

Norfolk Safeguarding Adults Board Strategic Plan

2023 - 2026



Who we are.

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

These include:

- Adult social care
- Police
- Health (both commissioning and providers)
- Healthwatch
- Emergency services
- Prison and probation services
- District councils
- Care and community service providers
- Office of the Police and Crime Commissioner for Norfolk
- Public Health
- Community & voluntary sector

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



What we do.

We work together to safeguard any adult that is at risk of harm or exposed to harm through abuse, exploitation, violence/threat or neglect as defined in legislation and guidance. Abuse can be increased by age, disability, ill health, an individual's personal characteristics, additional vulnerabilities or life circumstances such as addiction, living conditions and lifestyle. We want to prevent and reduce the harms, whilst supporting individuals to take and maintain control over their lives.

The board is focussed on ensuring that safeguarding work is effectively coordinated to safeguard and promote the welfare and protection of those Norfolk adults who may be at risk of abuse and harm.

The work of safeguarding adults boards is 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. The board also seeks assurance that safeguarding practice is person-centred and outcome focused.

NSAB wants to learn and improve as part of its processes and is happy to adopt the Local Government Association (LGA) vision for safeguarding adults boards. This helps to improve understanding across the partnership of the differences between 'safeguarding' and safety.

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 2023 – 26**
This outlines our aims and objectives to achieve our vision. The strategic plan provides direction and continuity to our delivery plan which is continually reviewed by the board.
- **Six key principles:**
The strategy is underpinned by the six key principles set out in the Care Act 2014. These six principles hold equal importance and are the foundation of good and effective safeguarding (see Appendix 2).

Our annual report is published alongside this document.

Our vision.

“Our vision is for us all 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.”

We want people to be able to live as safely and independently as possible, making their own decisions, taking control of their lives, where communities:

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

NSAB 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 ensure the most appropriate support is available which enhances involvement, choice and control as well as improving quality of life, wellbeing and safety.

**Abusive behaviour, by anyone in any environment,
is never acceptable.**

We will be inclusive of all and will recognise Norfolk’s diverse communities in everything we do.

A key role for NSAB is to support all agencies/members to achieve this vision.

Strategic objectives.

Our strategic objectives are to:

- 1** Provide assurance to the people of Norfolk that effective safeguarding arrangements are in place across the partnership, by holding our partners to account (including constructive challenge) in terms of their safeguarding adult function, performance, and arrangements, looking for timely and proportionate responses to concerns.
- 2** Use co-production and co-delivery where possible to ensure the voice of adults at risk, their carers, families and the wider communities of Norfolk is heard in respect of safeguarding adults. To involve citizens as partners in developing safeguarding in Norfolk, reflecting this in the way we work.
- 3** Provide clear and effective executive leadership to maintain strong relationships and promote integrated working with key partnerships in the county, improving collaboration and reducing duplication wherever possible.
- 4** Support greater sharing of knowledge, expertise and learning from experience, so that all those working and volunteering in our communities with adults at risk are knowledgeable and confident in their safeguarding adult roles and responsibilities.
- 5** Work with key organisations to ensure we use evidence / data to understand the themes, issues and trends relating to specific needs, and tailor our work accordingly.
- 6** Ensure that information is shared, where appropriate, to help prevent abuse occurring or continuing, while also respecting individual confidentiality, where appropriate, in order to keep the person at the centre of everything we do.
- 7** Promote strong partnership working at the earliest opportunity to ensure the right people are all involved at the right point, using expertise to support prevention, achieve the best outcome, and reduce duplication; making the best use of limited resources and pressured systems through more effective collaboration.

Our core functions.

The board has the following core functions under the Care Act:

To develop and publish a strategic plan

Here we set out our safeguarding adults objectives, showing what we need to do to achieve these, and how we plan to do it. Our objectives are informed by continuous monitoring of local, regional and national themes and issues; we have a new system in place to identify particular local risks as they develop. We also use data from our partners and have been improving our quality, assurance and monitoring processes in recent years to support best safeguarding adults practice across the county.

This strategic plan drives our business delivery plan, where we add the actual detail of what we are going to do; and what we get done as we go along. This is regularly reviewed by the board and updated through the year to make sure we are keeping on track. The delivery plan includes action by our various subgroups.

To carry out and publish Safeguarding Adults Reviews (SARs)

These should be completed within six months where possible and produce recommendations that put any learning we find into practice. We have a dedicated subgroup that looks at all cases referred for a SAR, decides if a full review or different approach is indicated, then commissions and carries out the SARs as required. The subgroup then follows the progress of all recommendations from completed reviews to drive effective change. We look at any trends identified, again linking back to our objectives, and work as a partnership to embed relevant learning through a range of methods, including producing guidance, learning events, presentations, webinars.

To publish an annual report

This public report shows how we have all worked together to deliver the objectives within this strategic plan over each year, using evidence from our business delivery plan, local data, and contributions from a range of partners.

The context of safeguarding for NSAB 2023-26.

Safeguarding adult concerns have continued to rise year on year and the challenges currently facing our partners, both paid and voluntary organisations, and our communities, are complex and varied.

Post pandemic, many of our partners are attempting to catch up with their service delivery whilst facing new pressures. This is particularly evident within the health and care sector. It is not only the increase in the volume of people requiring health and social care intervention that has put enormous strain on organisations, but also that existing staff are continuing to deal with the trauma experienced during the pandemic. Additional system pressures also include patients medically fit to leave hospital who are unable to do so due to there being no care available to support them at home.

The cost-of-living crisis is also impacting across a wide range of people in terms of increases in energy prices, food and fuel. This in turn has more impact on adults at risk of abuse or neglect and we have already identified increases in financial scams, loan shark activity and the exploitation of people who rely on others for their care.

The quality of care provided across the county continues to be an area of focus for the Local Authority and Integrated Care Board. Access to safe, quality services, information and support is essential and is a key component to ensuring our communities are safe and their wellbeing paramount.

The most effective way of safeguarding people is to engage with them about the outcome that they want. Making Safeguarding Personal (MSP) is a commitment to improve outcomes for people with care and support needs and encourages an approach to safeguarding which puts the person at the centre of the enquiry, giving them choice and control about how the safeguarding situation is dealt with. A key role for NSAB is to ensure that partners understand the value of MSP and that they ask, listen, offer choice and work together to achieve better outcomes.

This strategy has been developed at a time of significant challenge and demand for everyone. The safeguarding landscape continues to change and in recognition of this the strategy will be used as a live document with regular reviews and updates.

Our plan 2023-26.



Preventing abuse and neglect

We will:

- Coordinate partnership activities using an evidence-based approach, using language and material that is relevant and accessible, that:
 - raises safeguarding awareness amongst the people of Norfolk
 - targets safeguarding awareness for particularly vulnerable groups, using an evidence based approach
 - promotes engagement with the resources of NSAB and its subgroups.
 - Promote good quality and effective training across the partnership which includes, wherever possible, the voice of lived experience
 - Encourage and support our partners to have robust safeguarding awareness within their recruitment processes and throughout their working practice to build a quality workforce delivering safe practice in Norfolk.
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Why we are doing this:

- To enable safer communities who can recognise abuse and neglect, take action to protect themselves as well as giving confidence to others to respond in a way that prevents, reduces or removes the risk of harm
 - To support the building of better quality and safer services across the county.
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How we will measure it:

- Develop ways to gather and collate feedback from people providing and using services to measure their confidence / understand their experience of safeguarding
- Use partnership data to monitor and review the numbers of safeguarding concerns and enquiries in relation to volume, types, key themes and consistency.



Managing and responding to concerns and enquiries about abuse and neglect

We will:

- Build local tools and guidance with partners in line with the Local Government Authority/ Association of Directors of Adult Social Services (LGA/ADASS) framework, to promote confidence in, and consistency of, reporting of safeguarding concerns; giving us evidence to demonstrate proportionate responses to individual incidents incorporating the wishes of the adult (Making Safeguarding Personal)
 - promote equity of access / consistent pathways within organisations, supporting positive approaches to reporting and responding to safeguarding adult concerns
 - recognise the different needs and barriers to access which vary across our communities and aim to be inclusive in all aspects of safeguarding
 - value and respect those who raise a safeguarding concern and expect partners to support the delivery of appropriate and timely feedback
 - seek evidence and assurance to demonstrate that people who use safeguarding services have been fully involved in what happens, following the principles of Making Safeguarding Personal
 - use the information we gather as a feedback loop to improve practice and promote co-delivery / co-production with partners.
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Why we are doing this:

- To promote and improve confidence in reporting safeguarding adult concerns
 - To be confident that risks are identified and appropriately managed
 - To develop a more accurate evidence base to identify key safeguarding themes and issues.
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How will we measure it:

- Develop multi-agency audit processes to identify both qualitative and quantitative data to monitor the reporting of safeguarding concerns and MSP
- Develop a process of feedback from service users that examines whether feedback is timely, useful and appropriate
- Use qualitative data to understand the lived experience of those supported by the safeguarding process.



Learning lessons and shaping future practice

We will:

- develop a way to ensure that the findings from Safeguarding Adults Reviews, and other key areas of practice improvement, are implemented promptly and the impact measured
 - produce / share relevant insights and guidance across our multi-agency partnership
 - collaborate with other partnership boards to identify any recurring themes, to develop and share approaches / material where learning can be applied more widely
 - ensure that actions taken are influenced and advised by the experience of people who have been or may be at risk of harm as well as those communities whose voice is seldom heard, including carers
 - build our knowledge of the diversity of Norfolk's people, ensuring that our engagement is inclusive and respectful
 - support organisations to improve the quality and impact of their safeguarding adults practice, promoting a skilled workforce confident in their safeguarding responsibilities
 - exercise our power to challenge when safeguarding needs are identified and not met; ensure safeguarding outcome measures effectively capture the adult's views and wishes, as well as clearly demonstrating the impact of safeguarding interventions.
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Why we are doing this:

- To improve future practice, by understanding what has worked well as well as what lessons have been learnt, using learning that links back into prevention
 - To share good and best practice, supporting our workforce to deliver better quality services across Norfolk, in turn reducing risk and harm in our communities.
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How will we measure it?

- By asking partners to demonstrate how they have implemented actions/learning
- Developing a way to evidence the impact of learning from SARs etc – (corporate / organisational v individual experience – impact of change).

Delivering our strategy.

A delivery plan will be developed to turn the 2023 – 2026 NSAB strategy into action.

The delivery plan will be managed through the board's Business Group process and regular updates will be reported to the board to monitor its progress.

Understanding the adult safeguarding landscape across the county is key to ensuring that our activity is evidence based and focused upon outcomes that matter to our communities.

The focus of our priorities will be developed through reference to a number of key documents and processes including:

- NSAB risk and issues log
- National and local safeguarding data
- Information obtained through the board's assurance process in terms of audit and scrutiny exercises
- Feedback from individuals involved in the safeguarding process
- Lessons learned from Safeguarding Adults Reviews and other learning reviews.

Demonstrating the impact that the board has made in keeping people safe is essential and through the board's annual assurance and development process we will review our priorities on an annual basis.

Appendix 1.

NSAB members

Adult Social Services, Norfolk County Council

Association Representing Mental Health Care

Build Charity (representative voice from the voluntary and community sector)

Care Quality Commission

Community health providers' representative

Department of Work and Pensions

District councils' representative

Head of service - safeguarding, Adult social services, Norfolk County Council

Healthwatch Norfolk

Lead nurse safeguarding adults, Norfolk & Waveney Integrated Care Board

National Probation Service

Norfolk acute hospitals' representative

Norfolk Constabulary

Norfolk County Council elected member

Norfolk Fire & Rescue Service

Norfolk & Suffolk Community Rehabilitation Company (Probation)

Norfolk prisons' representative

Norfolk & Waveney Integrated Care Board

Norfolk and Suffolk NHS Foundation Trust (mental health)

Office of the Police & Crime Commissioner for Norfolk

Public Health

University of East Anglia representative

Appendix 2.

The 6 principles of Making Safeguarding Personal (MSP)

- **Empowerment – Presumption of person led decisions and informed consent**

“I am asked what I want as the outcomes from the safeguarding process, and these directly inform what happens.”

- **Prevention – 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.”

- **Proportionality – Proportionate and 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.”

- **Protection – 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.”

- **Partnership – 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.”

- **Accountability – Accountability and transparency in delivering safeguarding.**

“I understand the role of everyone involved in my life and so do they.”



www.norfolksafeguardingadultsboard.info