



Communication Strategy 2022/23

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1. Introduction

The Care Act 2014 makes a safeguarding adults board a statutory requirement.

The purpose of a board is to ensure safeguarding arrangements in Norfolk are effective, working in partnership to deliver better safeguarding practice. 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 safeguarding enquiries. 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 or on the [NSAB website](#).

By law, the board must have three core statutory members which are: Norfolk County Council, Norfolk Constabulary and the NHS Norfolk and Waveney Integrated Care Board (formerly CCG).

NSAB has a strategic role that is greater than the sum of the operational duties of the core partners, and to fulfil its responsibilities and duties effectively, other agencies are involved in its work. NSAB has a wide range of partners; the full list can be found on the NSAB website, within the Constitution.

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 service users and carers to deliver positive outcomes.

Norfolk's diverse communities will be recognised in everything that we do.

Communication is key to NSAB's aim to create a safer environment for adults at risk of abuse and harm in Norfolk. This annual strategy will show how the communications work will help NSAB achieve its goals, detailing the following aspects:

1. Communications Objectives

2. Key Audiences
3. Benefits and Outcomes
4. Key Messages
5. Communications Standards

This document will be reviewed by the NSAB Business Group and presented to the board each year to reflect current practice and respond to any changing safeguarding needs for adults in Norfolk. This will ensure the Communications Strategy keeps in line with any changes made to the board's overall strategy.

2. Communications objectives

In 2019 NSAB realigned its strategy to the following three pillars with accountability and leadership structures underpinning each:

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

Further details of the work, aims and objectives of each pillar can be found in the [NSAB Strategic Plan 2021-23](#)

The communications plan and overall objectives have been developed to align with these three areas:

1. Prevent: To raise awareness of safeguarding in the public sphere to prevent abuse and neglect
2. Manage: Enable any concerns and enquiries to be reported clearly and manage the response to Safeguarding Adults Reviews as necessary.
3. Learn: To work with partners and professionals to collaborate effectively in sharing resources and promote best practice, learning and training opportunities

These objectives allow for NSAB to undertake a wide range of communications activities while supporting the key strategy of NSAB's wider work and recognising the diverse needs of our communities. The communications work encompasses media work, digital campaigns, events, website management, as outlined in following sections.

The objectives will be reviewed regularly to ensure they remain aligned with the NSAB strategy. This will provide a consistent measure of progress for the

communications strategy and enable long-term work to be developed. As the current NSAB Strategic Plan runs until 2023 these objectives will be reviewed as part of the process to develop a new plan in 2023.

Updates on the Communications Strategy will be reported to the Business Group bi-annually, which the communications officer will do. Business Group will also feed into communications plans around specific campaigns and events, including through the Risk and Issues Register.

3. Key audiences

Four key audiences have been identified for NSAB’s communications work, however the approach with each may be vastly different in practice. While each audience is equally important, each year priorities may shift to place focus on one or more particular group.

The needs, benefits and challenges for each audience identified are laid out below to show how the work will be tailored.

	Needs	Benefits	Challenges
Adults at risk, families and advocates	<ul style="list-style-type: none"> - increased awareness of services available to adults at risk - increased support/ confidence to seek help and raise concerns - stronger engagement opportunities to raise concerns - better understanding of safeguarding practice and services on offer 	<ul style="list-style-type: none"> - service offer is clear, so users/ families access relevant service more easily - safeguarding concerns are raised more quickly or prevented from taking place - signs of risk are recognised and risks are prevented - concerns are dealt with faster and more easily - adults at risk are less vulnerable to safeguarding concerns 	<ul style="list-style-type: none"> - service offer is complex and no simple way to map out offer - engagement with those with lived experience is difficult both in structure and practice - particular challenge of messages reaching seldom heard groups and communities
General public in Norfolk	<ul style="list-style-type: none"> - Increased understanding of role of safeguarding - understand signs of risk/ concern to protect 	<ul style="list-style-type: none"> - more safeguarding concerns recognised and raised by public - increased safety in society for adults at risk 	<ul style="list-style-type: none"> - safeguarding is a niche topic for general public - lots of public health/ awareness concern

	family, friends and others		messages, difficult cut through
Partner agencies and stakeholders	<ul style="list-style-type: none"> - continued learning and development - learning opportunities for staff/ employees - coherent and shared messaging on specific issues 	<ul style="list-style-type: none"> - raising priority of safeguarding among workforce - safeguarding concerns recognised more quickly - prevention of harm / abuse from system perspective 	<ul style="list-style-type: none"> - safeguarding is already embedded practice- might be seen as unimportant - cross partnership messaging can confuse or contradict each message
Those working with vulnerable adults	<ul style="list-style-type: none"> - continual development in knowledge and practice around safeguarding - tools, resources to help identify risks - clear, simple methods of reporting concerns and accountability 	<ul style="list-style-type: none"> - able to better care for and support adults at risk - more confident in raising concerns in an appropriate and timely manner - more recognition of unique role in protecting adults at risk - better prevention of harm / abuse 	<ul style="list-style-type: none"> - stretched workforce without capacity for learning or taking on seemingly more responsibility - includes professional workforce and unpaid carers - different audiences but same needs for training

4. Channels of communication

With four key audiences, all with diverse needs and challenges, the communications work will naturally be varied in its outputs and approach. Part of this work will be in reactive in nature, responding to events and changes in needs. This will include reactive media work (press releases, briefings and interviews) digital communications and other one-off resources supporting the board.

Reactive issues and the necessary response will be decided by the board manager and independent chair, in consultation with the communications officer, business team and representatives from partners, including board members as needed depending on the subject.

The bulk of the communications work will be proactive planned work developed by the board through existing structures as led by the board manager and communications officer. The key outputs will be:

1. NSAB social media: @NorfolkSAB on Twitter has a large reach among professionals both in Norfolk and beyond. It enables NSAB to distribute resources and share updates, launch campaigns and support the wider work of the partnership. The profile supports learning among those working with adults at risk and helps to prevent safeguarding concerns through raising awareness across all the key audiences.
2. Awareness campaigns: Campaigns selected around particular topics, dates and events are created through the Business Group and in partnership with other key partnership boards, such as the Domestic Abuse and Sexual Violence Group (DASVG) Communications subgroup and Norfolk Safeguarding Children Partnership. Campaigns enable the board to raise awareness of safeguarding among the general population, while also supporting those connected to adults at risk (families, advocates, carers etc) to actively participate in the prevention and response to safeguarding concerns.
3. Website updates: The NSAB website is a storehouse of information on local services and campaigns, as well as regular updates on training and events. It also has an overview of best practice and advice around key issues and changes or updates to policy, including national developments. The website is predominantly for helping partners and the workforce learn and improve safeguarding practice, but also plays a role in preventing safeguarding concerns.
4. Board manager and guests' blog: The monthly board manager's blog is hosted on the website. The content is provided by the board manager in partnership with board members and other guest writers. The aim of the blog is to grow the reputation of the board among partners and other organisations, engaging in topical content and displaying the expertise of the board. It also offers an opportunity for learning through reflection.
5. Safeguarding Adults Reviews (SARs): Undertaking SARs is one of the three statutory duties of the board and provides an opportunity for learning and improvements to safeguarding practice. Reviews are published on the NSAB website and generate media interest depending on the case. Reviews also provide learning through suggested change which can provide the basis for new training or campaigns.

6. Training events and webinars: NSAB runs regular public training and information events, separate to the core training programs offered. There are currently two types of events: 'In Conversation with...' a discussion-based event between the board manager and a leading expert, and information webinars based on the Locality Safeguarding Adults Partnerships (LSAPs) bi-monthly focus. Both events enable learning to take place among those working with adults at risk to develop safeguarding knowledge, practice and better protect those at risk.

Partnership

NSAB is an independent board made of a partnership with three key statutory agencies: Norfolk County Council, Norfolk Constabulary and NHS Norfolk and Waveney Integrated Care Board. These three partners lead a coalition of organisations working together to improve safeguarding outcomes for adults at risk in Norfolk. The following outputs are examples of how the partnership operates its communications:

1. LSAP meetings: while not primarily a comms output, bi-monthly LSAP meetings bring together representatives from organisations at a micro-level (locality) in Norfolk. These offer the board and partners the opportunity to learn together through the sharing of resources and best practice. In addition, LSAPs provide invaluable opportunities to pick up on emerging safeguarding threats and topics of importance, which can inform new communications activity (both reactive and proactive). LSAPs operate on a bi-monthly programme of topics as shown in the annual calendar.
2. DASVG Comms Group: The Domestic Abuse and Sexual Violence Comms Group reports to the Norfolk County Community Safety Partnership. This comms group is led by Norfolk Constabulary and the communications officer for NSAB sits as part of the group. Through DASVG, NSAB leads on raising awareness about domestic abuse in older adults and supports work on sexual violence against women and girls.

Media Protocol

NSAB's media work has two primary functions. Firstly, to manage the publication and response to SARs. This work will be led by the board manager in partnership with the independent chair, independent reviewer, and the communications officer. Prior to the publication of SARs, relevant officers and communications officers will be invited to form a working group to plan the response to the upcoming publication.

Secondly, media work may be undertaken to support campaigns and to support the objectives of raising awareness of safeguarding among the general population of Norfolk. This work will be led by the communications officer and the board manager.

The board's independent chair should act as the primary spokesperson for NSAB in the media, so relevant quotes and media interviews will be agreed by them as well as the communications officer and board manager. However, lead officers from the statutory partners should be consulted for sign-off and as to whether supporting quotes should be obtained. It may be that other lead partners are better placed to publish media releases, a decision to be made by those mentioned above.

5. Key messages

To support the overall objectives of the communications strategy, annually agreed key messages are developed. These may form the basis of individual campaigns or provide 'golden threads' running through the work of the board.

This will bring together the various outputs as discussed above in a cohesive way, helping to increase the reach and impact of the board in particular areas. Broadly, the key messages can be broken down into:

1. Awareness raising / campaigning: these are the specific topics that the board has identified as priority messages for the coming year. This may be in response to engagement, events or trends or identified needs among the key audiences. Generally, these will offer short-term focusses throughout the year, and may change annually. NSAB will also select relevant national campaigns and awareness days to support.
2. Training: promoting training and learning through both formal (webinars, events) and informal (articles, blog, sharing resources) among those working with adults at risk to improve safeguarding practice and work in strengthening preventative safeguarding practice
3. Golden threads: these messages focus on ways of working or embedding new ideas and best practice into how we see and understand safeguarding. This may not lead to specific outputs (though often will), but these threads should be visible throughout the work of the board.

This year's golden threads have been identified as:

- a. Mental capacity
- b. Professional curiosity
- c. Making Safeguarding Personal

Campaigns

Annually, campaigns will be developed which raise awareness of safeguarding in line with the communications objectives. These will have a clear focus and generate content for multiple outputs. The communications officer, in partnership with the board manager, will be responsible for developing clear campaign plans. Campaigns should be clear in their intent and have measurable outcomes to help review success and learn for the future. They should also identify clear audience needs and respond to them effectively and thoughtfully.

For 2022-23, the following campaigns have been identified as priorities for the board:

- Domestic abuse in older people
- Safeguarding and carers
- Self-neglect and hoarding
- See Something, Hear Something, Say Something
- Mental Capacity Act awareness

Campaign plans will be developed for each of the chosen campaigns by the communications officer as required to deliver the desired outcomes.

6. Communications standards

The following outlines how we want to be heard when we're communicating with our audiences:

- We will place those adults at risk at the heart of our work
- We will give a voice to, and engage with, service users at all stages of our work
- We want to demonstrate our expertise in safeguarding while recognising our commitment to continued learning and development
- We will collaborate with our partners and external voices to learn together
- We will work collaboratively with partners and other in local area and beyond to raise the profile of safeguarding
- We will prioritise the needs of our community and celebrate diversity and inclusivity

7. Areas for development

To continually improve the impact of communications work and ensure we are working effectively in reaching our communications objectives. Part of the annual review of the strategy will identify areas for development in our communications

work. These will be focussed on internal practices or ways of working that the communications officer and Business Group identify as key to growth.

Identification of these areas should lead to work to develop long-term solutions and implement plans throughout the following year, undertaken by the communications lead under the leadership of the business manager and independent chair.

The following areas for development in our communications practice have been identified for 2022/23:

1. Engagement: engaging audiences at all stages of developing communications work is currently limited in scope to specific instances and campaigns. Co-production is used well with colleagues in the partnership but not with service users. Across the partnership, agencies have excellent existing participation and engagement groups, so we want to collaborate to make the most of these opportunities.
2. Accessibility: consideration of accessibility issues would allow further communications objectives directly with adults at risk, including how we engage better with seldom heard groups and communities. Also, different versions of resources (for example easy read) should be considered to help widen the audience of NSAB's campaigns and resources.
3. Reporting and measuring Impact: reporting on and measuring the impact of work undertaken is currently limited to a monthly review of digital channels. While this helps to show general trends around engagement with NSAB, these areas could improve to enable more specific learning and reporting of outcomes from campaigns. This development area will be further explored by the communications officer.
4. Safeguarding network: NSAB has excellent links across the safeguarding community through multiple different outlets and relationships (e.g., LSAPs, board managers blog/update) but there is further potential to develop a single output and engage with existing networks to strengthen the reach of the board's communications.
5. Safeguarding podcast: a new output for safeguarding in Norfolk to complement the existing work and provide a new single point of contact for sharing safeguarding messages. Focus on sharing work of the board/ partners, discussing topics around key messages and supporting ongoing work. Can give voice to partners, service users and advocates.

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