

Norfolk Safeguarding Adults Board

Annual Report 1 April 2017 – 31 March 2018

www.norfolksafeguardingadultsboard.info

 @NorfolkSAB



**Speaking up about abuse
in our community**



Contents

	Page
Our vision	3
Our values	4
About the board	5
Message from the chair	6
Safeguarding Adults Reviews published	7
The work of Norfolk Safeguarding Adults Board and its subgroups.....	8
Locality Safeguarding Adults Partnerships (LSAPs)	9
Partners’ Contributions.....	10
Clinical Commissioning Groups (CCGs)	12
Norfolk Constabulary	13
Safeguarding Adults Collection Return 2017/18.....	14
Information about safeguarding adults	16



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. ”

Our aim is for people to live safely in communities that:

- 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

Our values

NSAB 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.

- ✦ **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.**



About the board

The Care Act 2014 makes a safeguarding adults board a statutory requirement. The purpose of the Norfolk Safeguarding Adults Board is to help and safeguard people who have care and support needs. We want to ensure that we focus on the individual as well as learning from the outcomes of investigations. We need to make sure that any agencies or individuals respond quickly when abuse and neglect have happened, and that safeguarding practice continues to improve the quality of life of adults in Norfolk. The board's main objectives are set out in section 43 of the Care Act 2014.

By law, the board must have three members: these are Norfolk County Council, Norfolk Constabulary and the Norfolk NHS Clinical Commissioning Groups.

The board has three core duties:

- develop and publish a strategic plan setting out how we will meet our objectives and how our member and partner agencies will contribute
- publish an annual report detailing how effective our work has been
- commission Safeguarding Adults Reviews (SARs) for any cases that meet the necessary criteria.



Care Act 2014

Message from the chair

Once again, I am very pleased to welcome you to the annual report for NSAB for 2017/18. I want to take the opportunity afforded by the annual report to extend my personal thanks and those of Walter Lloyd-Smith, the Board Business Manager, and Andrea Smith, the Board Coordinator, to all our partners who have supported the work of the board throughout the year.

Our thanks are also due to those colleagues who attend and support the work of the Locality Safeguarding Adults Partnerships and the subgroups. Without their commitment there would be little chance of addressing the wide ranging and complex safeguarding issues that involve vulnerable adults. There is more information on their work in the body of the report.

I believe our strategy of targeting awareness raising in the workforce of both statutory and voluntary sector organisations has paid dividends. Given the thousands of staff who work with vulnerable adults across Norfolk in those organisations, they represent the **'eyes and ears'** of safeguarding, as well as being aware citizens of the communities in which they live. Walter and I have begun a programme of work to address the safeguarding needs of those whose voices are seldom heard. That work will continue to be a priority over the life of the next three-year strategy.

Safeguarding week in 2017 was, again, very successful with many events and activities going on throughout the county. The board worked closely with Trading Standard colleagues both nationally and locally, and hosted a major conference on financial abuse and financial scamming. The conference attracted a full house of participants, including some from out of the county.

The Safeguarding Adults Review (SAR) group continues to have a very full schedule of work. While not all referrals result in a **'full blown'** SAR, many require further investigation through single and multiple agency reviews. SARs are a **'must do'** activity under the requirements of the Care Act 2014 and demand very significant commitment from the agencies involved.

Although we have done our best with the limited capacity available to the board to share the lessons from SARs, we have identified this is an area of required improvement going forward and it is a priority for our 2018/19 business plan. We are actively involved with other national colleagues to identify good practice and to determine what will work well for Norfolk.

So as this year's report closes our first three-year strategy, I believe we can confidently say that we have made a difference. However, there is much more to do.



Joan Maughan

Independent chair

NSAB

Safeguarding Adults Reviews published

Section 44 of the Care Act states that we must carry out a Safeguarding Adults Review (SAR) if certain criteria are met.

This is so that we can learn lessons where an adult, in vulnerable circumstances, has died or been seriously injured, and abuse or neglect is suspected.

The aim is not to apportion blame to any individual or organisation.

In the past 12 months, SAR Louise has been completed but not published, as the person concerned lives in the local area. The report contains facts and evidence which may identify the person, so a decision was made by the board not to publish.

There have been 15 referrals to the Safeguarding Adults Review group within the past year. Many of these require further investigation, and the review group are awaiting reports and advice from other agencies before deciding whether the referrals meet the criteria for a SAR.

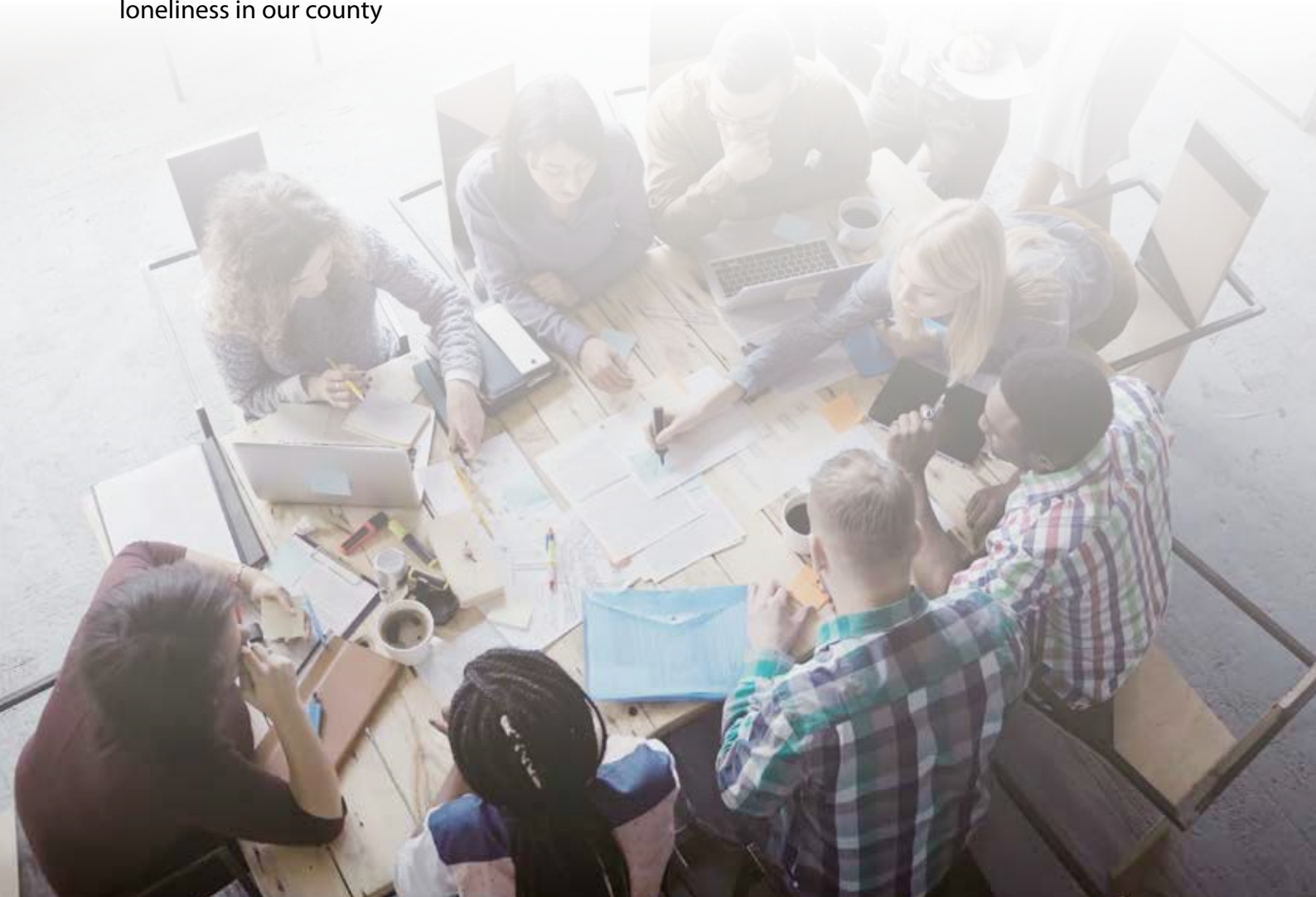
Two SARs are nearing completion. SAR C refers to a young female who died from anorexia nervosa. This '**intellectual review**' uses previous investigations and reports to identify gaps and seek assurance that services have changed.

The review of an elderly resident who died of hypothermia in a Norfolk care home is expected to conclude shortly. There were many parties to bring together for this review, so it is important to ensure that all views are heard and agreement is reached on the content of the report.

Recommendations from all reviews commissioned by the Safeguarding Adults Review group are collated on a composite action plan and monitored during meetings held three times a year. During each meeting, the Safeguarding Adults Review group and a representative from the Learning, Improvement and Policy subgroup will review the actions to see where progress has been made. Where appropriate, recommendations are allocated to subgroup chairs and work is coordinated to ensure that learning is disseminated across the county to all relevant parties.

The work of Norfolk Safeguarding Adults Board and its subgroups

- In September 2017 over 230 delegates from 90 organisations attended a very successful multi-agency conference focused on financial abuse and scamming during Safeguarding Adults Awareness Week
- We had a presence at Norwich Pride in July 2017, promoting the safeguarding message to members of the public
- Our social media presence is growing: 500 Twitter followers, and over 800 new visitors to the website each month
- Safeguarding has been embedded in Norfolk County Council's **'In good company'** campaign, which is aimed at tackling loneliness in our county
- We launched a survey on LGBT+ awareness in providers' settings
- Following a recommendation from a Safeguarding Adults Review, GP surgeries have been engaged in a campaign to promote the importance of keeping contact details for family and representatives up to date
- Subgroups are working closer together to strengthen links
- We will continue to work on a revised self-neglect and hoarding strategy; a new approach will use early help hubs to forge strong inter-agency relationships



Locality Safeguarding Adults Partnerships (LSAPs)

We have five partnerships that help the board deliver its work. They are based in the north, east, south and west of Norfolk, and one in Norwich.

The LSAPs have received several presentations this year. In the north, these have covered suicide prevention, Prevent awareness, POHWER, Homeshield (Trading Standards) and the Safeguarding Adults Review into Mrs BB. In the west, presentations included Stop Loan Sharks, equality and diversity to reach those communities that are harder to engage with, and 'Making Safeguarding Personal'. These provide an excellent basis for further discussion and can identify areas of work, that are fed back to the board. This year it has been self-neglect and hoarding.

The meetings are attended by a range of people from all fields, including the council, social services, safeguarding specialists, library services, local acute NHS hospital, care homes, nursing homes, hospices, police and voluntary and charitable organisations. We are hoping to have mental health representation this year too.

The eastern locality has seen a change of chair in the last 12 months. The partnership has also seen its membership challenged by staffing and organisational changes. It is currently reviewing its membership as well as raising its profile.

'Safeguarding Friends' is underway in west Norfolk and supported by the western LSAP. These are experienced safeguarding professionals who, in a voluntary role, visit nursing homes and care facilities to meet residents and staff and discuss any safeguarding concerns in a supportive and informative way. We are hoping to roll out this scheme to other parts of the county in the coming year.



Partners' Contributions

Norfolk County Council, Adult Social Services

Safeguarding services in adult social services are strategically led by James Bullion, Executive Director of Adult Social Services and Lorna Bright, Assistant Director, Social Work who represents Norfolk at the ADASS safeguarding group, with operational leadership through Helen Thacker, Head of Service, Safeguarding.

Safeguarding adults remains a high priority for adult social services, with **'increased focus on quality and safeguarding'** identified as a key priority in the 2017/18 and 2018/19 departmental service plans. The Executive Director takes a keen interest, regularly attending NSAB meetings, and this year, the Senior Management Team commissioned a practice audit and review of the model for safeguarding in Adult Social Services. The audit yielded no significant concerns in terms of Norfolk County Council's overall duty to keep people safe, and an action plan will be developed for improvement in some areas, such as increasing confidence in safeguarding across the wider department, and reviewing, consolidating and publicising information, advice and guidance for staff on safeguarding and best practice.

The audit and review have led to additional resource of two full time equivalents for the specialist safeguarding adults team. This will give the team capacity to develop an intensive rolling programme of safeguarding support and guidance to managers and practitioners across the department, reinforcing the message that safeguarding is **'everyone's business'**. The additional capacity will also support intensive preventative safeguarding work and increased use of data to identify county safeguarding **'hot spots'** for targeted input.

In terms of partnership working, Adult Social Services are a key partner in the Multi-Agency Safeguarding Hub (MASH) and are actively participating in a multi-agency review of the MASH. The department is one of the six funding partners for the Safe Lives Beacon Site project which will develop a collaborative and pre-emptive response to safeguarding and domestic abuse, known as **'one front door'; 'connect'** interventions offering holistic support tailored to the varying needs of those who have experienced domestic abuse; and the **'drive'** programme, which is a proactive, targeted response for high risk perpetrators of domestic abuse. The department led a piece of work to develop a multi-agency procedure for **'managing professional difficulties'** this year. This introduced a formal escalation policy for professional challenge and resolution of disagreements between agencies, reducing the risk to people using services while disagreements are resolved.

In 2017, Adult Social Services ran a pilot for a self-neglect support service in the Norwich locality, in partnership with Stonham Homegroup, to test out the value of a service to support those most difficult to engage and **'at risk'** people who exhibit self-neglect behaviours. The pilot was very successful and it was agreed that the approach was of value and to commit to a similar service, once a funding source can be identified.

Safeguarding adults training continues to be delivered by St Thomas' Training. The content of the popular course '**Learning from Safeguarding Adults Reviews**', which incorporates learning from both local and national reviews, has been refreshed and updated. The course has been opened to multi-agency partners to foster a shared understanding and learning across the partnership. The department is very proactive in disseminating '**Organisation Wide Learning**' to publicise learning from SARs and other serious incidents, and developing action plans for improvement. Training is provided at all levels of the National Competency Framework for Safeguarding Adults, including a course for provider managers and a course aimed at those who use services, to support a better understanding of what safeguarding and abuse are and how to report concerns.

The Adult Social Services department is well represented on the Norfolk Safeguarding Adults Board and Business Group, with local authority managers chairing two of the local safeguarding adults partnerships in the county, plus the Communications and Publicity, and Mental Capacity/Deprivation of Liberties subgroups. The department continues to proactively support Making Safeguarding Personal across the partnership, with ongoing input and discussion at LSAP meetings, to identify ways in which people who use services can be more involved locally. Further work is planned with health colleagues to review how safeguarding can be more personalised in acute hospital settings, where many safeguarding incidents are reported.

The department continues to co-chair a joint safeguarding forum with children's services, to ensure safeguarding messages are cascaded across the council, and there are particularly good links between safeguarding and Trading Standards. This year the group has reviewed departmental safeguarding policies; contributed to changes in safeguarding induction material for new starters; discussed our public welfare responsibilities and how to implement them, for example around child sexual exploitation and domestic abuse; and has been upskilled in a variety of aspects of safeguarding work such as human trafficking, financial scamming and illegal money lending.



Clinical Commissioning Groups (CCGs)

Clinical Commissioning Groups (CCGs) were established in April 2013 to ensure clinical involvement at all levels of healthcare commissioning. All GP practices are members of their local CCG, allowing them to better influence how local healthcare is commissioned for their patients.

The five Norfolk and Waveney CCGs commission most of the hospital and community health services within Norfolk, and have been fully commissioning GP services since April 2017. This coordinated approach supports the future commissioning of services through a planned programme of transformation known as the Sustainability and Transformation Partnerships (STPs).

In line with the requirements of the Care Act 2014, CCGs act as commissioners of local health services and need to assure themselves that the organisations from which they commission services have effective safeguarding arrangements in place. This process is supported by the hosted Safeguarding Adults Team, which ensures that compliance and quality are closely scrutinised and where appropriate, challenged. The team also supports the safeguarding response and recovery plans for those organisations falling short of these essential standards.

As statutory partners of the Norfolk Safeguarding Adults Board, the CCGs have maintained a presence at board meetings and appropriate subgroups, significantly contributing to the work these groups plan and deliver. The duty to participate in and oversee the health contributions to Safeguarding Adult Reviews and Domestic Homicide Reviews has been fully met.

The CCGs have now recruited for the Adult Safeguarding Lead Nurse and administrative support posts after a significant period of vacancy. The coming year will see challenges as key personnel within the team approach planned retirement or are redeployed as part of Sustainability and Transformation Plan (STP) restructuring. The Executive Leads for the five CCGs have been advised of the emerging situation to minimise this risk and ensure that the CCGs remain compliant with their adult safeguarding statutory function.

The CCG's Adult Safeguarding Team continues to work cohesively and in collaboration with other partner agencies, with a shared commitment to safeguard those at risk of harm and abuse in Norfolk.



Norfolk Constabulary

Norfolk Constabulary is committed to the services delivered to vulnerable adults in Norfolk and continues to invest in its resourcing capacity in this area. The force provides an integrated service with other partners in the county via the **Multi Agency Safeguarding Hub (MASH)**, where it commits resources to review and discuss referrals with partners. Norfolk Constabulary's role is not purely focused on the identification of criminal offences, but also identifies risk, vulnerability and safeguarding opportunities. This work is undertaken with colleagues in adult social care and a range of health representatives to offer support to those adults who find themselves in need across the county.

Once a referral has been reviewed by the MASH, it may be allocated for further investigation by the Adult Abuse Investigation Unit (AAIU). The co-location of Norfolk's AAIU with colleagues from adult social care enables improved levels of partnership working and secures the best service for the individual concerned. The AAIU investigates all manner of offences, but primarily focuses on the abuse of vulnerable adults in relation to ill treatment, physical abuse, financial abuse and neglect.

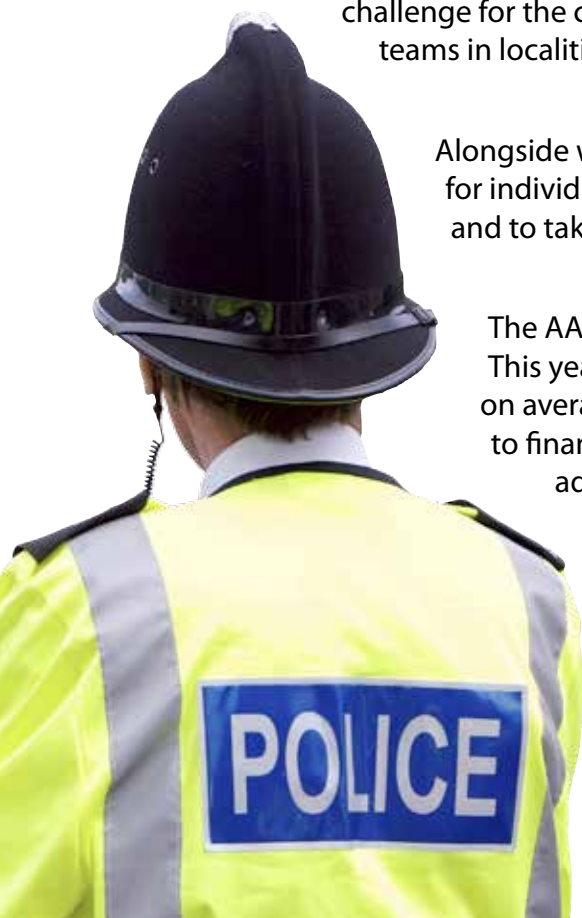
Safeguarding adults is a key priority for Norfolk Constabulary, with strategic leadership from Assistant Chief Constable (ACC) Paul Sanford, Head of Local Policing for the county, and Detective Superintendent Andy Collier, Head of Safeguarding and Harm Reduction. The latter is a permanent member of the NSAB.

Attendance at the **Local Safeguarding Adults Partnership** meetings has proven a challenge for the constabulary at times, but closer liaison with operational partnership teams in localities has improved join up at this operational level.

Alongside working with partners to secure the most appropriate interventions for individuals, the force is committed to the enforcement of criminal offences and to taking positive action to prosecute offenders.

The AAIU continues to secure a number of successful prosecutions. This year the workload of the team has continued to grow and it manages, on average, 80 cases at any one time. Many of these investigations relate to financial offences, where people in positions of trust have stolen from adults who relied on them for support. It is always rewarding to see positive outcomes on these crimes, and the team works hard to secure positive results wherever possible.

Norfolk Constabulary is committed to continuing to support and be an active member in the work of the NSAB.



Completed safeguarding enquiries compared with the population of Norfolk

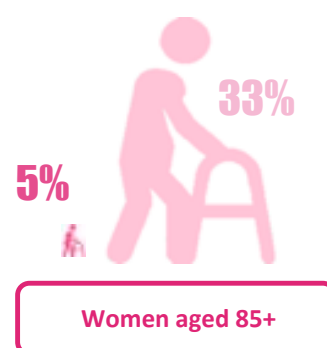
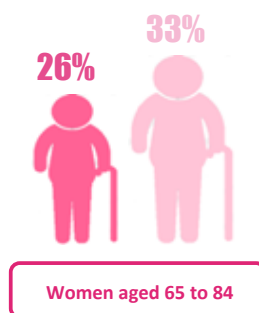
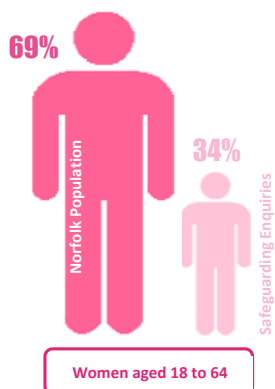
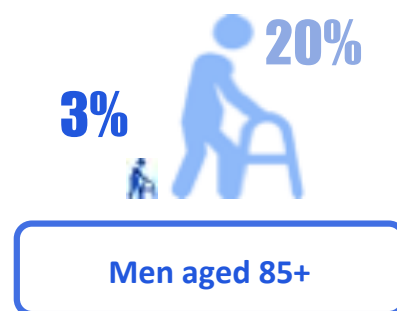
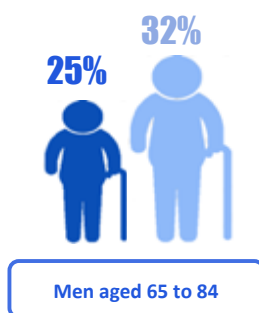
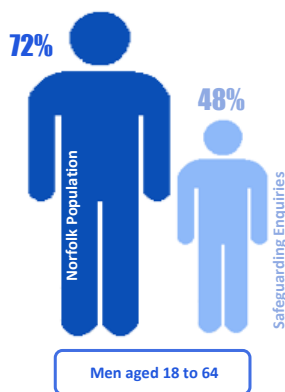
Age	Norfolk population				Safeguarding enquiries completed			
	Male	Female	Male	Female	Male	Female	Male	Female
18 - 64	252,978	256,769	72%	69%	200	197	48%	34%
65 - 84	87,988	95,557	25%	26%	134	189	32%	33%
85+	10,687	18,700	3%	5%	83	189	20%	33%

Completed safeguarding enquiries by age

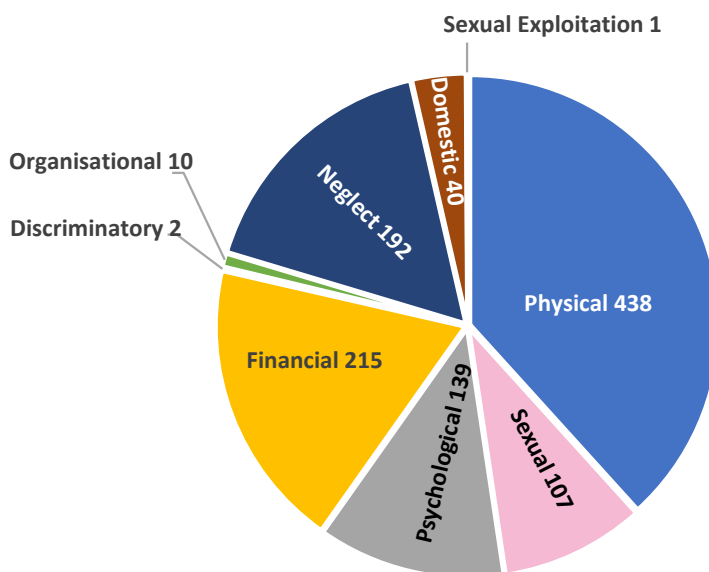
Age 18 - 64	397
Age 65 - 84	323
Age 85+	272

Completed safeguarding enquiries by gender

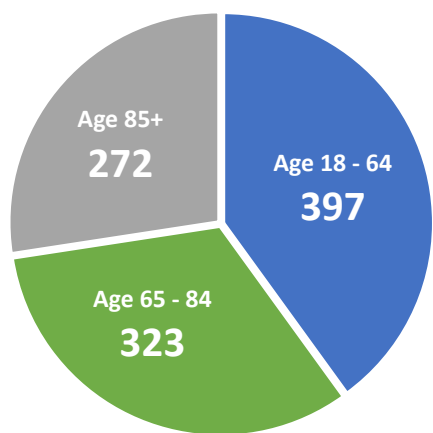
Male	417
Female	575



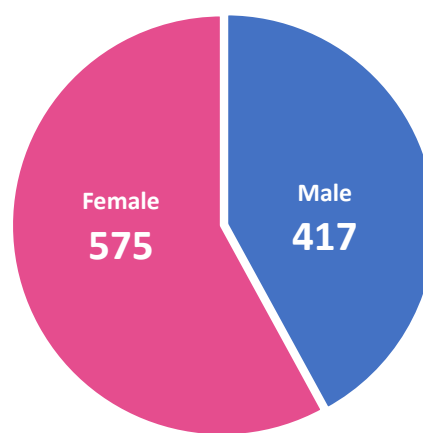
Physical	438
Financial	215
Neglect	192
Psychological	139
Sexual	107
Domestic	40
Organisational	10
Self-Neglect	6
Discriminatory	2
Sexual Exploitation	1
Modern Slavery	1



Completed safeguarding enquiries by age



Completed safeguarding enquiries by gender



Information about safeguarding adults

In the middle of 2017 Adult Social Care changed its record system. This changed how information about safeguarding adults was collected. Information for this report has come from both the old and new systems. This has meant that information for this report is limited because it has involved bringing together data from the old and new systems, and as a result, we cannot compare the reports like for like.



Norfolk
**Safeguarding
Adults Board**

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