate service could be developed	Chair / Board Manager  HSG Subgroup / Board Manager  HSG Task & Finish Group & Board Manager	July 2018  Late June 2018  Late September 2018	

## Strategic Aim 3 – Learning lessons and shaping future practice

Strategic Intention		Action / Measure	Lead	Timescale	Progress as of March 2019
3.1	We will disseminate <b>key learning from Safeguarding Adults Reviews (SARs)</b> signed off during this year (using a range of methods including learning events and associated materials as necessary) to support shared learning with all partner agencies, thus encouraging an emphasis on preventative safeguarding working.	<p>Ensure learning is captured and translated into clear messages for all partner agencies</p> <p>Strengthen links between Safeguarding Adults Review Grp (SARG), LIP and C&amp;P Subgroups</p> <p>Disseminate learning from SARs in a range of formats as required (including hosting a series of learning events)</p>	<p>Board Manager / Chairs of LIP &amp; C&amp;P / rep from SARG</p> <p>Chairs of LIP and C&amp;P</p> <p>Chairs of LIP and C&amp;P</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Report to Board</p> <p>Feedback via returns from partner agencies 6 months post publication of a SAR</p>
3.2	We will develop a <b>Self-Assessment Tool</b> to be used by partner agencies to benchmark their safeguarding activity against and to provide information back to NSAB.	Pilot self-assessment tool	Chair of R&P Subgroup / Board Manager	October 2018	
3.3	We will monitor and scrutinise our functions through the publication of an <b>annual report</b> and financial statement of spending.	Produce report (to include financial statement) to Adult Social Committee & Health and Wellbeing Board	Board Manager	September 2018	Report and financial statement accepted

## Strategic Aim 3 – Learning lessons and shaping future practice

3.4	We will put in place a <b>Safeguarding Adults Dashboard</b> that will allow the Board to demonstrate its impact.	Review current arrangements and report cycle. Re-establish reporting mechanisms	NCC BIP / Board Manager	July 2018	Dashboard regularly received by Board
		Dashboard to be presented to Board	NCC BIP / Board Manager	September 2018	
3.5	The Board will facilitate the delivery of a series of <b>learning events about the Mental Capacity Act (MCA)</b> .	Hold a learning summit to determine the needs of the professional workforce	Set up a Task and Finish Group via MCA/ DoLS Subgroup	September 2018	
		Learning events to be organised		November 2018	

## Glossary

<b>CCGs</b>	Clinical Commissioning Groups
<b>LSAP</b>	Locality Safeguarding Adults Partnerships
<b>NSAB</b>	Norfolk Safeguarding Adults Board
<b>C&amp;P Sub Grp</b>	Norfolk Safeguarding Adults Board's Communication and Publicity Subgroup
<b>LIP Sub Grp</b>	Norfolk Safeguarding Adults Board's Learning, Improvement and Policy LIP Subgroup
<b>R&amp;P Sub Grp</b>	Norfolk Safeguarding Adults Board's Risk and Performance Subgroup
<b>MCA/DoLS Sub Grp</b>	Norfolk Safeguarding Adults Board's Mental Capacity Act & Deprivation of Liberty Safeguards Subgroup
<b>NCC</b>	Norfolk County Council
<b>SNH</b>	Self-neglect and hoarding
<b>T&amp;F Grp</b>	Task and Finish Group



## NSAB members

- Adult Social Services, Norfolk County Council
- Association Representing Mental Health Care
- Build Charity
- Care Quality Commission
- Chair of NSAB Business Group
- Chair of NSAB Risk & Performance subgroup
- Community health providers representative
- District Councils representative
- Healthwatch Norfolk
- National Probation Service
- Norfolk acute hospitals representative
- Norfolk Constabulary
- Norfolk County Council elected member
- Norfolk Fire & Rescue
- Norfolk & Suffolk Community Rehabilitation Company (Probation)
- Norfolk Police & Crime Commissioner's Office
- Norfolk prisons representative
- Norfolk & Waveney Clinical Commissioning Groups
- Safeguarding General Practitioner, Norfolk & Waveney Clinical Commissioning Groups
- Norfolk and Suffolk Foundation Trust (mental health)
- Safeguarding Adult Social Care, Head of Service, Norfolk County Council

### Six Safeguarding Adults Principles

Principle	What it means?	How does it happen in practice: 'I' statements
<b>Empowerment</b>	People being supported and encouraged to make their own decisions and informed consent	"I am asked what I want as the outcomes from the safeguarding process and these directly inform what happens."
<b>Prevention</b>	It is better to take action before harm occurs	"I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help."
<b>Proportionality</b>	The least intrusive response appropriate to the risk presented	"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>	Support and representation for those in greatest need	"I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want."
<b>Partnership</b>	Local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse.	"I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me."
<b>Accountability</b>	Accountability and transparency in safeguarding practice	"I understand the role of everyone involved in my life and so do they."



[www.norfolksafeguardingadultsboard.info](http://www.norfolksafeguardingadultsboard.info)

