



Norfolk  
**Safeguarding  
Adults Board**

Norfolk Safeguarding Adults Board

# Strategic Plan

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2026 – 2029



# Who are we and what do we do?

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We are a multi-agency partnership, including police, health, social care and the community and voluntary sector who work together to safeguard adults in Norfolk, so they can live a life free from abuse and neglect.

The role of Safeguarding Adults Boards is set out in [The Care Act 2014](#) and includes three duties:

- Publish an annual report detailing the activity and effectiveness of the Board over the previous year
- Publish a strategic plan setting out the work of the Board and how its member and partner agencies will contribute to safeguarding adults in Norfolk
- Commission Safeguarding Adults Reviews where serious cases meet the threshold and there is system wide learning, in accordance with [Section 44 Care Act 2014](#)

**Our strategic plan for 2026 - 29** sets out **our vision and priorities**, and what we want to achieve to keep adults in Norfolk safe.

Our strategy is underpinned by the six key principles that support Making Safeguarding Personal as set out in the [Care Act 2014](#) wherever possible focussing on the outcomes that person wants.

Our vision is for us all to work together effectively to enable adults in Norfolk to live free from abuse and neglect, supporting their independence and autonomy and to widely promote the message that safeguarding is everybody's responsibility.

# Context for safeguarding adults in Norfolk

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We know safeguarding concerns about adults, and demand for health and social care support continue to rise year on year. This is set against a challenging backdrop of public sector (including Integrated Care Boards, NHS England and policing reforms) and local government reforms, and the introduction of a mayoral office for Norfolk and Suffolk.

Norfolk also has an ageing population significantly higher than the national average, with increasing levels of frailty, long-term health conditions, and dementia. These factors increase vulnerability and heighten the risk of adults suffering harm or neglect.

We recognise the pressures on all our partners, statutory, independent and voluntary, facing financial constraints, workforce shortages and capacity to meet increasing and more complex demand for services.



# Our Priorities

- **Transitional safeguarding**
- **Partnership data**
- **Self-neglect and hoarding**

We identified our three priorities by looking at local, regional and national themes and issues, including learning from our Safeguarding Adults Reviews (SARs).

Transitions are pivotal moments in a person's life that can significantly impact their wellbeing, safety, and development. **Transitional safeguarding** focuses on ensuring individuals - particularly young people and vulnerable adults - are supported through these changes in a way that promotes resilience, independence, and continuity of care. We know that young people moving from children's services into adulthood often face heightened vulnerability, particularly where experiences of exploitation, trauma, mental ill health, or care involvement have shaped their early lives. Traditional service boundaries do not always reflect the developmental and social realities of transition, and the consequences of fragmented responses can be significant. The Board recognises the need for flexible, relational, and developmentally attuned safeguarding pathways, supported by shared accountability across children's and adults' systems. This priority builds on scrutiny work completed with the Norfolk Safeguarding Children Partnership (NSCP) in early 2025.

Once the Board is content that its work focussing on young people is complete, consideration could be given to expanding this priority to include other areas of transitional safeguarding in an adult's life, for example:

- move from own home to care home
- from prison to home/supported living
- hospital to home/supported living

The role of **partnership data**, intelligence, and insight is increasingly fundamental in enabling proactive safeguarding. The Board's ability to identify trends, map harm, evaluate impact, and understand unmet need relies on high-quality, timely data and effective analytical capacity. Strengthening data sharing arrangements, improving consistency of recording, and developing a more integrated picture of safeguarding across Norfolk's partnership are essential to anticipating risk and preventing avoidable harm.

**Self-neglect and hoarding** remains one of the most complex and high-risk areas of safeguarding practice, frequently intersecting with mental health, poverty, social isolation, and trauma. Demand continues to rise, with local and national SARs emphasising the importance of multi-agency coordination, professional curiosity, and long-term engagement. The Board will continue to champion strengths-based practice that balances autonomy with protection, ensuring practitioners have the confidence, guidance, and resilience required to respond effectively.

Work on each of our three priority areas will include targeted action looking at **mental capacity** and **effective communication**. These continue to be challenging areas for our partners, practitioners and communities and are recurring themes in our SARs, requiring further attention.

We review overall progress against our priorities every year and decide if they should remain priorities.

### **How will we deliver our strategy and priorities?**

We have set up subgroups to lead each priority to ensure work is delivered. These groups will create their own plans to turn our strategy into practical action. The Board and the subgroup chairs oversee this work, with regular updates from each group to track progress.

Our Board structure is available to see [on our website](#) in the **Who we are** section.



# Transitional Safeguarding

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## **We will (with the Norfolk Safeguarding Children Partnership):**

- Produce and publish a statement of intent
- Produce a shared transitional safeguarding policy and procedure (a Norfolk Transitional Safeguarding Framework)
- Roll out a series of training sessions across the partnership workforce which includes, wherever possible, the lived experience of 16 – 25-year-olds
- Co-produce short practitioner resources (bitesize briefings, checklists, family-facing leaflets) based on the framework
- Use shared data, case audit, and evaluation to measure impact and improve delivery
- Facilitate the use of cross-agency shadowing exchanges (children’s & adult practitioners spend time in each other’s teams)
- Set up a shared Transitional Safeguarding Outcomes Dashboard jointly with Norfolk Safeguarding Children Partnership

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## **Why we are doing this:**

- To build on the scrutiny work jointly completed with the Norfolk Safeguarding Children Partnership (NSCP) in 2024 and 2025 to enable safer communities who can recognise abuse and neglect, take action to protect themselves as well as giving confidence to others to respond in a way that prevents, reduces or removes the risk of harm
- To support the building of better quality and safer services across the county

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## **How we will measure it:**

- 20 practitioners complete exchanges in year one (2026-27)
- Training evaluation report to include numbers/agencies of people trained and the impact followed up
- Audit report to assess the quality of practice and identify strengths and weaknesses
- Data dashboard with clear outcome measures to be reported to both NSAB and NSCP at six monthly intervals

# Partnership Data

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## **We will:**

- Identify the questions the Board needs answered by data from across the partnership
  - Work with partners to secure funding for data analysis
  - Improve confidence, capability and shared understanding among partners in using data and intelligence to inform safeguarding decisions.
  - Explore options for data around people experiencing homelessness or who are rough sleeping and our other priorities
  - Consolidate and build on the Board's work on effectiveness measures to strengthen the intelligence base, ensuring it clearly informs strategic objectives and highlights areas where the Board should focus its attention or seek assurance.
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## **Why we are doing this:**

- To better understand the risks and issues in Norfolk in the multi-agency safeguarding adult arena
  - To create the necessary framework, architecture, intelligence and data available from partners to enable effective analysis
  - To ensure the Board can focus resources where the need is evidence led
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## **How will we measure it:**

- Have an analyst in post
- Data dashboard includes other partners' data
- Data analysis available to respond to Board questions
- Our ability to identify trends and emerging risks and issues has a broader evidence base

# Self-neglect and hoarding

## We will:

- Further promote the awareness and use of the NSAB self-neglect strategy and practitioner guide document and other resources (FAQs, case studies, recording guidance) on the NSAB website to assist practice.
- Embed consistent, countywide early identification and proportionate intervention for self-neglect and hoarding, building on good practice e.g. Norwich/Central Safe & Habitable Homes model.
- Link with the data subgroup to consider what data is available and how we can use it to inform prevention.
- Build strategic alignment with the Norfolk Health and Wellbeing Board and other multi-agency partnerships as appropriate to ensure that self-neglect and hoarding are considered in the development and delivery of services.
- Explore opportunities to influence commissioning bodies across the county in relation to self-neglect and / or hoarding services, maximising options to achieve effective and positive outcomes for residents, including promoting and extending the use of the current micro provider commissioning framework.
- Encourage the extension of reflective practice meetings, local connectivity, and host at least one county wide learning event to encourage positive multi-agency working and risk management across the county.



## Why we are doing this:

- To improve future practice by understanding what is working well and what we can do better as a partnership across our county, using learning that supports prevention as well as proactive intervention, enabling residents to sustain change.
  - To promote consistency of approach and improve availability of services across Norfolk
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## How will we measure it?

- Increase in traffic to the relevant areas of the NSAB website and downloads of the guidance
- Collate, review and share examples of cases from partners where early / proportionate intervention has been successful
- Having a more robust approach to gathering, analysing and using data in relation to self-neglect and hoarding
- Strong link established with Health and Wellbeing Board to report on this priority at least annually
- Active commissioner representation on the subgroup, including feeding back to relevant commissioning colleagues
- Micro provider framework is being used more widely
- Annual learning event held and feedback evaluated





[www.norfolksafeguardingadultsboard.info](http://www.norfolksafeguardingadultsboard.info)