

Norfolk Safeguarding Adults Board

Strategic Plan 2021 to 2023



Who are we?

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

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

A full list of the partners of Norfolk SAB is included as [Appendix 1](#).

What do we do?

We work together to safeguard any adult that is at risk of harm or exposed to harm through abuse, harm, exploitation, violence/threat or neglect as defined in legislation and guidance. The risk of abuse can increase through 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 leads this work across all Norfolk organisations and is focussed on ensuring that it is effectively co-ordinated 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 taking account of the views of the local community. The Board also seeks assurance that safeguarding practice is person-centered and outcome focused.

NSAB wants to learn and improve as part of its processes and is happy to adopt the Local Government Association vision for safeguarding adults boards.



Our strategic plan sets out:

Our vision

This sets out the vision of NSAB and the outcomes we want to achieve for the people of Norfolk.

Our strategic plan for 2021 - 23

This outlines our aims and objectives to achieve our vision. The strategic plan provides direction and continuity to our annual work plan. The strategy embraces the 6 key principles set out in the Care Act 2014. These 6 principles hold equal importance and are the foundation of good and effective safeguarding (see Appendix 2).

Our annual
work plan
is published alongside
this document.



Our vision



“Our vision is for all partners 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:

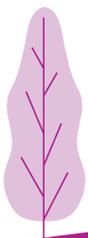
- have a culture that does not tolerate abuse
- work together to prevent harm
- know what to do when abuse happens.

To achieve this vision, the Board will:

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

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

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



Our vision continued...

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

We will promote a positive approach to information collection, analysis and sharing, and encourage constructive challenge with the aim to make Norfolk a safer place to live, work or be cared for.

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

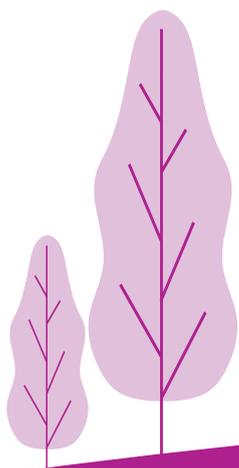
Norfolk Safeguarding Adults Board will work together positively and develop partnerships that maximise the capability of the Board to ensure the people of Norfolk remain safe and the Board achieves its outcomes.

We listen; we learn; we proactively support all agencies to improve, share, embed and deliver effective practice.



Our strategic objectives are

- To provide assurance to the people of Norfolk that effective safeguarding arrangements are in place across the partnership
- Ensure the voice of the service user and wider communities of Norfolk is heard in respect of safeguarding adults. To involve citizens as partners in developing safeguarding in Norfolk and this is reflected in the way we work
- Provide clear and effective executive leadership for a strong partnership built on collaborative working with particular emphasis on strengthening and deepening our working relationship with the Norfolk Safeguarding Childrens Partnership, the Office of the Police and Crime Commissioner for Norfolk and the Norfolk County Community Safety Partnership
- Hold our partners to account and gain assurance of the effectiveness of their safeguarding adult arrangements, function and performance
- We will learn from experience and have a workforce that is knowledgeable and confident in its adult safeguarding roles and responsibilities
- We will work with key organisations to ensure we understand the themes, issues and trends relating to specific needs, and tailor our work accordingly (e.g. dementia and autism)
- We will also work closely with carers via carer organisations to ensure their views are taken into account; including their experiences of safeguarding to help develop ways to reach and support their cohort and their cared for, including reaching "hidden" carers. Also to recognise that carers themselves can be at risk of harm and abuse, but could also be at risk of inadvertently harming the person they care for due to increased stress of the caring role.



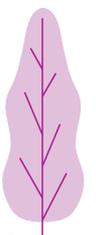
Our core functions

The Board has the following core functions

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

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

- The role, responsibility, authority and accountability of each partner in ensuring the protection of adults at risk of abuse and neglect in Norfolk
- Establishing ways of collecting, analysing and interrogating data on safeguarding concerns and completed enquiries which increases NSAB's understanding of abuse and neglect locally in order to strengthen our safeguarding system
- Holding partners to account and gain assurance of continuous safeguarding improvement
- Deciding its arrangements for peer review, self-audit, performance monitoring, bench marking, continual analysis and lessons learnt
- Having mechanisms for developing policies and strategies for protecting adults in collaboration and consultation with all relevant agencies, which take into account the views of adults who have needs for care and support, their families, advocates and carer representatives
- Developing preventative strategies that aim to reduce instances of abuse and neglect in Norfolk
- Identifying circumstances that give grounds for concern and deciding when they should be considered as an enquiry to the local authority (including enquiry pathways and threshold for intervention).



Our core functions continued...

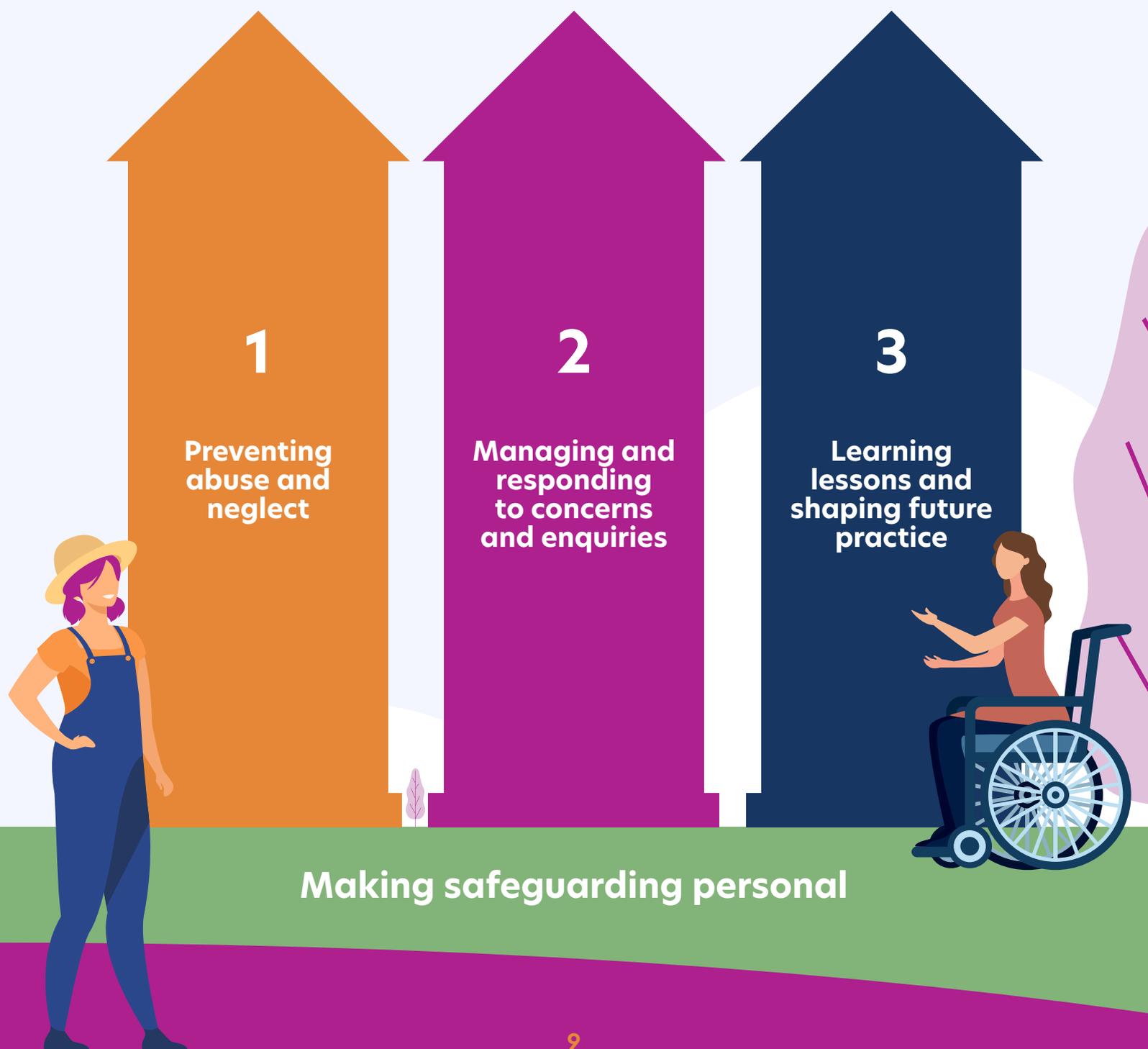
- Formulating guidance for managing adult safeguarding, and dealing with complaints, grievances and professional and administrative malpractice in relation to safeguarding adults
- Developing strategies to deal with the impact of issues of race, ethnicity, religion, gender and gender orientation, sexual orientation, age, disadvantage and disability on abuse and neglect and the impact of issues/risks arising from caring
- Balancing the requirements of confidentiality with the consideration that, to protect adults, it may be necessary to share information on a 'need-to-know basis'
- Carrying out Safeguarding Adults Reviews and advising the partnership on lessons to be learned
- Having mechanisms for monitoring and reviewing the implementation, dissemination and impact of policy, training and the learning from reviews to ensure that these are embedded across the partnership
- Evidencing how Board partners have challenged one another and hold each other to account
- Reviewing and commenting on the impact for safeguarding of individual member agencies' decision making, including budgetary considerations and changes to operational delivery
- Listening to our workforce and implement actions to support staff to meet their safeguarding responsibilities
- Engaging in any other activity that facilitates the achievement of its objectives
- Producing a Strategic Plan
- The Board will continually review its membership and structure to deliver its workplans, which include the Locality Safeguarding Adults Partnerships (LSAPs) and subgroups. The Board will co-opt others in when required to deliver this plan
- Terms of Reference will be produced by NSAB giving direction to the subgroups and LSAPs. The subgroups will be required to evidence how they have met the Board's strategic priorities through their contribution to the annual report
- The Board will maintain its financial viability, ensuring appropriate resources to deliver this vision.



Our plan

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

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



Our plan continued...

This plan has been written during the last few months of 2020 and in the context of the of the COVID-19 global health pandemic and the unprecedented and significant response by agencies to combat it.

We recognise that we will be working in a different safeguarding landscape during the coming years. This plan will be reviewed and changed if needed before the end of March 2023, as we understand better the impacts on safeguarding adult practice and respond to emerging priorities.

The specific adult safeguarding strategic priorities to emerge from the pandemic and the lockdown response to be addressed in 2021-23 are:

- Access to day services if localised lockdowns are reintroduced and the risk and implications for both service users and carers
- Carers experiencing increased pressure and worry due to additional demands arising from the pandemic and reduced access to key services and support
- Helping those who volunteer to recognise and respond to safeguarding issues as well as promoting safe services.

We will actively take the lead on these three topics while at the same time look to collaborate with our partners to address these issues.

In addition to these three strategic priorities we will actively collaborate with the Office of the Police and Crime Commissioner for Norfolk and the Norfolk County Community Safety Partnership on the topic of older adults and domestic abuse.



Our two year strategic intentions for the Board and its partners 2021-23

1. Preventing abuse and neglect



Our track record shows that over the last year we have hosted a public safeguarding awareness week, trained support staff at the University of East Anglia, organised seminars on self-neglect, hoarding, homelessness and coercive control, and hosted Train the Trainer workshops to spread learning amongst professionals.

Over the coming years we will:

- make every effort to raise awareness about adult safeguarding with the people of Norfolk in language and presentation that is accessible. This will include developing new resources to enable citizens and communities to understand the support available to them. This will involve
 - provide posters, leaflets and cards, developing a new website that enables the Board to promote its work and share safeguarding resources
 - Undertaking a programme of engagement activities to promote safeguarding across diverse community groups in Norfolk
 - Hosting safeguarding week to promote awareness of safeguarding adults and other campaigns linked to safeguarding
- ensure everyone including carers is able to identify harm and know what actions to take
- require all agencies to intervene to prevent harm by supplying relevant advice and information at the earliest opportunity, and to share information where appropriate
- link in with and support national campaigns to ensure that the risk of harm is reduced at every opportunity
- respect individual confidentiality while ensuring the sharing of relevant and appropriate information necessary to prevent abuse occurring or continuing
- coordinate partnership activities that raise:
 - safeguarding awareness amongst the public of Norfolk
 - targeted safeguarding awareness for particularly vulnerable groups
 - the profile of the Board

We recognise that Norfolk partners employ a large number of people who require a consistent and coordinated approach to their training. Comprehensive training will be reviewed and used to deliver to a minimum standard which endorses accountable work practices and promotes a culture of openness and transparency without fear of retribution

- develop our direct work undertaken with carers.



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

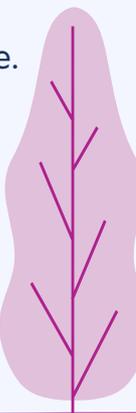


Our track record shows that over the last year we have hosted 19 multi-agency meetings or events bringing together key partners in the community to shape, review and improve our policies and practices for Safeguarding in Norfolk

Life is not risk free. Partner agencies should take the least restrictive option to support, when intervention is required to mitigate risk.

Over the coming years we will:

- support such activities that identify adult safeguarding risks, mitigate against them but are not risk averse
- have a framework that gathers and builds evidence to demonstrate a response that is proportionate to circumstances of the incident and the wishes of the adult (Making Safeguarding Personal)
- balance the need for confidentiality, ensuring the sharing of relevant and appropriate information necessary to prevent abuse occurring or continuing
- value and respect the vigilance and importance of those who raise a safeguarding concern or referral and therefore expect partners to demonstrate that appropriate and timely feedback is given
- seek evidence and assurance to demonstrate that people who use safeguarding services will understand the role of those services in relation to their safety, health and wellbeing
- seek evidence and assurance to demonstrate safeguarding services are delivered effectively and professionally
- Make sure that there are effective governance, scrutiny and business processes in place to support the Board to work effectively and efficiently for the people we serve. This includes ensuring that the findings from Safeguarding Adult Reviews and other key areas of practice improvement are implemented.



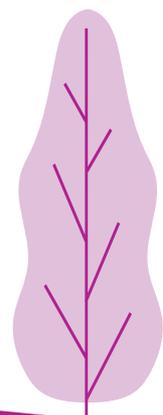
3. Learning lessons and shaping future practice



Our track record shows that each Safeguarding Adult review commissioned by the NSAB has had an accountable action plan associated with it which is monitored by the Board to share lessons learned and reduce the risk of repeat incidents or causes of harm.

Over the coming years we will:

- have a framework that gathers and builds evidence to demonstrate a response that is proportionate to circumstances and respects the wishes of the adult wherever possible
- demonstrate that actions taken are influenced and advised by the experience of who people who have been or may be at risk of harm including those communities whose voice is seldom heard, including carers
- build our knowledge of the diversity of Norfolk's people and from this look for opportunities to encourage personal responsibility, harnessing the potential of the community to protect itself from harm.
- apply opportunities to learn lessons and improve practices, at the relevant level, when concerns have been raised
- drive better adult safeguarding practice and outcomes by producing and sharing insights and guidance
- support organisations to improve the quality and impact of their adult safeguarding practice
- exercise our power to challenge when safeguarding needs are identified and not met, and make sure safeguarding outcome measures effectively capture the adult's views and wishes, and clearly demonstrate the impact of safeguarding interventions.
- play our part in influencing national policy and practice through our active participation in regional and national networks and forums
- review our constitution in-line with the principles set out in this plan.



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

Healthwatch Norfolk

Adult safeguarding lead nurse, Norfolk and Waveney Clinical Commissioning Group

National Probation Service

Norfolk acute hospitals representative

Norfolk Constabulary

Norfolk County Council elected member

Norfolk Fire and Rescue Service

Norfolk and Suffolk Community Rehabilitation Company (Probation)

Norfolk Police and Crime Commissioner's Office

Norfolk prisons representative

Norfolk and Waveney Clinical Commissioning Group

Norfolk and Suffolk Foundation Trust (mental health)

Public Health

Head of Service, Adult safeguarding, Norfolk County Council

University of East Anglia representative





www.norfolksafeguardingadultsboard.info

