



Norfolk
**Safeguarding
Adults Board**

Norfolk Safeguarding Adults Board **Annual Report**

1 April 2023 – 31 March 2024

✉ @NorfolkSAB

norfolksafeguardingadultsboard.info



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Norfolk Safeguarding Adults Board

Safeguarding adults boards are required in each local authority area under section 43 of the Care Act 2014. They are a partnership of organisations in that area who work together to safeguard people who have care and support needs, from abuse and harm.

Norfolk Safeguarding Adults Board (NSAB) leads work across Norfolk to make sure that all agencies, and individuals, do everything they can to prevent abuse from occurring in the first place, to respond quickly when abuse and neglect happens, and that safeguarding practice improves the quality of life of adults in the county.

We recognise the importance of public, private and community organisations, and the people within them, working together in the key areas of prevention, managing enquiries and shared learning from SARs, as well as highlighting the need for professional curiosity to be encouraged and supported if we are to make Norfolk a safer place for people who need care and support.

As a partnership, we are committed to the principles of [Making Safeguarding Personal \(MSP\)](#): this means listening to what the adult or their representative would like to achieve, and ensuring support is available which enhances involvement, choice and control as well as improving quality of life, wellbeing and safety.

We want people to be 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

You can also find [more about NSAB](#) on our website, including our core duties.



Organisation	May 2023	July	Sep	Nov	Jan 2024	Mar
Acute hospitals	Kim Goodby	Kelly Boyce	Kelly Boyce Kim Goodby	Kim Goodby	Kelly Boyce Tina Chuma	Kelly Boyce Kim Goodby
Adult Social Services	Craig Chalmers Helen Thacker	Helen Thacker	Helen Thacker	Craig Chalmers	Craig Chalmers Helen Thacker	Craig Chalmers Helen Thacker
Association representing mental health care	-	-	Michael Millage	-	-	-
Autism Board			Trevor Key	Trevor Key	Trevor Key	Trevor Key
Build Charity	James Kearns	James Kearns	James Kearns	James Kearns	James Kearns	James Kearns
District councils	Mike Pursehouse	Mike Pursehouse	-	Mike Pursehouse	Mike Pursehouse	Mike Pursehouse
Dept of Work & Pensions	-	-	-	-	-	Lisa Barraclough
Healthwatch	-	Judith Sharpe	Judith Sharpe	Judith Sharpe	-	Judith Sharpe
Elected Member, Norfolk County Council	-	Mark Kiddle-Morris	-	-	Mark Kiddle-Morris	
Norfolk Community Health & Care NHS Trust	-	Carolyn Fowler	Carolyn Fowler	Victoria Aspinall	Carolyn Fowler	Carolyn Fowler
Norfolk Constabulary	Andy Coller	Chris Balmer Andy Coller	Bruce Clark	Chris Balmer	Mark Joyce	Chris Balmer Mark Joyce
Norfolk Fire & Rescue	Emyr Gough	-	Emyr Gough	-	Emyr Gough	Emyr Gough
Norfolk & Waveney Integrated Care Board	Gary Woodward Paul Benton	Andy Hudson	Gary Woodward Paul Benton	Gary Woodward Paul Benton	Gary Woodward	Gary Woodward
Norfolk & Suffolk NHS Foundation Trust	Saranna Burgess	Saranna Burgess	Saranna Burgess	Saranna Burgess	-	-
Office of the Police & Crime Commissioner	Amanda Murr	-	Amanda Murr	-	Gavin Thompson	-
Prison service	-	-	-	-	Amy Askew	-
Probation	-	-	-	Leon McLoughlin-Smith	Leon McLoughlin-Smith	Sarah Talbott
Public Health	-	-	Chris Butwright	-		-
University of East Anglia	-	-	-	Claire Pratt	Claire Pratt	Claire Pratt
Voluntary sector	-	-	Laura Bloomfield	-	-	-

June 2023: Cllr Mark Kiddle-Morris joins NSAB, replacing Cllr Penny Carpenter.

August 2023: Sally Hughes, public health rep steps down and is replaced by Chris Butwright.

This chart shows the organisations that our board members have come from, and the board meetings that they have attended (deputies are shown where they've attended on behalf of board members).

Message from Heather Roach, independent chair



Producing an annual report is a statutory duty for a safeguarding adults board and is an effective way of monitoring our progress against the board strategic plan. It is a unique opportunity to reflect upon our achievements and to identify our future focus.

The last 12 months have of course been extremely busy and having developed a new three-year strategy the board has been keen to progress with its key priorities. We have developed measures to quantify our success and have also been actively looking at how we can measure the impact of all our work, in terms of keeping people safe and independent. You will see the measures reported on within this annual report and as we move forward this will allow us to monitor our progress.

Not only is it important to have numeric measures in place but it is vital to obtain feedback and listen to the people who use services and have experienced the safeguarding process (both professionals and the public). Our first annual survey of professionals is also highlighted within the report and our local authority colleagues have been instrumental in obtaining feedback from service users which can only benefit the things we do to support them.

It has been another busy period for Safeguarding Adult Reviews (SARs) in terms of referrals and continuing to deliver against previous recommendations. The board held a second progress summit to examine what has happened following the SAR for Joanna, Jon and Ben, with equal focus again in relation to both national and local recommendations. The board has also developed a productive link with Durham SAB, who published the Whorlton Hall SAR having many synergies with our review.

The board has continued to develop its own processes and effectiveness and has engaged in a peer review with Wigan SAB; the feedback and recommendations from this will be delivered in May 2024. We have also been assessed by Partners in Care and Health, a regional project during the first part of 2024, and received positive feedback in almost all areas of business. I am incredibly grateful to all the board's partners for their continuing support and hard work which reflected in such a positive outcome to this assessment.

Both Walter, our board manager, and I take an active part in our regional arrangements and national structure. I am the chair for the regional SABs meeting and sit on the national executive group, where I also chair a subgroup relating to criminal justice. All these additional roles provide us with opportunities to understand and influence safeguarding priorities on a larger scale.

Finally, I am immensely grateful to the NSAB business team, Walter, Becky, Andrea and Petra who all inspire me and are passionate, professional and committed to safeguarding. Also, to all the partners that contribute to a positive and enthusiastic partnership. I hope that you find this annual report interesting and share in our enthusiasm to ensure that we all work together to enable the people of Norfolk to live free from abuse and neglect, and to widely promote the message that safeguarding is everybody's responsibility every day.

H Roach

Message from Walter Lloyd-Smith, board manager



Impact and how we make a difference

An annual report records and celebrates the successes and achievements of the safeguarding adults board, and its wider partnership. I hope it does more than that; it gives an opportunity to bring together evidence of the impact of what's changed.

While the question of showing what difference we have made is always a tricky one, I am excited to highlight a new addition to this report which includes information and short quotes on how individuals have changed their practice, or used something the board has done, in their work. While some might say those are examples at the individual level, I believe they are hugely important illustrations of the really significant role people can play in supporting the work of Norfolk Safeguarding Adults Board. I would argue that it is exactly this type of connection with individuals which is key to work reported here.

The backdrop to this year's work has been the discussions about impact and showing a difference against a new three-year strategy, which sets out 16 priorities and was published in June 2023. In thinking about impact, I would like to acknowledge here the influence of Becky, our deputy board manager, this year in helping to surface this question and support the discussions we had at board and across the partnership. Thank you, Becky.

Alongside our new work has been the ongoing but equally important task gaining and maintaining the traction needed to embed learning from the SAR recommendations we already have. In fact, at the board development day in September 2023, we gave some time to think about this question, how we embed learning. I must here record my sincere thanks to Saranna Burgess who stood down as the chair of NSAB's Safeguarding Adults Review Group (SARG) in mid-December. Saranna took the role of chair six plus years ago, saying she would be happy to do this in the short term. But six years later she was still involved as chair and supporting this key area of work.

Saranna's skilful approach and collaborative chairing style enabled SARG to do its work. Saranna said on a number of occasions that SARG was the one meeting she really enjoyed and it felt truly 'multi-agency'. For this reason, I would like to take perhaps an unusual step and dedicate my page in this annual report to Saranna. Thank you; the Norfolk safeguarding adults system will miss you. And from this I welcome Gary Woodward as the new SARG chair, and Kelly Boyce as the deputy chair.

Adult safeguarding work is always developing and evolving, and this year was no exception. The board and the business team have facilitated important work on migrant workers and safeguarding, worked supporting Norfolk Fire & Rescue fatal fire review panels, and the follow-on work on emollient cream fire safety and presenting at the Community Alarms Fire Safety seminar in June 2023. There have also been real gains made in the ways we get consistent data around safeguarding in the county, and to gather feedback and assurance from partners thanks to the quality and assurance subgroup. And, not to forget

work continuing the review of our multi-agency policy through an equality, diversity and inclusive lens. During this year it has been important to keep NSAB connected regionally and nationally through Heather's work with SAB chairs, and my work with the SAB Managers' network. Investing this time ensures we play our part on the national agenda of adult safeguarding, and I have always been proud to represent NSAB in this way.

I wish to acknowledge and record thanks to all the colleagues who contribute to or support the work of the board in some way. Through our locality safeguarding partnerships, as a member of a subgroup or as a board member – or it may have been in using NSAB material in their daily work. I would like to thank the board members who have taken this year's work forward and for being generous with their time to support extraordinary meetings as the workload has expanded. Thank you to those board members who have stepped down and those that have joined in 2023/24 (see page 04), in particular I would like to take this opportunity to record my thanks to Sally Hughes Public Health representative and Councillor Penny Carpenter who both stepped down from NSAB during this year.

I would like to acknowledge and thank the NSAB team: Becky Booth, Andrea Smith and Petra Alford, whose enthusiasm and commitment are inspiring and who worked incredibly hard to keep the board's work moving and on track.

Please take a few moments to read this report as it does show we can make Norfolk a place where abuse and harm of adults is not tolerated and the work our partnership is doing to combat it. We can, and are, making a difference.



Walter Lloyd-Smith
NSAB Board Manager/Business Lead

Our highlights of the year 2023/24

April 2023

- 19** Workshops with colleagues from the local authority and health to develop a tool for understanding safeguarding concerns
 - 24** Presentation of the joint MASH scrutiny report and recommendations
 - 27** Understanding Autism webinar jointly with Suffolk Safeguarding Partnership.
NSAB publishes its Multi-agency Learning and Development guidance
-

May 2023

- 15** NSAB's mental capacity facilitated discussion session
 - 15** 15th-17th supported National Hoarding Awareness Week.
Promotion of the trauma informed training sessions and [exploitation e-learning](#)
 - 17** Financial abuse and safeguarding webinar
-

June 2023

- 05** Unpaid carers and safety webinar
- 19** First all LSAP face to face event, Dereham
Launch of new resource packs, including new tote bags, and a quick reference poster on how to apply the Mental Capacity Act
- 27** NSAB presents at the Norfolk Telecare/Community Alarms Fire Safety Seminar (jointly organised by Norfolk Fire & Rescue, NSAB, Assistive Technology Service NCC and Careline365)
- 30** Cllr Mark Kiddle-Morris joins NSAB as the Norfolk County Council elected members representative to replace Cllr Penny Carpenter

July 2023

- 05** Second Cawston Park SAR progress summit
 - 19** NSAB attended Norfolk Healthwatch Serious Mental Illness Proposed Programme
 - 27** NSAB presented on self-neglect to Norfolk & Waveney Integrated Care Board Safeguarding Lead GP meeting
 - 29** NSAB supported Pride 2023
-

August 2023

- 17** Update on Cawston Park summit presented to Learning Disability Partnership Board meeting
 - 22** NSAB present to National Policing Vulnerability Knowledge and Practice Programme Adult at risk of harm awareness session
-

September 2023

- 12** NSAB Assurance and development day. Included presentations on asylum seekers; system pressures and hospital discharges; quality of care in Norfolk, all as assurance to the board and to identify any other action needed.
 - 14** Safeguarding vulnerable dependent drinkers started
 - 21** First virtual Members' briefing for the annual report
 - 26** Animal hoarding webinar
-

October 2023

- 01** Norfolk/Wigan peer review commenced
- 17** NSAB chair and deputy board manager attends ICS conference
- 18** NSAB gives presentation on Deprivation of Liberty at Norfolk Care Association Care conference
- 26** Domestic abuse & older people webinar

November 2023

- 14 Housing provider session on self-neglect and hoarding
 - 15 NSAB gives presentation on mental capacity to the Norfolk Care Association's supported living, housing with care, shared lives (all ages 18+) subgroup
 - 22 Second all LSAP face to face event, Dereham
 - 20 20th-24th NSAB supports National Safeguarding Adults Awareness Week. Overarching theme is 'Safeguarding yourself and others'. Also included Walter in conversation with Kenny Gibson
 - 27 NSAB Train the trainer refresher session
-

December 2023

- 14 NSAB presentation to N&W ICB practice learning session
-

January 2024

- 11 NSAB presentation at the Durham Whorlton Hall SAR summit.
NSAB produce safeguarding best practice video interview for adult social care staff.
NSAB records emollient cream risks podcast with Norfolk Fire & Rescue
-

February 2024

- 01 Publication of SAR relating to Adult P
 - 01 NSAB business team development session
 - 17 One Voice 4 Travellers webinar
 - 23 NSAB chair attends "Over a Brew" programme session to consider coproduction opportunities
-

March 2024

- 19 NSAB chair attends Norfolk adult social care's Achieving Care Quality Together conference

Review of our Business Delivery Plan: completed work 2023/24

This plan links with our three-year strategy, so not all items have progression against them from 2023/24 but will be actioned as we go. It is structured against the three pillars in our strategy, and from this year onwards we're looking to measure our effectiveness using both quantitative and qualitative measures. The data on the following pages is generated by Norfolk County Council Adult Social Care

Preventing abuse and neglect:

1. Coordinate partnership activities (evidence based) including a focus on recognising diversity and inclusion:

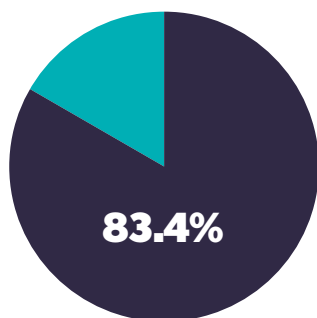
- a. One Voice for Travellers webinar, held February 2024
- b. Domestic abuse and older people: "In conversation" with Dr Hannah Bows webinar - 100 attended in November 2023
- c. Materials developed through coproduction with the Norfolk Autism Partnership to support better understanding of the communication and support needs of autistic people – published on NSAB website, shared with GPs and our wider networks

2. Promote good quality training that includes the voice of lived experience wherever possible:

- a. With the Domestic Abuse and Sexual Violence Group, Norfolk County Council (NCC) provided 12 sessions of exploitation training, free to all partners
- b. Completed evaluation of trauma informed practice training with Norfolk Childrens Safeguarding Partnership (NSCP)
- c. "Vulnerable dependent drinkers" training sessions completed – evaluation in progress
- d. Friends Against Scams online training promoted via LSAPs
- e. NCC speaking with adults who have been through s42 enquiry as a way of evaluating Making Safeguarding Personal approach, generating evidence of what makes them feel safe.

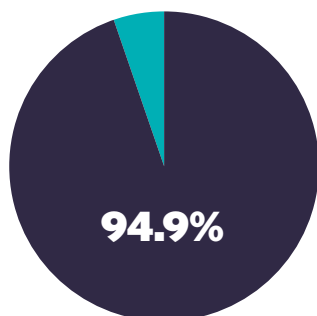
Strategic plan measures

Develop ways to gather and collate feedback from people providing and using services to measure their confidence / understand their experience of safeguarding.



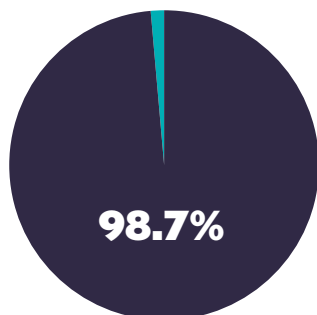
Number / percentage of people who define what outcome they want at the beginning of a S42 enquiry

- Desired outcomes asked = **83.4%**



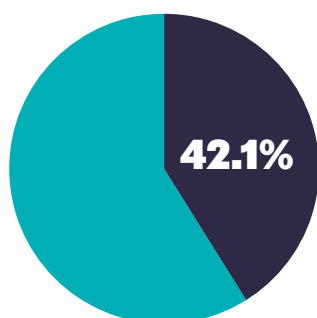
Number / percentage of people whose identified outcome was met

- Desired outcomes achieved = **94.9%**

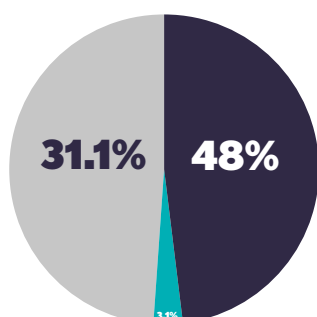


Access to advocacy

- Enquiries where people at risk were supported = **979 (98.7%)**



● Enquiries where referrals for independent advocacy were required and made = **59 (42.1%) (target 100%)**



Proportion of people who feel safe after the safeguarding intervention

- People at risk feel safe = **48%**
- Answered 'no' = **3.1%**
- (31.2% lack capacity, 16.3% person had died, 1.4% not recorded)

Use qualitative data to understand the lived experience of those supported by the safeguarding process. The NCC safeguarding team now have an embedded process where adults who have been involved in safeguarding enquiries are spoken to afterwards to better understand their experience and the outcomes. The information from this is shared with NSAB and an overarching theme to date shows the importance of human relationships and connection in feeling 'safe'. You can read more about this in the adult social care contribution below.

Impact and outcomes: NSAB webinars held 2023/24



Total of 507 signed up,

● 375 attended (75%)

● 95 gave feedback (25%)

98.3% said that the webinars met learning outcomes where these had been set.

How will it change your practice?



"Being able to share my knowledge with people I work with in the community, those who also may be especially vulnerable to this"



"New gained knowledge will help me when completing assessments as a community nurse"



"It will help me to advocate when supporting individuals through s42 Enquiries as an Independent Advocate"



"We do a lot of work with unpaid carers. I feel I can now advise them about what they can do to keep themselves safe if they feel under threat"



"I had not had any guidance previously regarding this issue (animal hoarding) and have disseminated within the team"



"It has added to my knowledge and new ways of considering how to deal with these types of cases in my role as a Housing Officer Tenancy Management"



"Be more mindful of the fact that more questions are needed on occasion. To look further and listen more"



"It opened my eyes to a lot of issues around DA for older people that I hadn't considered before. I am a trainer so I will now be able to pass this knowledge on to others to help raise awareness"



"I have learnt about the travellers' culture and if I have a referral or an encounter within my community work, I will be able to put in context my intervention"

Managing and responding to concerns about abuse or neglect

There are several actions here which remain in progress rather than completed, so we will be able to report on those next year. This includes work to support consistency in raising concerns, ensuring our approaches are accessible and embed equality, diversity and inclusion, and promoting Making Safeguarding Personal.

Strategic plan measures

Develop multi-agency audit processes to identify both qualitative and quantitative data to monitor the reporting of safeguarding concerns and MSP.

Examination of S42 conversion rates - in each abuse type

Work in progress with NCC insight and analytics (I&A) team looking at s42(1) and s42(2)
- looking to draw out areas for focus over the longer term

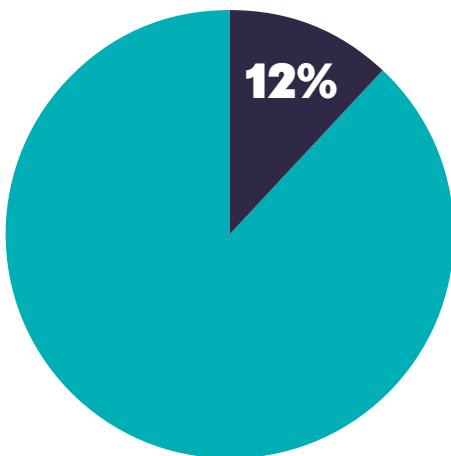
Tracking the safeguarding process - time taken to complete S42 enquiry

- Overall median days to start enquiries = **5 working days**
- Overall median days to close enquiries = **52 working days**



Monitor the number of repeat safeguarding concerns reported

- **12%** of cases have repeat safeguarding concerns within 12 months



Learning lessons and shaping future practice

1. Produce and share relevant insights and guidance across the partnership

- a. Reviews and updates to many of NSAB's policy and guidance documents
- b. Board manager blogs and monthly newsletter

2. Collaborate with other partnership boards to identify recurring themes/share approaches

- a. Joint work with NCSP, NCC, County Community Safety Partnership (CCSP), District Council Safeguarding Group, Norfolk Scams Partnership – looking at transition, pathways in safeguarding, domestic abuse, self-neglect & hoarding, scam awareness and prevention, exploitation

3. Ensure actions taken are influenced by the experience of people who have been at risk of harm

- a. Hidden harms animation on older people and domestic abuse launched on World Elder Abuse Day June 2023
- b. Key materials have been translated into 'easier to read', including the safeguarding factsheet and a new poster designed by Opening Doors

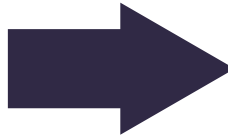
4. Support organisations to improve the quality and impact of their safeguarding adults practice

- a. NSAB independent chair is a member of the Social Care Quality Improvement Board and can link the safeguarding adults agenda with any relevant discussions/workstreams
- b. NSAB independent chair presented on organisational abuse at the Achieving Quality in Care conference in March 2024
- c. Second progress summit following Joanna, Jon and Ben SAR held in July 2023 and debrief August 2023

Strategic plan measures

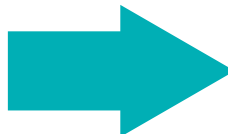
By asking partners to demonstrate how they have implemented actions/learning; developing a way to evidence the impact of learning from SARs and other reviews, considering the corporate / organisational level versus individual experience – what has changed?

All action plans developed from SAR recommendations will now have an 'impact' column added which will require feedback from partners evidencing the implementation of actions/recommendations and timeframe.



To be incorporated in all SARs/Learning reviews

SARG to identify past recommendations/ actions to revisit and request partners provide evidence of changes/improved practice.



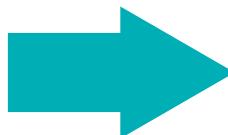
To be included on SARG agendas

All NSAB training/awareness events to have evaluation forms/feedback to demonstrate improved practice.



In place, annual evaluation overview included in annual report

NSAB annual survey – includes asking for examples where something NSAB has done over the year has impacted on the person participating's practice – can then be compared year to year



Started in April 2024

Impact and outcomes – feedback from new NSAB survey:



“I have directed workers to relevant publications to aid them in carrying out Section 42 Enquiries. Also, I have used the easy read guide to safeguarding to explain my role to a service user with a Learning Disability”



“Hidden Harms, Tricky Friends and (What to do about) self-neglect animations have been put on our engagement platform”



“Issues in relation to self-neglect have been supported by NSAB information, among other things”



“Able to support and signpost staff that I lead in the team I work in. Improved connections with colleagues/services in the locality”



“The self-neglect policy guide is excellent, and I was able to share the key findings with a colleague who was looking for guidance in relation to a very high-risk case”



“Being a bit more resilient and persistent around professional curiosity to dig a bit deeper. More confidence with my safeguarding enquiries”



“The Tricky Friends video was a great way to enable a positive conversation with a service user”



“Website policies and procedures have been useful when reviewing our own policies and procedures, the SARs have been very useful for lessons learned”

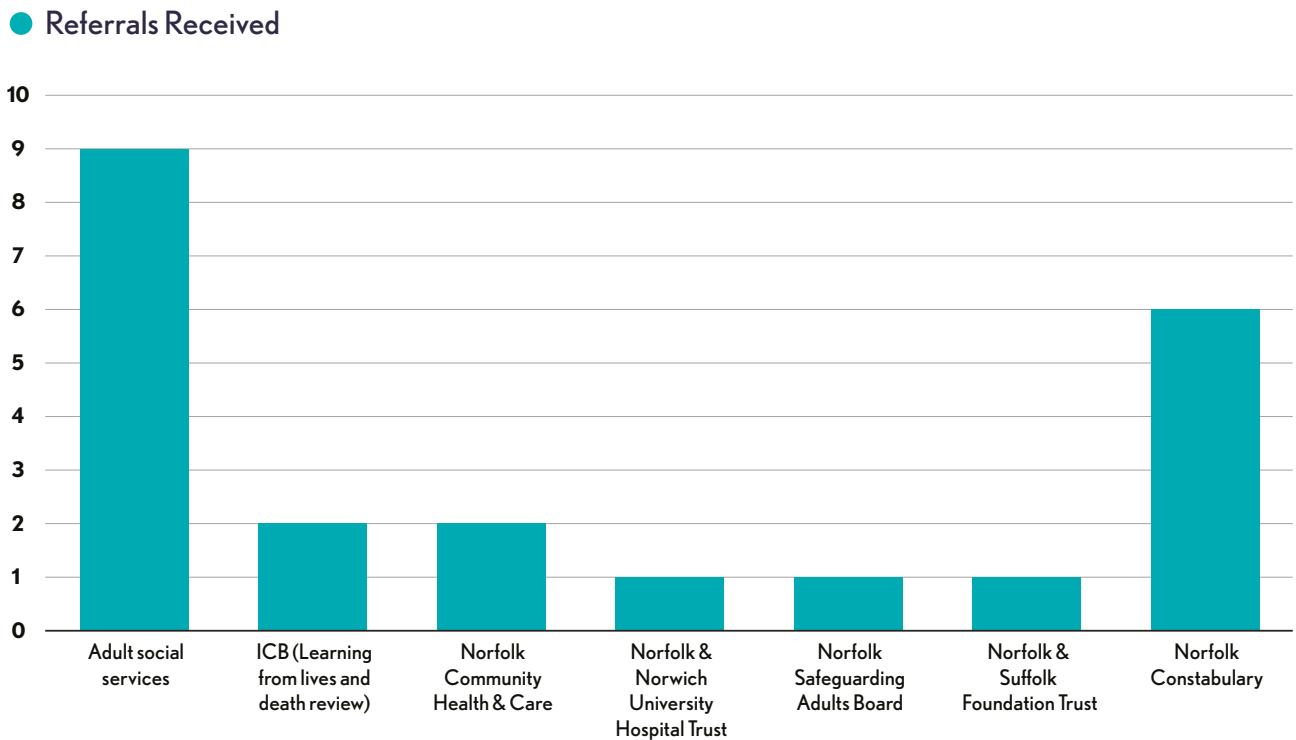


“We have shared lots of social media information posts for example about fire safety and fire risks (emollient creams)”

Safeguarding Adult Reviews

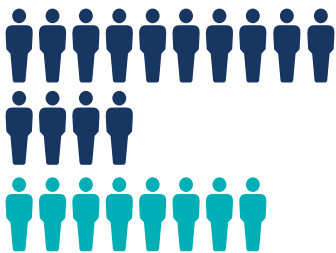
Section 44 of the Care Act determines when safeguarding adults boards must carry out a SAR.

Organisation submitting SAR referral



Gender

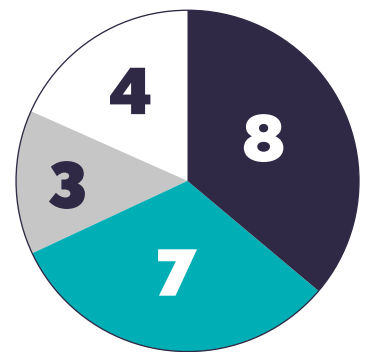
● Male - 14 ● Female - 8



Referrals received

Outcome

- Did not meet criteria / no further action
- Gathering further information
- Workshops/training/ learning event
- SARs commissioned

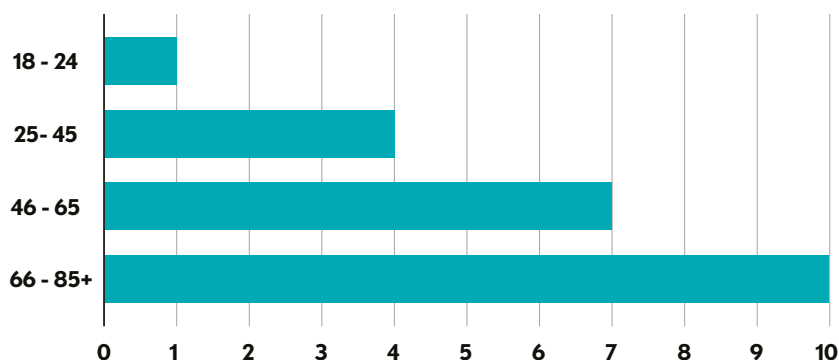


Types of abuse

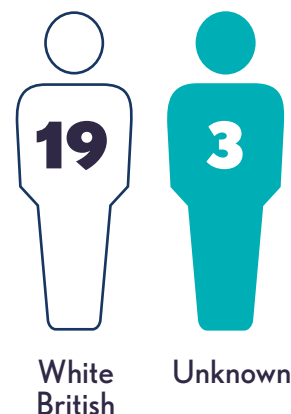
● Neglect/self-neglect and acts of omission - 16 ● Domestic - 1 ● Physical - 6



Age range ● Referral received



Ethnicity



Gathering further information refers to where further information is requested from each agency in order for the group to be able to make a decision about whether the case meets the criteria for a SAR.

Reviews concluded in the reporting period

In February 2024, NSAB published a review into Adult P; a male with physical health issues, a history of falls, mental ill health and drug and alcohol use. The review considered the factors contributing to the delay in responding to the care alarm, and the circumstances surrounding Adult P's death.

Reviews ongoing and to be published in 2024

Adult R: concerns an older female. The review considers neglect/acts of omission, psychological and organisational abuse. It was felt that nobody was leading on this lady's care.

Adult S: concerns an older male, who did not feel safe at home. He had physical and mental health needs and took drugs. People would stay at his flat and some were thought to be exploiting his vulnerability and loneliness.

Adult U: a male with a form of dementia, who had self-neglected to a point where he was unsafe to be at home. He is placed in a residential home. He took his own life after an earlier attempt.

Adult X: an older male who, upon release from prison, was admitted to approved premises. Following admission to hospital, the premises refused his return as they were unable to meet his care and support needs.

Reviews started in the reporting period:

Adult Y: a young female who required support for all aspects of her wellbeing, activities of daily living, maintaining her safety, and was living in residential care. There were concerns around the female's weight management – linked to physical wellbeing and mental capacity.

Adult Z: a complex case involving a young male who had care and support needs in relation to his physical and mental health. He had previously attempted to take his own life and he had vulnerabilities, including the pressure that he was experiencing at home, due to a sibling's disabilities.

What we've done to implement the findings of reviews

Through a progress summit that we held in July 2023 in relation to SAR Joanna, Jon and Ben, we had assurance:

- that Norfolk & Waveney ICB (formerly CCG) has reviewed its commissioning arrangements to embrace ethical commissioning.
- the Coalition for Change group (see page 31) is fully established, bringing together people with lived experience, their families or carers, alongside professionals from the statutory, private and voluntary sectors.
- from NHS England that placing ICBs are proactive in ensuring that they have up to date knowledge about the services they commission, and how these are experienced. They have reviewed and updated their host commissioner guidance in relation to people with learning disabilities and autism.
- NHS England have also published updated CPAP guidance (continuous positive airways pressure – a piece of medical equipment used to help breathing) highlighting specifically the significant risk to people with learning disabilities and autism who have obstructive sleep apnoea. There is also a resource published for people with LD and their carers. NSAB will promote the new CPAP guidance and care and treatment review guidance to partners, and through the national SAB chairs' network.



Also:

- The Norfolk County Council employee reporting system has been adapted to enable employees to record when an incident is racially motivated.
- International Recruitment East have provided a new 'Eliminating racism at work' eLearning offering has been implemented and made available across the safeguarding sector. A webinar is also available on this subject, along with 1:1 coaching sessions.
- NSAB is leading an equality impact assessment of its safeguarding policy and procedures.

SAR E

- Norfolk County Council were required to ensure that care homes which are being commissioned should be able to provide evidence of contingency planning in respect of unforeseeable incidents (such as heating failure, fire and floods). NSAB has been assured that this information is requested and considered during NCC quality assurance processes.

SAR L, M and N

- Working alongside Norfolk County Council's 'Preparing for adult life' team, NSAB has requested a copy of the guidance for 16-17 year olds in mental health services, and is promoting the guidance.
- NSAB, along with colleagues from the ICB and Norfolk Autistic Partnership Board, has created a 7 minute briefing on autism and mental health. This has been published on its website and shared widely.

SAR Adult P

- Norfolk County Council's commissioned services, Careline 365, which provides community response alarms to vulnerable people, is working to a policy that requires a call handler to make contact with an individual following a non-response call until a resolution has been achieved. This policy has been shared with NSAB.

Contributions from our three statutory partners

Adult social care

This year, Norfolk County Council's adult social care department's primary focus has been the implementation of an action plan following an independent review of the safeguarding service structure and function in Norfolk, as compared to other similar counties. The safeguarding team has been strengthened to increase support to our locality staff group to carry out robust, person-centred and quality safeguarding enquiries to keep people safe in the county. This resource has enabled us to implement a piece of work to gather feedback in conversation with people who have experienced abuse or neglect (or their advocate) to find out their views about the experience of being involved in a safeguarding enquiry, thus contributing to NSAB's strategic intention around **managing and responding to concerns** and enquiries about abuse or neglect. Feedback has enabled a rich picture to emerge, of the sorts of things that make people feel safe.

As a result, we have promoted the need for our staff to strengthen the human element of keeping safe, exploring whether people have social/support networks in place and including these as protective factors. We have also emphasised the **preventative aspects of safeguarding** as well as immediate safety, as people have told us that security equipment is a big factor in helping them to feel safe.

This year we have placed a strong emphasis on safeguarding training across our workforce, contributing to NSAB's strategic intention around **learning lessons and shaping future practice**. All our safeguarding courses have been quality assured with learning outcomes reviewed for some courses to bring them in line with recommendations from SARs and DHRs. We have audited training compliance across the department and commissioned additional courses where necessary to meet demand. The safeguarding team has rolled out a very well-received programme of events to upskill both managers and practitioners. The aim of this programme is to increase staff confidence in both decision-making and enquiry practice as they carry out their safeguarding duties.





Norfolk Constabulary

Norfolk Constabulary is proud to continue as a core partner within the Norfolk Safeguarding Adults Board under the leadership of ACC Nick Davison at executive level, supported by detectives at each rank up to and including Chief Superintendent. The constabulary provides active contributions and, where relevant, chairs, a number of groups working together to deliver the NSAB Strategy 2023-26.

We continue to work on all three priority areas, with a real focus on making the service we offer to victims or potential victims of crime one which works for them and recognises the individual needs which service users can have without allowing them to be barriers to access. Simple examples of this include our work with the National Economic Crime Victim Care Unit to ensure that victims of fraud whose needs go beyond the standard existing national service are referred directly into local agencies, and the work of our neighbourhood policing teams to target transient offenders seeking to 'cuckoo' vulnerable individuals in their own home.

Perhaps the standout innovation in recent times, now permanently established within the force's Investigations command, is our Operation Engage team. This is a group of highly trained, dedicated, specialist victim interviewers working with victims of serious sexual offences whose additional needs make it hard for them to give evidence in conventional ways. Officers and staff from Operation Engage have the time and capability to work with service users to identify what additional support they may need through registered intermediaries, or otherwise. They then work directly with victims and investigators to enable evidence to be gathered in an empathetic, compassionate way that nevertheless meets the needs of a prosecution in line with the latest national standards. In this way, victims who might previously have seen their cases closed without a suspect being held to account, are now supported on their journey through the criminal justice process.

Looking further into 2024 and beyond, the constabulary will remain an active partner in NSAB as well as seeking to improve our own offer to vulnerable victims wherever, and however, we can.

Norfolk & Waveney NHS Integrated Care Board

We continue to support greater sharing of knowledge, expertise and learning from experience, so that all those working and volunteering in our communities with adults at risk are knowledgeable and confident in their safeguarding adult roles and responsibilities.

The Integrated Care Board (ICB) has undergone a significant restructuring during the reporting period, and whilst this is almost complete, a very positive step already taken was to bring the adult and children's safeguarding teams together and for the first time, under one director.

This streamlining (and expansion) of the team maximises the ability to consider system learning across the whole life span of a person. Mirroring models also adopted in the large NHS services we commission.

A new 'Evidencing the Impact' meeting has been inaugurated. The group represents the Norfolk health system in the Norfolk Safeguarding Children's Partnership and the NSAB; the group adopts a shared learning approach and is informed by national best practice. It provides a specific focus to oversee the identification, dissemination, and application of learning from Safeguarding Children Reviews and Safeguarding Adults Reviews. Through learning and sharing of safeguarding best practice, the group provides leadership, support and oversight into safeguarding children's reviews and SAR findings, recommendations, and actions from cases across the Norfolk health economy.

The ICB is a statutory member of the board and a core member of all the NSAB subgroups; key of which for learning and impact are the Quality and Assurance subgroup and the Safeguarding Adult Review Group, with the ICB safeguarding lead having been appointed as chair of the group in January 2024.

The ICB is committed to continuing improvement in commissioning oversight and in the quality of commissioned services. An example of this would be through full engagement with on-going work and the annual summit ensuring traction on actions arising from SAR Joanna, Jon and Ben, and the resultant Coalition for Change group.



Locality Safeguarding Adults Partnerships (LSAPs)

There are five LSAPs in Norfolk, meeting bi-monthly and covering north, south, east, west, and central Norfolk. 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.

These local networks support NSAB work within those communities, building a culture that does not tolerate abuse, working together to prevent harm, with confidence to know what to do when abuse happens. Deputy board manager Becky provides direct support to all the meetings, including planning and material.

These links between strategic and operational safeguarding continue to support NSAB's evidence based approach, with updates from the LSAPs to the strategic board, and vice versa.

Our biggest change in 2023-24 was a move back to some face to face meetings. We trialled this in June by offering a 'county' event held at Dereham Football Club in place of the individual July meetings. We had a great turn out, and an incredible buzz in the room with discussions focused on Making Safeguarding Personal, and what the differences might be between 'Safeguarding' and 'safety'. There was plenty of time for networking, and cake too – it felt so positive to be 'back in the room' together!

Some direct feedback from the day:



"Thank you to you all and everyone involved for an excellent morning. It was very productive and lovely to see everyone."



"Thank you for a really great morning, it was so good to meet with people face to face and have some 'real' conversations. so valuable in reminding all of us the importance of connecting with people – even though we all know it, it helps to put it into practice."

Some other key points from the day:

- Value of LSAPs = networking / partnership / multi-agency approach, hearing other perspectives, sharing and learning information, discussion of topics and case studies, support for each other
- The main reason for not attending is meeting clashes, also work pressures
- Almost everyone takes the time to read the material and notes even if they cannot attend
- Clear preference to have at least one face to face county event each year
- Would like more case studies especially around SARs etc, more guest speakers (relevant to the locality)

In response to that feedback, we are now holding two county events each year, with the other four meetings virtual for each locality. We hope this gives a good mix for attendees, making the most of the valuable time people commit to our partnerships.

Our program of webinars in 23-24 included **Lasting power of attorney** and **Mental Capacity Act, domestic abuse and older adults, animal hoarding** and **One Voice for Travellers**. We had some fabulous speakers sharing their expert knowledge (huge thanks to them). We evaluate each of the sessions, and while not everyone fills in the form, 99% of responders felt we had met the learning outcomes we set.

We also ask how people think it will help their practice, and for any other comments – here are a small selection:



“New gained knowledge will help me when completing assessments as a community nurse”



“Very clear and useful and great to be able to ask questions”



“Really informative presentation and food for thought when dealing with financial matters with my patients”



“Excellent course and the tutor was very informative and knowledgeable in the field. Great pace and interesting content!”



“.. added to my knowledge and new ways of considering how to deal with these types of cases in my role as a Housing Officer Tenancy Management”



“Be more mindful of the fact that more questions are needed on occasion. To look further and listen more”





The May discussions around financial abuse were wide ranging as ever with lots of interest around scams and romance fraud, in particular. Did you know that if you are worried you are being scammed about your bank, you can ring 159 and be connected quickly to your own bank to check? Thanks to Sargeant Dan Smith from the eastern LSAP for that handy tip!

September's topic was neglect and self-neglect. In one LSAP we talked about lasting power of attorney, some of the barriers to people arranging it, challenges for those holding it, and how it can both safeguard and be an opportunity for abuse to happen. In another we talked about the impact of alcohol and drug dependency on self-neglect, the difficulties this can create for accessing services, and the role of executive capacity when thinking about what a perceived 'lifestyle choice' really is.

We have been without regular administrative support for the LSAPs for much of the year, so thanks to Andrea from NSAB who has been helping in the meantime. Due to those changes in administrative support, this year we said goodbye to Chris who has been such a bedrock for western LSAP for many years. Thank you, Chris!

While Becky continued to chair the western LSAP in 2023-24, we welcome Imogen who will be taking the helm from March 2024. In central, Maria has stepped back for a few months, but Lucy and Alicia have volunteered to take on the role. In the east, Jo has joined Lynn. In southern LSAP Kerrie has also stood down, but Steven remains at the helm, as does Anthea in our northern LSAP. Thank you all for your leadership and commitment to our partnerships.

Self-neglect & hoarding subgroup

The past 12 months have been positive for the group with key achievements including:

- Review of the self-neglect and hoarding practitioner guide, following feedback from providers of support in people's homes.
- Development of a micro provider framework (currently between Norfolk County Council and Norwich City Council but open for other districts and housing providers to join). There are currently 15 providers on the framework who have demonstrated they meet a set of minimum standards. The framework clarifies the skills and geographical area covered as well as pricing making it much easier to arrange pieces of work when the resident is ready to accept assistance.
- Hosting several online events to explore the topic of self-neglect and hoarding, involving people with lived experience.
- Adding to the resources on the NSAB website.
- Encouraging engagement and participating in research projects including 'Improving collaborative inter-agency systems and practice in self-neglect: identifying barriers and co-producing solutions, by Dr David Orr and researchers at the University of Sussex, Brighton & Sussex Medical School, and the University of Bedfordshire.
- Engaging with other networks to develop best practice, including the North East Hoarding Partnership, which has now become the UK Hoarding Partnership.

We have a dedicated group of professionals from various organisations and disciplines involved in the subgroup but always keen to welcome new members. Please contact nsab@norfolk.gov.uk if you would like to be involved.



Quality & assurance subgroup

The Quality & assurance subgroup of the board has been operational since June 2022. This year the membership has been reviewed and refreshed with the police attending for the first time, health attendance strengthened, and an invitation extended to adult social services' complex review manager who brings insights from SARs and DHRs, helping to drive the topics the board may wish to explore using the data.

The group's time over the last year has largely been given over to the redevelopment of the local authority's data dashboard, with the commitment of a full-time analyst from the Insights and Analytics team to lead this work. There has been close collaboration between the subgroup and the analyst to combine operational and analytical expertise. This has led to the development of a powerful dashboard which is sufficiently flexible to answer a wide range of data queries relating to safeguarding.

The dashboard also simplifies data gathering for the annual data return for NHS England, known as the Safeguarding Adults Collection (SAC – and featured later in this report). The dashboard will eventually contain a separate tab which will be accessible to NSAB members who will be able to view a separate set of anonymised reports so they can track some aspects of safeguarding performance independently.

The subgroup delivered the 2022/23 SAC data to the board and put forward suggestions about areas the board may wish to investigate further which included self-neglect, discriminatory abuse and exploitation. The board wishes to use the early period of 2024/25 to explore the number of safeguarding concerns and enquiries in Norfolk and seek assurance in this area.

The group has also been involved with a peer review with Wigan Safeguarding Adults Board and has supported the development of a self-assessment document and case file audit. The board has also completed a self-assessment for a regional piece of work. Outcomes from the peer review and regional assessment will be known in the early part of the next financial year and will form the basis of some of the group's actions for the year ahead.

Safeguarding awareness: Train the trainer

NSAB has commissioned 'Safeguarding awareness: Train the trainer' training from KP Social Care Training for several years now. This one-day, face to face, workshop has always been very popular and has received tremendous feedback from participants. During the pandemic an online version ran successfully, over two half days.

Over the reporting period, 30 participants have attended the workshops, in total. Three workshops took place. We also ran a refresher session in November, where we invited all those who had attended a 'Train the trainer' event in the past few years to share their experiences and take away some examples of best practice.

Here is some of the feedback received from participants (as written) over the past year:



'It was fantastic, thank you so much for your time and effort in delivering this and the way you do it. It felt more like a discussion with peers of knowledge and ideas than a typical training session. I will be recommending this to everyone.'



'The training was very interesting, and the discussions were truly inspiring. The training was absolutely superb and I genuinely enjoyed each and every moment of it.'



'It was as useful and informative as I expected, along with some really good resources and ideas, thank you!'



'Great training and Karen is very knowledgeable. She doesn't make you feel pressured at all.'

We were also interested to find out what happened when participants left the training environment and how they shared what they had learnt in the workplace.

Of the nine people who completed our follow up survey, we found that 245 plus people had been trained in the participants' workplace. They said that they received positive feedback following the training. One said that it had made their volunteers much more confident in speaking up if they have concerns. One of the key points stressed is that they should talk to staff, however small or insignificant they feel that the concern might be. The volunteers have taken this on board now and are reporting concerns much more frequently and whilst almost all of those concerns are not safeguarding issues, it is reassuring that the volunteers are vigilant and feel confident in discussing their concerns.

Coalition for Change

As highlighted in NSAB's annual report last year, the Coalition for Change (C4C) set the following priorities for 2023:

- recruit people with lived experience to the core group (the group which sets the direction of the work and makes the decisions)
- develop communications (publicity) tools to engage with adults and children with lived experience, their families, relevant organisations and professionals about the work of the coalition
- to maintain and build current networks of relevant groups and activity including the ICB (Integrated Care Board) and providers
- to develop a link for the coalition on the [NSAB website](#) until such time as it becomes fully independent

Recruitment activity took place during the year and C4C received interest from organisations willing to support campaigns and the work of the coalition. Individual interest in becoming a core group member has been slower than hoped but some individuals with learning disabilities and autistic people have recently expressed interest in joining.

Work to develop networks has been successful and the coalition now has working relationships with the Norfolk Autism Partnership, the Norfolk Learning Disabilities Partnership and Make it Happen, as well developing direct relationships with individual member organisations of both partnerships, such as Opening Doors. Links have also been made with NHS England, with C4C taking part in the NHS change programme for people with complex needs.

C4C has been successful in getting funding for 2024/2025 to continue its work, including a 'deep dive' audit into the rollout and effectiveness of the new Ethical Framework across Norfolk County Council and ICB teams.

Our website, social media, and comms

We have received a lot of praise for our website, not just from users in Norfolk, but also from our colleagues at safeguarding boards around the UK. Users say that they like the wealth of information that is available, such as guidance documents and access to our animations.

In the reporting year, we have had:



3:25 minutes

is the average time a user spends on our website, each visit (last year's average was 2:37 minutes)



13,919

resources have been downloaded

During April and May, November, December of 2023, the most viewed pages were to do with the SAR for Joanna, Jon and Ben and the Coalition for Change project. The SAR Joanna, Jon and Ben page consistently ranks as one of the most viewed pages every month in the reporting year.

In June, we launched our Hidden Harms animation, in partnership with Dewis Choice. The animation highlights the unique challenges that older adults face when domestic abuse occurs. During June and July, we had a high number of visits to our older adults and domestic abuse page – this peaked on 15 June.

Our training pages had a high number of visits during the summer months of August and September, and Walter's September blog, in which he shared his mishap of arriving in the wrong county altogether for a meeting with board chair, Heather, was the most viewed page of that month.

The most downloaded documents from the website include:

- our See something, Hear something, Say something A5 leaflet
- the SAR report in respect of Joanna, Jon and Ben
- our multi-agency safeguarding policy
- the NSAB self-neglect and hoarding strategy
- the executive summary for the SAR report in respect of Joanna, Jon and Ben

X (or Twitter, as it is fondly known) is still a big part of how we share comms. We have 1,774 followers at the time of writing. Unfortunately, due to changes on the platform, we're unable to readily access our performance data anymore.

Safeguarding Matters newsletter

We have been publishing our online newsletter since January 2023 and currently have over 1,000 people who have signed up to receive the newsletter in their inbox each month.

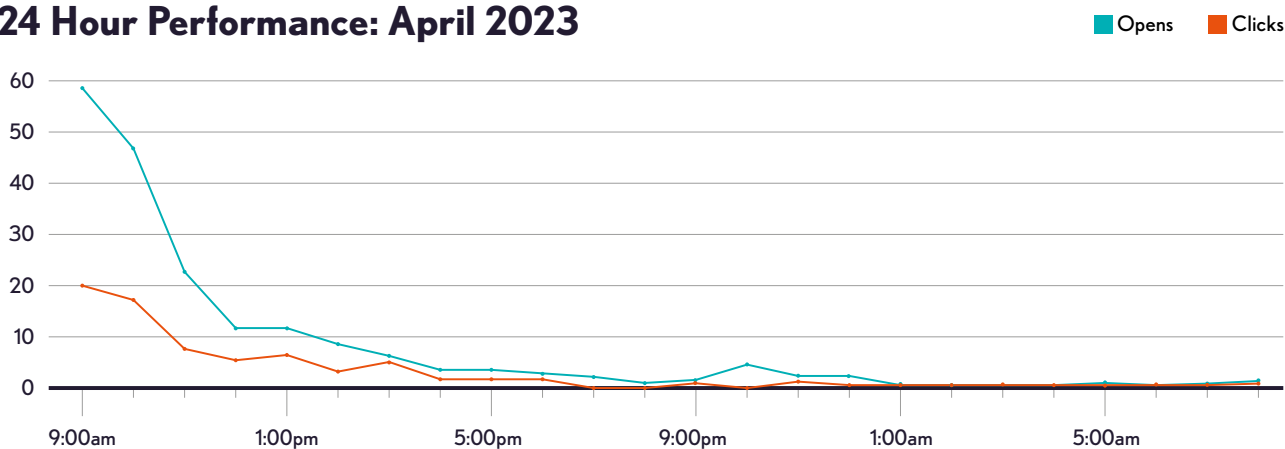
Mailchimp, the platform that we use for the newsletter, shows that:

APRIL 2023 In April 2023, our newsletter had **841** recipients

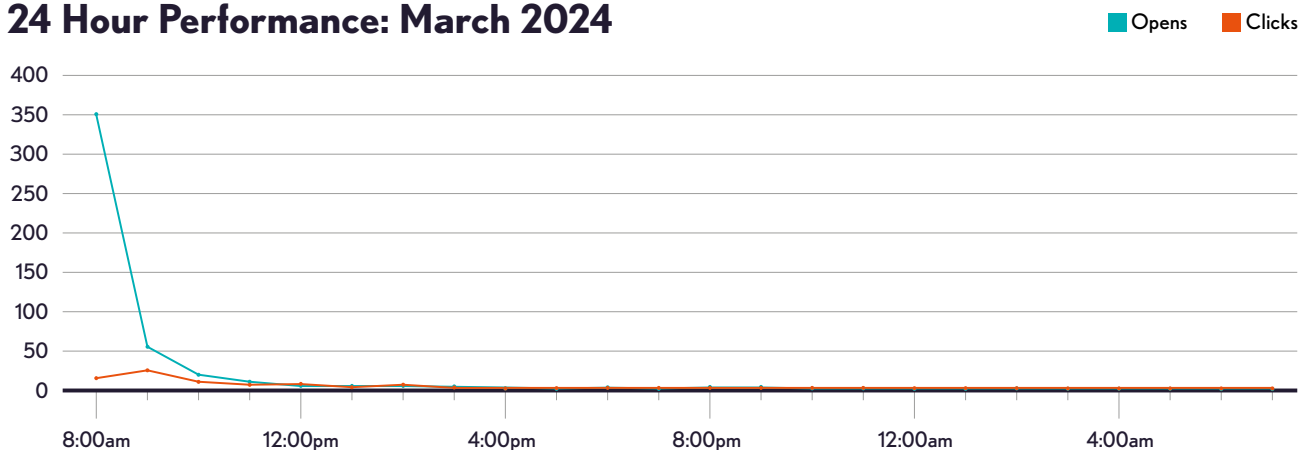
MARCH 2024 In March 2024 we had **994** recipients

The graphs below show how much our audience has grown in the year and the number of readers who open the newsletter within 24 hours of delivery. The figures on the vertical axis show the number of people who have opened the newsletter, and the time on the far left of the horizontal axis shows the time that the newsletter was sent out. As you can see, the number of people who opened the newsletter as soon as it was delivered to their mailbox in March 2024 was far higher than the number of people who opened it on arrival back in April 2023.

24 Hour Performance: April 2023



24 Hour Performance: March 2024



The purpose of the newsletter is to share information, such as any new SAR reports that have been published, guidance documents that have been produced by NSAB, training events that are taking place, and to tell our readers a little bit more about the board and its business team.

One of the popular features over the last few months has been the questionnaire section in which members of the board are interrogated over subjects such as their reading habits, teenage crushes or what their first job was.

You can sign up to the newsletter from our website.



Safeguarding Adults Collection Return 2023/24

Counts of Individuals by Age Band	18-64	65-74	75-84	85-94	95+
Individuals involved in Section 42 safeguarding enquiries	950	328	546	627	136

Counts of Individuals by Gender	Male	Female	Not known
Individuals involved in Section 42 safeguarding enquiries	985	1,601	0

Individuals involved in Section 42 safeguarding enquiries by ethnicity:

Ethnicity	Numbers in 2023/24	Percentage change compared to 2022/23
White	2,139	-1%
Mixed / Multiple	19	-10%
Asian / Asian British	12	+59%
Black / African / Caribbean / Black British	20	+239%
Other Ethnic Group	21	+54%
Refused	8	-24%
Undeclared / Not Known	369	+1%

A section 42 enquiry relates to the duty of the local authority to make enquiries, or have others do so, if an adult may be at risk of abuse or neglect. This happens whether or not the authority is providing any care and support services to that adult.

Total safeguarding contacts received and numbers which progressed to a Section 42 safeguarding enquiry:

Type	2021/22	2022/23	2023/24
Contacts	4,995	5,904	6,385
Section 42	1,795	1,956	3,069
% converted	36%	33%	48%

Safeguarding concern numbers have grown by 8% in 2023/24 compared to 18% the previous year.

There has been a change in the methodology used in 2023/24 to ensure that case types are correctly counted in the social care database and aligns more closely to the Safeguarding Adult Collection methodology than previous years. This has led to the significant increase shown (57%) but is in practice reflective of the work correctly recorded as Section 42 enquiry on the Norfolk County Council system.

Location of abuse	2021/22	2022/23	2023/24
Own home	1,156	1,417	1,095
Residential care home	880	951	1,170
Hospital - acute	61	116	163
Hospital - mental health	227	168	133

The most common location of reported abuse has changed from the person's own home to residential care home. The reduction in safeguarding concerns being reported from mental health hospitals, and increase in cases from acute hospitals, has continued from last year's figures.

Type of abuse	2020/21	2021/22	2022/23	2023/24
Physical	743	689	715	851
Sexual	154	152	215	231
Psychological	395	410	458	475
Financial	349	365	432	497
Discriminatory	9	6	6	9
Organisational	65	95	87	91
Neglect & acts of omission	814	875	1,055	1,547
Domestic abuse	196	210	322	274
Modern slavery	3	3	6	6
Self-neglect	25	24	10	68

While neglect has been the most common type of risk reported for the last 3 years, it is becoming more common. Neglect made up 38% of total Section 42 enquiries in 2021/22, 43% in 2022/23, and 47% this year. The proportion of self-neglect enquiries remains low at 2%, but the number of enquiries with this type of risk reported has increased by over 5 times year-on-year.

For further information, please see [Safeguarding Adults - NHS England Digital](#)

Financial summary

2023/24

Income source	General funding	Contribution to deputy board manager post
NCC	20,000	10,000
ICB	22,500	10,000
Norfolk Constabulary	20,000	10,000
Other partners		
- District councils x 7 (£5K per District council)		35,000
- Norfolk Suffolk Foundation Trust	3000	
- Norfolk Community Health & Care	3000	
- Queen Elizabeth Hospital	3000	
Income from Train the Trainer	5,975	
Total	77,475	65,000

Costs Breakdown - General budget	Cost (£)
Total staffing	
- Independent chair(s)	42,588
- Deputy manager (incl oncosts)	64,259
- Executive Support Assistant, 0.5 paid by NSAB (incl oncosts)	17,976
Design and publicity costs (incl animation)	5,297
NSAB website costs	2,142
Training costs (incl. Train the Trainer)	5,453
Miscellaneous (venue hire, catering, IT equipment, etc)	1,846
Total	139,561
Total income	142,475
Total expenditure	139,561
Carry forward to 2023/24 (To be transferred to SAR budget)	2,914

SAR costs	Cost (£)
Balance brought forward in 2022/23 from general budget	+ 6,129
SAR report and related costs 2023/24	- 42,679
Balance	-36,550
Transfer from general budget 2023/24	2,914
One-off payment of £40,000 from the CCG (now ICB) in 2021/22 to support their SAR costs, ongoing	+40,000
Final balance for SAR budget for 2024/25	6,364



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www.norfolksafeguardingadultsboard.info