

Norfolk Safeguarding Adults Board

Annual Report

1 April 2020 – 31 March 2021



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About the board

The Care Act 2014 makes a safeguarding adults board a statutory requirement. The purpose of a board is to help safeguard people who have care and support needs. The Norfolk Safeguarding Adults Board (NSAB) want to ensure that the person is at the centre of our attention as well as focusing on the outcome of investigations. We need to make sure that any agencies, or individuals, respond quickly when abuse and neglect have happened, and we need to ensure that safeguarding practice continues to improve the quality of life of adults in Norfolk. You can read more about the board's main objectives in section 43 of the Care Act 2014.

By law, the board must have three members which are: Norfolk County Council, Norfolk Constabulary and the Norfolk & Waveney NHS Clinical Commissioning Group (NWCCG).

// 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 everyone's responsibility. //

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

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

To achieve its aims, the board will:

- actively promote collaboration, commitment and a positive approach to information collection, analysis and sharing
- work together on prevention strategies
- listen to the voice of clients and carers to deliver positive outcomes. Norfolk's diverse communities will be recognised in everything that we do

// 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. //

About the board

The board has three core duties. They are:

- Develop and publish a strategic plan setting out how we will meet our objectives and how our member and partner agencies will contribute
- Commission Safeguarding Adult Reviews (SARs) for any cases which meet the criteria for these
- Publish an annual report detailing how effective our work has been

The membership of the board is made up of the following organisations/agencies:

The board meets every other month and has a good attendance at its meetings from:

- Acute hospitals
- Adult Social Services
- Association Representing Mental Health Care (ARMC)
- Build Charity (giving a voice from the community sector)
- Department of Work & Pensions
- Healthwatch
- Norfolk County Council's elected councillor, Penny Carpenter
- Norfolk Community Health & Care NHS Trust
- Norfolk Constabulary
- Norfolk Fire & Rescue
- Norfolk & Waveney NHS Clinical Commissioning Group
- Norfolk & Suffolk NHS Foundation Trust
- Police & Crime Commissioner's Office
- Prison Service
- Probation
- Public Health (Norfolk)
- University of East Anglia



Message from **Joan Maughan, independent chair**



Dear colleagues

I am pleased to welcome you to the Norfolk Safeguarding Adults Board annual report for 2020-21 and what a year it has been! All of us can reflect back and realise that we have never lived through such unexpected and challenging times.

On behalf of the members of NSAB and the safeguarding team I want to congratulate and thank all those front-line staff whose efforts have saved and supported so many lives. Despite all the efforts made many people have suffered the loss of loved ones and have had to deal with the heartache of not being able to have direct contact with them in their last days. The success and progress of the vaccination programme gives us all hope for a brighter future.

In a recent advice note from the Association of Directors of Adult Social Services, we are reminded that the easements provided by the Coronavirus Act 2020 neither withdrew nor reduced safeguarding responsibilities for all partners. Indeed, many professionals expressed increased concerns about safeguarding especially in relation to domestic abuse, scamming and exploitation, isolation and mental wellbeing.

Norfolk followed the national trend for the numbers of referrals to safeguarding services reducing dramatically during the first lockdown in 2020. Those figures have risen steadily and, in some safeguarding areas, have escalated. Using a variety of communication tools, including social media, NSAB has concentrated on maintaining as much contact as possible with citizens and with staff to ensure that they know how to report concerns.

So, it's business as usual for NSAB and the board safeguarding team, including undertaking and managing a very complex Safeguarding Adults Review (SAR) and the necessary logistics with the restrictions in place.

Just as the first lockdown hit, Becky Booth joined the team as deputy board manager. Becky brings a wealth of safeguarding knowledge and experience as well as the respect of her colleagues. She has been an invaluable asset to the team, and we are grateful to those funders who helped make her appointment possible.

Like so many of you we have got used to virtual meetings and our network with partners has gone from strength to strength. As we go forward the strength of those networks and working together will be essential to ensure the people remain safe from harm, abuse and exploitation.

It has been a privilege to work with Walter, board manager, Becky, Andrea and James, (board coordinators) and I offer my thanks and those of NSAB for their commitment and hard work. The annual report will provide more detailed information of work undertaken through 2020-21 and I commend it to you all and your organisations.

Sadly, this will be my last introduction to the NSAB annual report. I am retiring in early June but want to take this opportunity to thank all of you for your support over the last six years to me personally, and to the work of the board. I particularly want to pay tribute to my colleagues, Walter, Becky, Andrea and James who have worked so hard to ensure that adults in Norfolk are made safer through their diligent efforts. It has been a privilege to work with them.

Joan Maughan
Independent chair, NSAB

Message from Walter Lloyd-Smith, board manager



A year of working differently

Like all other safeguarding adults boards, for us Covid brought a sudden and rapid adjustment to our cycle of business, with almost daily changes in the early weeks of lockdown. What we were planning to focus on for 2020-21 had to be adjusted throughout the year, our priorities flexing as different needs arose.

From the second week in March our safeguarding board activity was temporarily stood down to support our partners' response to the lockdown, including the data dashboard and review work. Our immediate concerns were to ensure safeguarding advice was being received by the local community hubs, the local resilience forum and the dozens of 'mutual aid groups' which sprang up. With the strong commitment of our partnership we were soon able to get back together, virtually at least, to continue the business of the board.

Working in a different space demonstrated the value of social media for channelling information to reach wider networks in a largely rural county. We were particularly concerned that in care homes there was less 'eyes-on' safeguarding because professionals and families were not allowed to visit, which left people at greater risk.

A rise in reported targeted scams and financial exploitation reported by many SABs was another concern. In March and April 2020, the number of safeguarding concerns being raised to the local authority dropped, and subsequently there was a drop in the number of concerns going through to section 42 enquiries.

The phrase 'working from home' insufficiently describes the scale and reach of the change to our safeguarding work practices. As a colleague pointed out, this was not normal working from home, this was being at home, trying to work through a crisis.

This experience has exposed both the strengths and weaknesses of our current arrangements, while presenting new concerns to those at risk of abuse, harm and exploitation.

Some standout points for me from this very different year include:

- Promotion of 'Professional Curiosity' across all sectors including many new volunteers – "See Something, Hear Something, Say Something" campaign shared across adult, child and domestic abuse forums
- Welcoming pro-active approaches to NSAB by local organisations, especially in initial stages of lockdown; direct advice given around safe recruitment practice and what volunteers should look out for
- Meeting the challenge of progressing a SAR virtually

Message from Walter Lloyd-Smith, board manager



Stand out numbers



12

Blogs. The most popular were Behind Closed Doors (April 2020) followed by Defrosting my Freezer (June 2020) and Daily Exercise (May 2020)



285

new followers
on Twitter



5

Executive
meetings



4,155

total unique*
page views for the
Coronavirus page
on the website

As we move to the next phase of the pandemic, the board's focus is to maintain key safeguarding relationships, better understand the impact on the workforce, and ensure that our local and national safeguarding networks emerge stronger. We must not miss the opportunity to learn, for example, through safeguarding adults reviews, which would ideally be delivered on a national platform to save significant duplication and cost.

I would like to acknowledge and thank the NSAB team: Andrea Smith and James Butler who worked incredibly hard to keep the board's work moving and on track, adjusting to new and at times fast moving circumstances.

I want to highlight the significant contribution Becky Booth has made as NSAB's deputy board manager. Two weeks after coming into post Becky was working at home starting her new role in a very different way, making an immediate positive, tangible and vital impact. In supporting the work with our locality partnerships (**see page 21**), linking with Norfolk's district councils and inputting or leading on guidance and policy development Becky has been instrumental in the achievements in this year.

Have Norfolk's agencies and colleagues made a difference during a very different and tough year? I think this report shows ... yes, we have.

Walter Lloyd-Smith

NSAB Board manager / business lead

* Unique page views show the number of times the page was viewed within one session, so is more accurate in showing the number of unique users that have seen it.

Safeguarding Adult Reviews

In Norfolk, no SARs were completed in this year although we have been busy reviewing three cases which are linked to the same private hospital in Norfolk.

The past year has been very busy for the Safeguarding Adults Review Group (SARG) which returned to meeting monthly from August 2020. The group also welcomed Dr Maria Karretti in January 2021 as the new named GP for safeguarding adults. Having a GP sitting as part of the group again has helped to better understand the vital role of primary care services in the lives of adults at risk of abuse and harm.

The SARG made decisions on referrals for 17 people, nine males and eight females, with four meeting the criteria for a SAR and one to be considered as a Multi-Agency Review (MAR). Those referred were predominantly 18-64 years old.

By far the main type of abuse identified in referrals was neglect and acts of omission. This type of abuse featured in all the cases proceeding to a SAR or MAR.

* This SAR (Joanna, Jon, Ben) is to be published in early September 2021

Section 44 of the Care Act states that we must carry out a Safeguarding Adult 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. It is not to apportion blame to any individual or organisation.



Safeguarding Adult Reviews

Here are just some of the recommendations from Safeguarding Adult Reviews that we have been actively working on in relation to SARs F and G

- **Recommendation:** XYZ care home had reported that they had updated and revised their admission template to improve their processes and paperwork, ensuring that appropriate historical information was always collected

NSAB have received and reviewed evidence from XYZ care home and are satisfied that this recommendation has been implemented

- **Recommendation:** XYZ care home to check whether a carer's assessment is offered to involved family members, particularly for privately funded clients who might not have a formal means of connection to statutory services

XYZ care home has added a piece to private terms and conditions to signpost relevant people to a carer's assessment and offer to connect them to statutory services

- **Recommendation:** Adult social care's head of service, safeguarding, has advised that where an individual has deviated from practice recommendations about recording safeguarding incidents (against both victim and perpetrator) this will be followed up with an appropriate line manager

Conversations have been had with individuals concerned. Written guidance will be circulated to all concerned once a SAR has been published

- **Recommendation:** The care experience for Ms F and Mr G would have improved if there was a central person coordinating their care

Provision is now in place to provide complex case coordination

- **Recommendation:** There should be forums/meetings between the Dementia and Intensive Support Team (DIST) and care homes with whom it has regular working relationships, particularly where those relationships could be improved. The purpose of the meetings would be to build relationships, clarify expectations about DIST service provision, review and discuss the use and purpose of the Mental Health Act as well as clarify methods of communication

A multi-agency protocol has been developed to support shared understanding and greater collaborative working across acute health, mental health, care home sector and the local authority, including guidance on the right tools to use (ABC charts) and a dedicated provider line into NSFT

- **Recommendation:** Wider clinical and care systems should respond to guidance that challenging behaviour should be understood through a behavioural/functional/psychological approach rather than using psychotropic medication as a first-line approach to manage such behaviour

The development of roadshows had to be abandoned due to Covid. Guidance for care providers: 'Moving away from a medication-first approach to challenging behaviour' was co-produced and published by NSAB in May 2020.

Contributions from our three statutory partners

In December 2020 the board published its Covid 19 **Response and Resilience Plan**. The pandemic is unprecedented in living memory and the impact for individuals, families, communities and wider society is significant and will be long lasting. It has touched every part of our lives.

The plan has been developed with the support of key statutory partners and sets out NSAB's response to the changed safeguarding adults landscape.

The plan is structured into response/resilience themes and is in two parts. First, themes identified for NSAB where we might expect changing or increased needs. Second, themes which NSAB will support other boards/partners with.

At the end of the document are four trigger questions to be answered. We asked the three statutory agencies to consider these, and their responses are given below.



Adult social services



Norfolk Constabulary



Clinical Commissioning Group

Can you identify any good safeguarding practice used during the first and second lockdown periods which would be valuable for Norfolk's safeguarding network to learn from?

Contributions from our three statutory partners



Despite the option of introducing Care Act easements, the department has continued to meet its statutory safeguarding responsibilities throughout the pandemic.

In the early stages of the pandemic and first lockdown, calls were made to all those identified as at risk for example carers under significant pressure where service provision was affected, or those at risk of domestic abuse.

The local authority had implemented Microsoft Teams prior to the pandemic, so video conferencing was available to practitioners and managers from the outset. Creative use of video conferencing, telephony or other technology to carry out safeguarding enquiries was quickly developed. Engagement of provider staff and other professionals to support with carrying out interviews with people who have experienced a safeguarding incident, including to gather their views as part of Making Safeguarding Personal is an important part of the safeguarding response.

A Journal of Adult Protection article co-authored by our head of service, safeguarding, reviewed the challenges and opportunities safeguarding adults practice and remote working in the Covid 19 era.

Safeguarding training was quickly adapted to an online platform.

A risk assessment process was introduced to support practitioners and managers to identify when a visit is indicated due to the level of risk, complexity of the situation or inability to carry out the necessary intervention in any other way. The risk assessment supports staff to explore other alternatives as appropriate but when a visit is needed, PPE is available.

The quality assurance team has worked with providers to support them to implement the rapidly changing guidance issued from central government to keep people safe.

A close interface has been maintained between safeguarding and quality assurance.

A care provider incident room was set up to escalate relevant concerns about providers without sufficient staff/PPE etc, within the outbreak management team (quality assurance and public health and NWCCG) both in and out of office hours.

A set of safeguarding principles linked to the discharge to assess processes was developed following meetings with safeguarding leads from all acute hospitals, adult social services department (ASSD), Healthwatch, the community health provider organisations and safeguarding colleagues. These sit alongside the ethical framework and have been agreed by all agencies concerned.

Data is systematically gathered and ASSD works closely with the domestic abuse and sexual violence group (DASVG) to monitor the number of domestic abuse reports during and after the lockdown periods.

The adult safeguarding team introduced improvements to speed up closure of safeguarding cases

Contributions from our three statutory partners

The increased risks around domestic abuse increased appetite for learning in this area so domestic abuse courses and services have been promoted.

The council provided £200K funding to support the recruitment of two additional independent domestic abuse advocates in the county in the first two weeks of lockdown.

ASSD led on drafting guidance for professionals working with those who don't understand social distancing, which received national recognition.



Norfolk Constabulary are proud to have been an active member of the Norfolk Safeguarding Adults Board in 2020-21. In a year of some stability in among the changing times of Covid our senior representation at the board remains with Assistant Chief Constable Nick Davison, Detective Chief Superintendent Chris Balmer and Detective Superintendent Andy Collier.

As with all partners we were forced to operate in new ways as a consequence of the global pandemic and national regulations which applied equally to our workforce and the force as an employer as to the people we serve. Our force ICT department very quickly accelerated the rollout of modern mobile working technology which has greatly increased our ability to work together without being together and this will be one area in which we will never fully return to old ways of working.

The partnership response which stood up to meet the needs of local residents both in need of traditional safeguarding responses and those who were specifically vulnerable to the virus reiterated for us how effective Norfolk's networks are. We were able to provide key crime -prevention messages to volunteers and staff involved in the regular phone calls to people who were shielding so that social isolation was not exacerbated by extra vulnerability to crime. This was achieved through joining up processes designed to prevent serious and organised crime with key safeguarding partners in another model of operating which will outlast the pandemic.



Contributions from our three statutory partners



The CCG designed a support model named Covid Project which was created to identify those at the highest risk during the Covid outbreak, by promoting national guidance on self-isolating, distancing and quarantining deliveries. Empowering people to report how they are doing and responding to those who need clinical, or non-clinical support (e.g. food) and reducing pressures on GP practices. The CCG adult safeguarding team (AST) joined and supported this work and provided guidance on identified issues of domestic abuse, self-neglect and other forms of abuse.

During the second lockdown and beyond, the model morphed to connect with at risk and isolated patients for other purposes (flu vaccinations and diabetic support) creating a new way of reaching and supporting some traditionally hard to reach members of the population; this would be a very valuable tool to explore for use in safeguarding. The AST supported the system by coordinating and disseminating safeguarding updates and communications to commissioned health services and developed pathways to ensure that adult safeguarding and Mental Capacity Act legislation (including the Coronavirus 2020 Act) was followed in obtaining consent to swab and vaccinate.



As mentioned above, Care Act easements have not been introduced in Norfolk so we continue to meet our statutory responsibilities.

Norfolk County Council continues to operate a policy of remote working with a risk assessment required and visits to adults and provider settings carried out only when all other options have been explored.

Care provider anxieties can hinder the provision of visits from community health practitioners who are acting as the 'eyes and ears' of the safeguarding network, during the pandemic.

Day centres are able to support up to 15 adults but day care is only provided if there is an essential need.



As a 24/7 frontline service there was no point at which we withdrew from our safeguarding responsibilities and so we were never faced with the need to restart services from standstill. Reflecting back on the early stages of the pandemic we did have to rapidly adjust our processes for interviewing vulnerable witnesses to keep them Covid-secure but having done so sustainably we now feel confident that we can maintain this stance for as long as we need to.

Contributions from our three statutory partners



The safeguarding service has worked remotely during the pandemic and has had to review its priorities in meeting the safeguarding responsibilities and supporting the services it commissions to do the same. The CCG has worked in close collaboration with the local authority and other safeguarding board partners to ensure that statutory requirements continue to be met.



Less restricted visiting and the opening up of provider settings will occur in line with government guidance on social distancing.

As mentioned above, Norfolk has not enacted the Care Act easements so we continue to meet our statutory responsibilities.

If not, what are the gaps and how, and by when, will you restore a fully functioning safeguarding service to meet your statutory responsibility?



Aside from the virus itself the largest change in the threat to vulnerable adults from both the safeguarding and overall perspective has been a large increase in fraud offences across the UK, from which Norfolk has not been exempt. Social isolation means that victims have less opportunity to check the veracity of a fraudster's story with friends and family, and a desire just to speak to someone for a little bit longer can play into the criminal's hands even more. Together with partners in the Norfolk Against Scams Partnership the police have put great effort into making the county of Norfolk a hostile environment for fraud offenders and this is work we will continue to prioritise into the next year.

Contributions from our three statutory partners



Some 'business as usual' work has been put on hold or reduced, to minimise the impact to safeguarding teams in health so that priority safeguarding work can continue; for example, data requests to the large providers have been on hold for the financial year 2020-21 – the risk of this lack of oversight has been mitigated by ensuring regular contact has been maintained with their safeguarding staff, providing support, wellbeing reviews and sense checking where issues might be developing and providing recovery or resilience solutions.

Additionally, further examples would be memorandums of understanding that have been explored and created to help safeguarding risks be identified early, with pathways for a triaged s42 response being agreed between the local authority, the CCG and one of the acute trusts experiencing a temporary safeguarding resource issue. There has also been a system wide approach to the revised discharge to assess processes that saw safeguarding considerations being added to the health flowchart.



Continued close working between the three statutory partners who are meeting regularly with the NSAB to identify emerging issues and tackle identified priorities during the pandemic.

Continued close work with the DASVG to monitor domestic abuse prevalence and responses.

Maintaining publicity during the pandemic to raise awareness of safeguarding and how to report.

Targeting vaccination centres as places where safeguarding reporting can be promoted.

Maintaining a partnership focus on carers, day services and volunteering as identified key board priorities.

Developing a mutually agreed understanding of 'harm' across the safeguarding partnership, particularly in relation to healthcare interventions.

Lobbying for a national SAR response or enquiry into deaths in care provider settings and any other nationally identified themes.

Reflect on whether any changes that take place within the various partner agencies in response to the pandemic could be communicated in a timely way across the network.

Thinking forward to the next phase of the pandemic response, are there any safeguarding practice issues which would help us improve our response (for example, how to maintain safeguarding functions as localised restrictions continue)?

Contributions from our three statutory partners



Looking forward into the next phase of the pandemic response the Constabulary will remain a committed member of the safeguarding adults board working in partnership to protect everyone in the county. We have new streams of work in Norwich to identify and divert those at greatest risk of harm from drug misuse (Project ADDER) and across the county to intervene into cycles of repeated domestic abuse by focussing on changing the behaviour of perpetrators (DAPPA program). Both are areas where we have long worked with other agencies to achieve the aim of reducing crime rather than simply investigating it and prevention of harm will continue to be our watchword as we move towards 2022.



The CCG adult safeguarding team continues to remain agile to meet its safeguarding responsibilities and ensure the services it commissions achieve the same. Effective planning and communication ensure we flex to meet evolving needs, such as supporting the vaccination programme and where able, enhancing the knowledge of staff at these centres to 'Think Safeguarding'.

Ensuring safeguarding and domestic abuse awareness is ever present and public messaging offering advice and support are at all the test and vaccination centres.

Moving forward, coordinated and condensed communications are beneficial so that, where possible, duplication and information overload can be avoided. With rapidly shifting processes and priorities, the opportunity should be taken to consider safeguarding involvement in all work streams at the earliest possible point to ensure that the specialist knowledge these staff have enables a 'safeguarding lens' to be applied to every element of the Covid response. Supporting colleagues internally and across other agencies and ensuring those most at risk to abuse or neglect are protected to the best of all partners' capabilities.



Our key achievements during Covid

**April
2020**

Created coronavirus page on website

Advice sheet created for those volunteering to help them see safeguarding adults as intrinsic to the volunteering task, whether making a welfare phone call, delivering food packages or walking a dog to help out a neighbour

As people relied on home deliveries and the kindness of others, scammers upped their game, mimicking courier messages, pretending to be the victim's bank, etc. We have continued to highlight any scams that we're aware of via our social media channels

Guidance was produced for professionals to assist with those who don't adhere to social distance guidelines

**May
2020**

We switched to running all our meetings virtually and put in place an executive group consisting of key board members, who met alternate months in place of a full board meeting

Statutory partners meetings set up on regular basis

NHS Safeguarding Adults National Network is opened up to a wide safeguarding adult designates membership – board manager starts joining national call to ensure the Norfolk board is kept updated

**June
2020**

Position statement on Covid related SAR referrals. Statement put together to enable the best learning possible and avoid duplication in relation to Covid referrals

Virtual SAR panel meetings, bringing together different agencies and organisations from around the UK

**July
2020**

First virtual meeting of the full board takes place

No homelessness in Norfolk initiative: 680 homeless people in Norfolk housed over 48 hours at the start of the pandemic (reported to board in July)

Safeguarding adults information circulated to parish and town councils to support awareness raising in community and voluntary settings

The LSAPs held their first virtual meetings

Our key achievements during Covid

**September
2020**

A proposal for refreshing the NSAB website was agreed by the board. The team started working on this, which continued through the following months and the new website went live in June 2021

**October
2020**

Supported Safeguarding Friends with a quiz, which they developed, to prompt conversations with care home residents during restrictions

NSAB partners with Norfolk & Suffolk Care Support (NSCS) for a webinar on mental capacity to consent to the flu vaccination and Covid testing for care home staff

**November
2020**

Supported safeguarding adults update presentation to NSCS provider meeting

Board manager provided safeguarding adults training for UEA clinical psychology students

**December
2020**

NSAB hosted a seminar by Alex Ruck-Keene in which he gave an update on mental capacity to over 100 participants from different agencies and organisations

NSAB supported the Norfolk's Sustainability and Transformation Partnership's Clinical Care Transformation Group with updates on safeguarding adults

Response and resilience plan developed with the support of statutory partners, setting out NSAB's response to the changed safeguarding adults landscape

**January
2021**

Board manager co-authors article published in the Journal of Adult Protection - COVID-19: a shock to the system-reflections from practice by safeguarding adults board managers

**February
2021**

Train the trainer safeguarding workshops: KP Training ran the first virtual workshop for NSAB; more are planned for the remainder of the year

NSAB Executive group

The board last met, in person, back in March 2020. Full board meetings were suspended due to the pandemic and the establishment of the executive group was in part a response to the unknown effects on safeguarding at the time. As the nation went into lockdown on 23 March 2020, it was business as usual for both children and adult safeguarding but, what could we expect?

As we were ordered to work from home wherever possible and family and friends were unable to mix outside of their own households, we lost the eyes and ears on the ground looking out for the most vulnerable individuals in our systems and communities.

Would we see a dramatic rise in the safeguarding issues related to the new conditions of bereavement, social isolation, carer fatigue, domestic violence and mental health breakdown? In the event the opposite happened with a dramatic reduction in referrals which was a concern in itself.

The executive group supported NSAB and its partners by ensuring that those important communications reached those most vulnerable groups.

The eight members of the group represented the local authority, police, Healthwatch, Office of Police and Crime Commissioner for Norfolk, Clinical Commissioning Group, district councils and a locally elected council member; Joan Maughan chaired the group. The meetings began in May, and due to the continued unpredictability of Covid, the group continued to meet every other month where there was a need.

Full board meetings resumed in July 2020 (virtually of course), and currently take place every two months, as normal.

During this year we had several changes to board membership these were:

Changes to board membership	
July 2020	Greg Preston replaced Gary Collins as the Norfolk Fire & Rescue representative
September 2020	Leon McLoughlin-Smith replaced Charlotte Belham as the National Probation Service representative
January 2021	Amy Askew replaced Paula Gilbert to represent Norfolk prisons
March 2021	Mike Pursehouse replaced Lee Robson as the Norfolk district council representative

The executive group was stood down in March 2021.

PML update

In August 2019 NSAB set up three new thematic subgroups to better reflect board's strategy. These new thematic groups structured their work on the three pillars of the strategy – prevention, managing and responding to concerns and learning lessons and shaping future practice. PML for short.

PML uses a workshop style structure which has all three subgroups meet simultaneously, in the same room, all working on the same topic. The aim is to prevent delays in action being taken, reduce the likelihood of tasks not being completed and improve the interaction and collective responsibility felt by the groups. Collaborative working at its best.

From the end of March 2020, as we could no longer meet face to face, the planned workshops for April, May, July and September 2020 were stood down. This was regretful but, as enhancements to the virtual world were made, we were able to meet in November 2020, online, and were able to have breakout rooms too! This meant that the work on adapting the Suffolk Safeguarding Partnership Framework document for the Norfolk partnership could continue.

Even with the introduction of the third national lockdown in January 2021 PML was still able to meet virtually. The March meeting paused work on the framework document to consider any new or emerging safeguarding adult themes coming out of the Covid lockdown and how best to respond to these.



Locality Safeguarding Adults Partnerships (LSAPs)

There are five LSAPs in Norfolk, which meet every other month, and they are aligned with adult social services geographical boundaries. The partnerships are made up of a range of local organisations, agencies and individuals who work with adults at risk and/or have responsibility for safeguarding adults within their role.

The aim of these local networks is to support NSAB work within their localities to ensure that communities: have a culture that does not tolerate abuse - work together to prevent harm - know what to do when abuse happens.

With Becky Booth in post as deputy board manager, NSAB have been able to support the LSAPs even more in the last year. Becky has been helping to co-ordinate processes and topics for the groups to discuss across the county. While the planned March and May 2020 meetings were stood down in response to the immediate pandemic pressures, Becky and the chairs of the LSAPs worked on developing a more structured approach for their meetings. This has helped to strengthen the link between strategic planning and operational practice in relation to safeguarding issues for Norfolk, and also make the best use of time for those attending.

The groups now have two co-chairs each to share the role, and while some of the names have changed over the last 12 months, the desire to lead and explore where change can be made at all levels has remained strong.

Norfolk County Council continues to offer administrative support which has been invaluable to the smooth running of the meetings and interim communications. NSAB thanks the local authority for this continued support.

LSAPs were able to start meeting again in virtual form from July 2020 onwards; the board recognised the considerable and ongoing impact of the pandemic on many of the partners and the meetings have regularly considered wellbeing and resilience within the partnerships, looking to offer support to each other and share experiences.

Over the last nine months we have covered:

- Safeguarding in a pandemic
- Safeguarding in the community
- Safeguarding for all – seldom heard communities
- Mental Capacity Act and safeguarding
- Safeguarding in less formal settings – volunteers and carers

Locality Safeguarding Adults Partnerships (LSAPs)

The meetings promote actions by partners and NSAB – some examples of this:

- Discussion around information sharing and safeguarding led to additional guidance being published on the NSAB website (March 2021)
- Discussion around the potential of digital exclusion led to a member in the west taking safeguarding posters and displaying them in her local area; connections between organisations strengthened in terms of engaging and supporting those who may present as homeless; identified the huge number of welfare checks being made by Norfolk library service, district councils and social care staff, and how skills have had to develop to pick up on concerns when there is so little face to face work happening
- Discussion around mental capacity has led to work with housing colleagues to develop MCA prompts
- Discussion around seldom heard communities has led to new members being invited to some of the groups and supported NSAB to make stronger operational links
- Discussion around domestic abuse, especially in relation to older adults, led to sharing across all the groups of relevant awareness materials for all to use

Through the meetings we have heard how organisations have adapted to meet the changing needs created by the pandemic, from supporting vulnerable communities to ensuring that safeguarding training can still take place virtually.

Links with the Locality Childrens' Safeguarding Groups have been strengthened through regular meetings that Becky has with her equivalent, Dr Mark Osborn, in the Norfolk Safeguarding Children Partnership. This led to the first joint meeting of the chairs of both groups in December 2020, where similarities and differences in the groups were discussed to achieve more effective understanding of the two. For 2021/22 the aim is to make the most of opportunities to explore themes and issues which align with both adult and child safeguarding.

Self-neglect and hoarding issues remain a key theme for the LSAPs, with the likelihood that the easing of restrictions will lead to an increase in cases. There is also recognition across all the partnerships that early intervention has been less possible leading to an increase in complex cases which can include safeguarding. However there have been many positive stories of how the pandemic conditions have really drawn communities together to support the people living within them.

Review of the business plan

We set out our plan for 2020-21 just as the pandemic started to take hold and found that we did have to adapt some items as the year progressed. However, we are very proud that the continued dedication of our partnership to safeguarding adults in Norfolk ensured a strong return to 'safeguarding business as usual' once the initial pressures of lockdown began to ease in summer 2020.

Prevention & Engagement

We added a new topic to this strategic aim to reflect the ongoing responses to Covid, to maintain prompt engagement and positive approaches to safeguarding. Some examples of what we achieved against this:

- Created and maintained a dedicated coronavirus safeguarding page on our website
- Created and published guidance relating to the pandemic, e.g. around mental capacity, volunteering
- Took a position on SARs and published a statement on this June 2020
- Created and published a multi-agency resilience and response plan in December 2020, inviting other organisations to contribute, with an updated version published in February 2021
- Through our LSAPs we shared messaging and looked to offer support to our local networks, including regular discussion on wellbeing
- Partnered with Norfolk Safeguarding Children's Partnership and the Domestic Abuse and Sexual Violence Group in 'The See Something, Hear Something, Say Something' campaign to support consistent messaging throughout
- Created and distributed over 40 roller banners with a safeguarding adults message to vaccination centres and other organisations

Another new area has been Modern Slavery and Human Trafficking. In 2020-21 we have supported the new role of anti-trafficking network coordinator in building Norfolk's Anti-Slavery Network, promoted the issue through board and LSAP meetings, and we have developed a dedicated area on our website.

A planned summit on safeguarding issues for people with learning disabilities and autism had to be postponed and will now link with further recommendations from a Norfolk Safeguarding Adult Review that has been completed in this year.

Review of the business plan

Our commitment to care homes has continued, for example:

- Guidance around supporting behaviours that challenge others for care providers (published May 2020) and the development of falls and safeguarding guidance in partnership with Norfolk County Council's integrated quality service and their adult social care safeguarding team (published January 2021)
- Through Norfolk & Suffolk Care Support, a presentation to providers in July 2020 and quarterly articles for their newsletter
- While our volunteers, Safeguarding Friends, had to stop their visits to care homes, they produced a quiz that could be used to have some fun and help with conversations around safeguarding with the residents
- In October 2020, delivered a workshop in collaboration with Norfolk & Suffolk Care Support Ltd on Mental capacity to consent to the flu vaccination and Covid testing

We have continued to raise the regional and national profile of NSAB, participating in the regular network calls through the last year, sharing the work we have done. We have been working with two potential national research projects around dementia and self-neglect, and our board manager became co-chair of the National SAB managers network in February 2021. We have also strengthened our links with the Suffolk Safeguarding Partnership. We have maintained a strong Twitter presence, and worked hard to update and improve our website.

In terms of our local profile, and communication with groups who are seldom heard, we have been able to provide more support to our district councils following the appointment of our deputy board manager, who has also been working regularly with our LSAPs, building and growing relationships, strengthening safeguarding understanding and responses across the county networks. We have begun pieces of work linking with carers, domestic abuse and older adults, volunteers, and diverse communities, continued in our 2021/22 plan.

Managing & Responding to concerns & enquiries

Our aim to have a closer working relationship with the Norfolk Safeguarding Children Partnership has progressed with more regular meetings between the team members and particular collaboration around local partnerships and district councils. Topics for ongoing work include transitional and organisational safeguarding.

We reviewed our Self-Neglect & Hoarding Strategy in August 2020 and have continued to have a keen interest in this area of safeguarding. NSAB are supporting the national research mentioned above and have recognised the need to take some further steps in achieving an effective county model, leading to board agreement for a new subgroup to focus our work.

Review of the business plan

Learning from and shaping future practice

Work on a data collection tool for self-neglect and hoarding was delayed due to the impact of the pandemic pressures on our partners, but this will be carried forward to 2021/22.

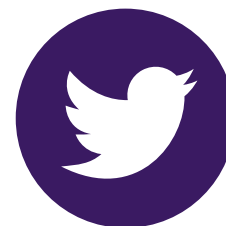
Learning from SARs was impacted to a degree as we could not hold county events, however we have created and published a short briefing on a multi-agency review and also guidance on information-sharing (the latter a common theme in many SARs). Further guidance on the Mental Capacity Act is in progress, as well as work to share the learning in relation to the SAR which was undertaken through 2020-21.

Work on the NSAB self-assessment tool (to be used by any partner agency to benchmark their safeguarding work and processes) has also been delayed due to pandemic pressures and later recognition of some amendments needed to it. This too is carried forward into next year.



Our website and social media

Twitter @Norfolksab



Our Twitter followers have increased by 280 plus in the past year. Of course, we all know that social media can be a fickle beast and that followers will come and go (and sometimes come back again) but we do have a loyal group of followers who we interact with and share key messages! We don't want to gloat, but we are pleased to say that our Twitter audience is one of the largest of the safeguarding adult boards.

We use Twitter to share the latest social care news, to promote job vacancies within the safeguarding arena, to keep our audience up to date with what NSAB are doing and occasionally we use it to share fun things. Who can forget Walter's daily press ups shared on Twitter last year? All for a good cause to highlight awareness for anxiety, depression and male suicide.

During the last year, NSAB tweeted around 1,136 times which, on average, is 95 tweets a month. Suffice to say that in April, at the beginning of the first lockdown, we put out the highest number of tweets (217) and we also tweeted one of our most viewed and engaged with tweets around the CQC's coronavirus insight report.

Website

We had an average of 1,868 users a month visit our website and the month that drew the most users was April 2020, at the very start of the global pandemic and lockdown in the UK. The website had the least number of users during August, as many people took a summer break.

A decision was made to set up a coronavirus page on the website on which we shared useful guidance, information and links to other valuable websites. The coronavirus page was our most popular page of the reporting year, with 4,828 page views.

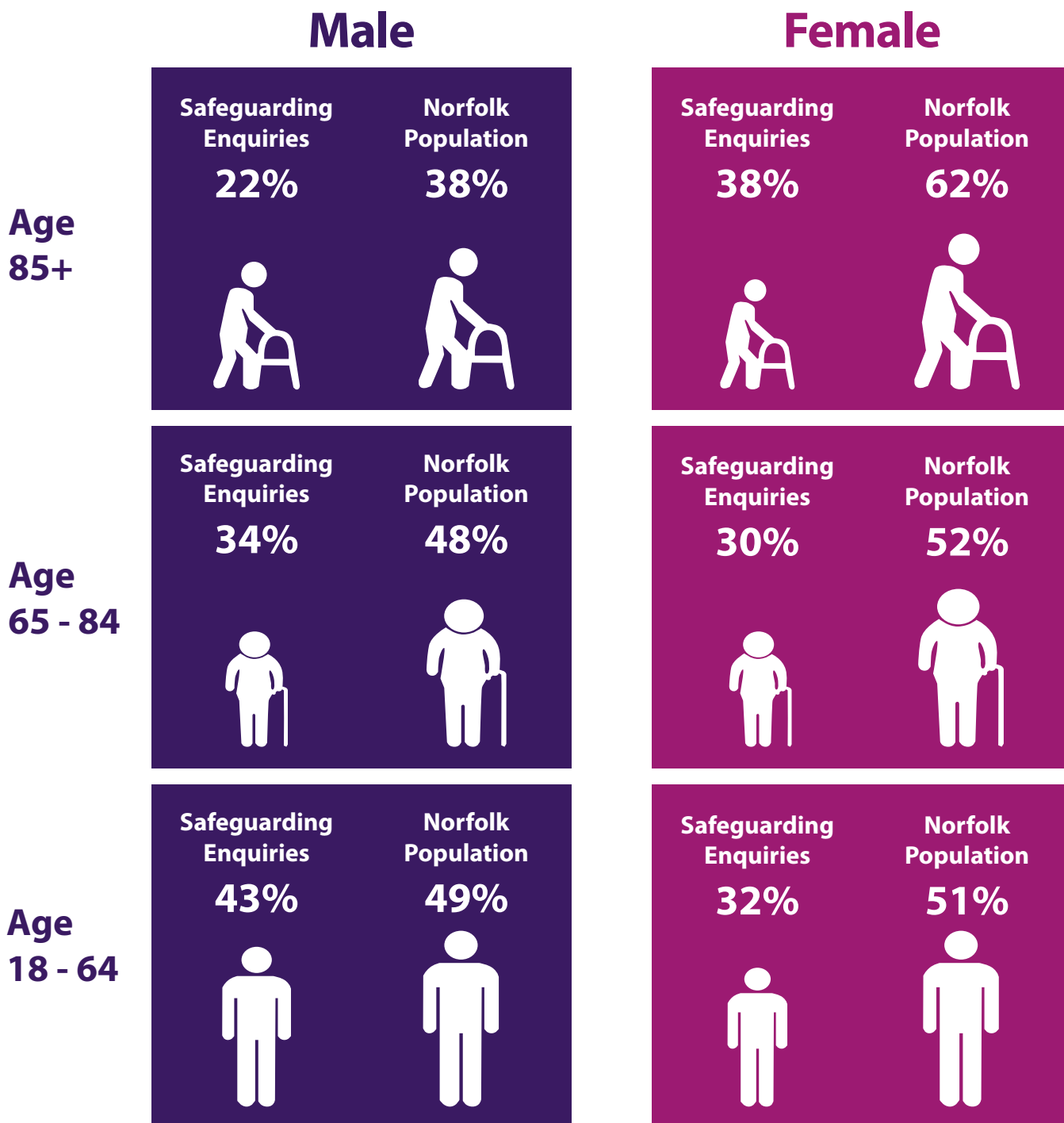
We published 272 news stories during the year covering a wide range of subjects, all with a safeguarding theme.

Many people enjoy reading Walter's blog and the most popular was titled 'Behind closed doors' published in April 2020 in which Walter wrote about the shock of the nation going into lockdown. He provided some useful insight into signs of abuse to look out for during lockdown as NSAB launched its 'See Something, Hear Something, Say Something' campaign.

During the latter part of 2020, work started on our new, refreshed website. Next year we'll be able to report on that!



Safeguarding Adults Collection Return 2020-21



Safeguarding Enquiries completed by age group and gender, compared with relative proportions of the Norfolk population.

Safeguarding Adults Collection Return 2020-21

Completed Safeguarding Enquiries by Age	
Age	Enquiries
18-64	752
65-84	647
85+	662

Completed Safeguarding Enquiries by Gender	
Male	Female
797	1,264

Abuse Type	No. of cases recorded
Physical Abuse	759
Sexual Abuse	160
Psychological Abuse	408
Financial or Material Abuse	359
Discriminatory Abuse	10
Organisational Abuse	65
Neglect and Acts of Omission	828
Domestic Abuse	210
Sexual Exploitation	3
Modern Slavery	3
Self-Neglect	26

Summary

During the year there were 4,310 safeguarding concerns made and 2,031 went on to be section 42 referrals. This gives a conversion rate of 47%

The most represented groups are older people and those with mental health needs, which confirms anecdotal discussions with partners throughout the year. The percentage of cases where the victim lacked capacity is likely to link to an increase in safeguarding cases in older people and mental health specialisms.

% of cases	18/19	19/20	20/21
% Cases where the victim lacked capacity	34%	36%	43%
% Cases where the "risk remained"	13%	8%	7%
% Cases where the victim was asked and outcomes were expressed	64%	78%	79%
% Cases where outcomes were "fully achieved"	63%	69%	72%

The table above shows that the number of cases where the risk has remained has almost halved, between 2019/19 and 2020-21. From these figures we could determine that people are feeling safer as the risk to those people has been eliminated.

The increase in the percentage of people who were asked and able to express the outcome that they would like, and where those outcomes were fully achieved, gives an indication that Making Safeguarding Personal is positively embedding in practice.

Given the headlines in the media, it is perhaps unsurprising to see an increase in the number of domestic abuse cases in the last year. In 2019/20, 89 cases of domestic abuse were reported as a safeguarding concern. In the past year there were 210. This presents a significant 136% increase.

Data shows that there was an average of 17 domestic abuse cases reported each month between 2019 and 2021. The number of cases of neglect and acts of omission has had a stark increase too; in 2019/20 there were 623 cases, rising to 828 in the past year. This is an increase of almost 33%.

Financial summary 2020-21

Income Source	General funding £	Contribution to Deputy Board Manager Post £
NCC	20,000	10,000
CCG	22,500	8,333
Norfolk Constabulary	20,000	10,833
Other partners		35,417
<ul style="list-style-type: none"> District councils x 7 Norfolk Suffolk Foundation Trust (NSFT) Norfolk Community Health & Care (NCHC) 		
Income from Train the Trainer	1,250	
Sub Total	63,750	64,583
Budget carried over from 2019/20	8,096.20	
Balance brought forward from 2019/20 – transferred to SAR budget	8,096.20	
Total	63,750	64,583

Costs Breakdown – General budget	Expenditure £
Total staffing	87,995
<ul style="list-style-type: none"> Independent chair (21,793) Deputy manager (54,737) NSAB contribution to board coordinator hours (11,465) 	
Training (including Train the Trainer)	866
NSAB website costs	3,392
Licences	350
Design & animation production costs	8,027
Publicity materials (posters roller banners)	
NSAB meetings costs	
<ul style="list-style-type: none"> Venue hire Catering 	
NSAB events (including speaker costs)	
LSAPs	2,500
Miscellaneous	76
Total	103,206
Total income	128,333
Total expenditure	103,206
Carry forward to 2021/22 (Transferred to SAR budget)	25,127

Financial summary 2020-21

Costs Breakdown – General budget	Expenditure £
SAR costs	
SAR report and related costs 2020-21	27,452.00
Balance brought forward in 2019/20 from general budget	8,096.20
Balance	-19,355.80
Balance brought forward from 2020-21 from general budget	25,127.00
Balance for SAR budget for 2021/22	5,771.20

NSAB began the year with a carry forward amount of £8,096.20. This is transferred to the Safeguarding Adults Review budget and set against future costs.

Additional staffing costs of the deputy manager post have been met through new contributions, most notably from our district council colleagues and one of our acute health partners.

Each year the Locality Safeguarding Adults Partnerships are allocated £500 (£2,500) each in support of their work. This was not spent in 2020-21. The 2019-20 LSAP allocation (£2,500) was carried forward into this year.

In previous years NSAB has particularly invested in a range of county learning and training events to support safeguarding awareness and multi-agency working in the county. In 2020-21, this was not possible due to the pandemic. NSAB did take the opportunity to refresh and update the website, completed a SAR, and spent money on publicity / awareness materials, but overall costs were lower and NSAB have a continued carry forward as a result.

And finally...

Some positive comments from organisations in the height of the pandemic and lockdowns which reassured us that systems were still working despite the unprecedented disruptions:

“ Since Covid 19 and lockdown I’ve nothing but praise for the contact centre and safeguarding team(s). My calls have been answered and directed to the right place fast. Communication has also been great. ”

Dementia support worker

“ I didn’t really know what to expect given the pandemic and with people having to work in different ways. I thought they’d (social services) be really busy and might be operating a reduced service – but I found the opposite. My call was answered swiftly, the alert (safeguarding) was put through to the relevant team straight away and contact with the person at risk happened faster than normal. Not only that, but the social worker contacted me again when she couldn’t get hold of the person I’d referred. I’ve since spoken with the person at risk, who happily reported the social worker had made contact and a follow-up appointment has been made. ”

Dementia support worker

“ We have had quick responses to safeguarding concerns raised during the pandemic. We have also found that practitioners are supportive and understanding of the pressures providers have been put under during the pandemic. ”

Service manager



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