

Norfolk Safeguarding Adults Board

Annual Report 1 April 2016 – 31 March 2017

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This report covers the period 1 April 2016 to 31 March 2017

Introduction from Joan Maughan

Independent Chair, Norfolk Safeguarding Adults Board (NSAB)

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I am pleased to introduce you to the 2016/17 Norfolk Safeguarding Adults Board's (NSAB) Annual Report. It has been a particularly busy year for the board, the Locality Safeguarding Adults Partnerships (LSAPs) and all the board's subgroups. Both I and the Board Manager, Walter Lloyd-Smith, extend our thanks for all the hard work and dedication shown by members and partners.

The year has brought some significant achievements and indeed, some disappointments where we have not been able to fulfil all aspects of our Business Plan. This is largely due to lack of capacity, which we are currently trying to address.

Safeguarding Adults Week in September 2016 was particularly productive and hosted the first of 2 very successful conferences, attended by nearly 400 professionals across all agencies. The conferences launched the self-neglect and Hoarding Strategy as well as addressing a range of other topics related to safeguarding adults.

Throughout the year both the Independent Chair and the Board Manager have presented the work of the board in forums representing all the partner agencies and others. This has helped to raise awareness and to share the challenges.

Safeguarding Adult Reviews (SARs), as required by the Care Act 2014, remain the biggest challenge to NSAB given the high demand they make on staff time. However, we have done our best to ensure that the lessons that arise from SARs are learned and the opportunities for service improvement are taken.

2016/17 was eventful in many ways. The sudden death of Harold Bodmer, then Executive Director, Adult Social Care, came as a shock to everyone. Despite a demanding range of responsibilities, Harold remained a stalwart supporter of NSAB's work in safeguarding adults with care and support needs. I am pleased to report that we have found equal commitment in the current Director of Adult Social Care, James Bullion, and can continue to build and strengthen the work with partners to ensure that residents of Norfolk live free from harm and abuse.



Joan Maughan
Independent Chair
NSAB

This report is dedicated to Harold Bodmer
(Executive Director, Adult Social Services and President of the ADASS)

Standout headlines: April 2016 to March 2017

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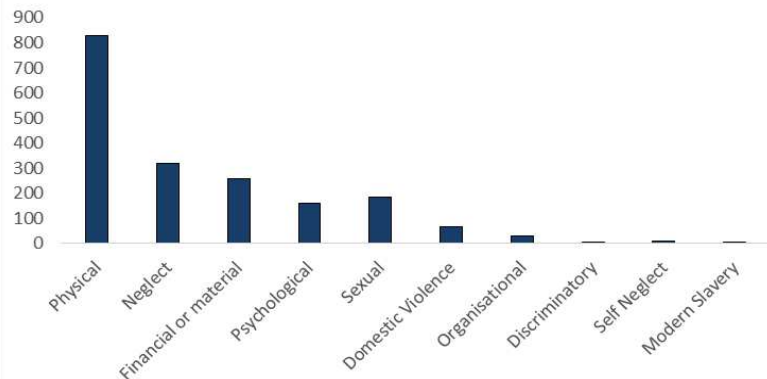
- Information about safeguarding adults included in Norfolk County Council's Norfolk First Support service booklet, given to every person they visit; 5,000+ booklets were issued in 2016 – 2017
- At the end of June 2016 all 548 parish councils receive a pack of safeguarding information including posters and leaflets
- NSAB attends Norwich Pride 2016 at the end of July and distributes 1000s of leaflets
- During Safeguarding Adults Awareness week 2016, locality partnerships distribute leaflets and promotional material outside shops, libraries and supermarkets. Broadland District Council hosts a 'pop up' safeguarding event and King's Lynn and West District Council, the Norfolk and Norwich and Queen Elizabeth hospitals host safeguarding displays / stalls, NSAB chair is interviewed on Mustard TV. A survey by the Eastern LSAP receives 192 responses, see page 6
- NSAB launches its Self-neglect and Hoarding strategy in September 2016
- Nearly 400 people attend two Norfolk Safeguarding Adult Partnership Events in September and November 2016 – the programme includes sessions on modern day slavery, domestic abuse, honour based abuse, mental capacity, Prevent, self-neglect and more
- First Norwich Travel Shop hosts a month long safeguarding adults display (September 2016)
- NSAB Chair speaks at James Paget Hospital's first safeguarding conference at the end of October 2016
- Board Manager is one of the key note speakers at the Norfolk and Suffolk Trading Standards Join the Fight Conference 2016 on 16 November 2016
- NSAB partners with Norfolk Local Pharmaceutical Committee to have a safeguarding sticker put on local pharmacy bags in December 2016
- Safeguarding Adults Review (SAR) for Mrs BB is published on 9 December 2016
- NSAB joins Twitter on 27 January 2017 with 23 followers, this grows to 172 by 31 March 2017
- Board Manager delivers safeguarding awareness training to 75 Community Care Coaches from South Norfolk (February 2017)
- In March 2017, Board Manager chairs the NHS Regional Safeguarding Adults Conference, and speaks at Norfolk and Norwich University Hospital's safeguarding conference
- NSAB launches its **Train the Trainer programme** to support providers with high quality training materials for basic awareness training – 24 providers trained by the end of March 2017
- NSAB publishes a model safeguarding adults policy to support organisations and partners (August 2016), and multi-agency guidance on allegations against a person in a position of trust (November 2016), a best practice fact sheet on Making Safeguarding Personal (January 2017) and Complex Case Guidance (March 2017)
- NSAB supports Norfolk Police-led Operation Gravity, highlighting the issue of 'cuckooing'



Summary of performance data 2016-17

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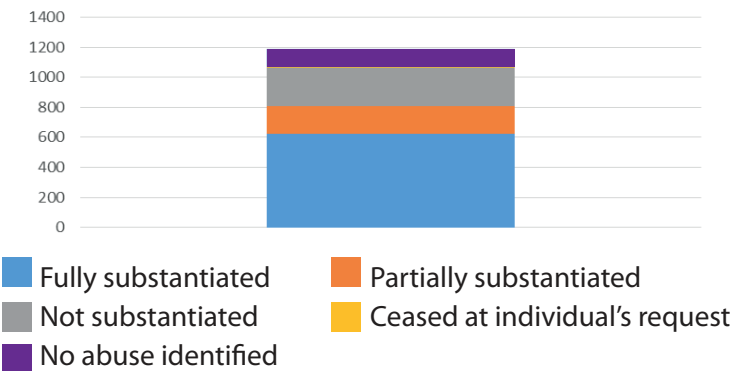
Types of abuse



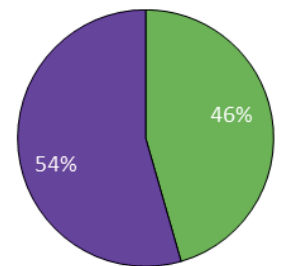
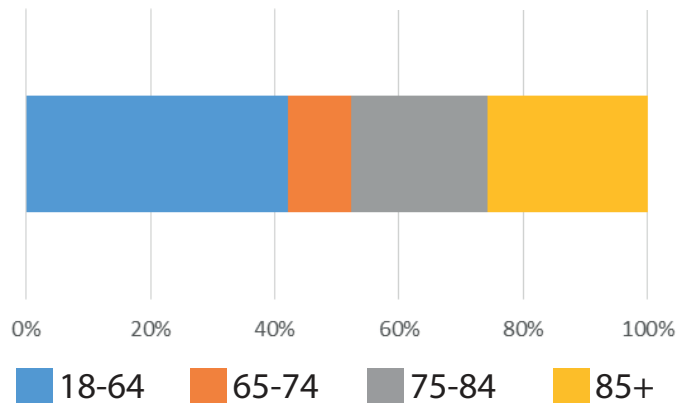
Physical abuse remains the most common type of abuse.

Over **50%** of safeguarding enquiries were **fully substantiated**.

Outcome of enquiry



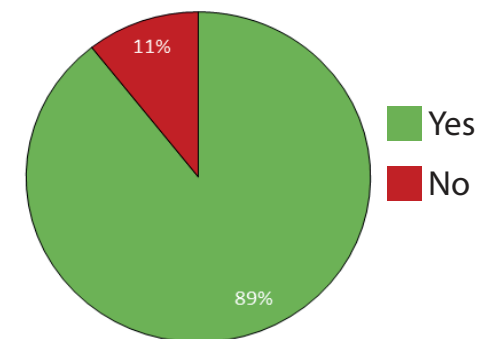
Age and gender of adult at risk



Over **40%** of adults who were at risk are **working age**. This mainly includes people receiving Learning Disability support.

More **women** were likely to be at risk. This is due to there being a greater number of women receiving social services.

Does the person feel safe now?



89% of people said they now **felt safe** after the safeguarding enquiry, the same proportion as last year.

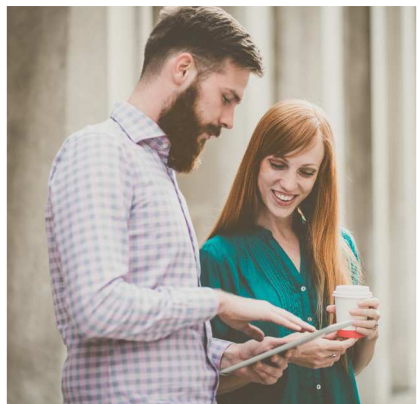
Key findings – Safeguarding Adults Survey (September 2016)

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Exploring the comments on the questionnaires, the majority of those who were approached were able to identify some groups who they thought could be vulnerable, with the elderly being a fairly consistent theme as a potentially vulnerable group. However, other groups were also represented in the answers given.

This was the response from the 192 people interviewed about what they felt they would do if they came across abuse or neglect:

- **33** reported that they would call social services
- **64** reported that they would call the police and/or social services
- **77** reported that they would either deal with it themselves or phone someone or report it to someone
- **18** reported that they wouldn't know what to do



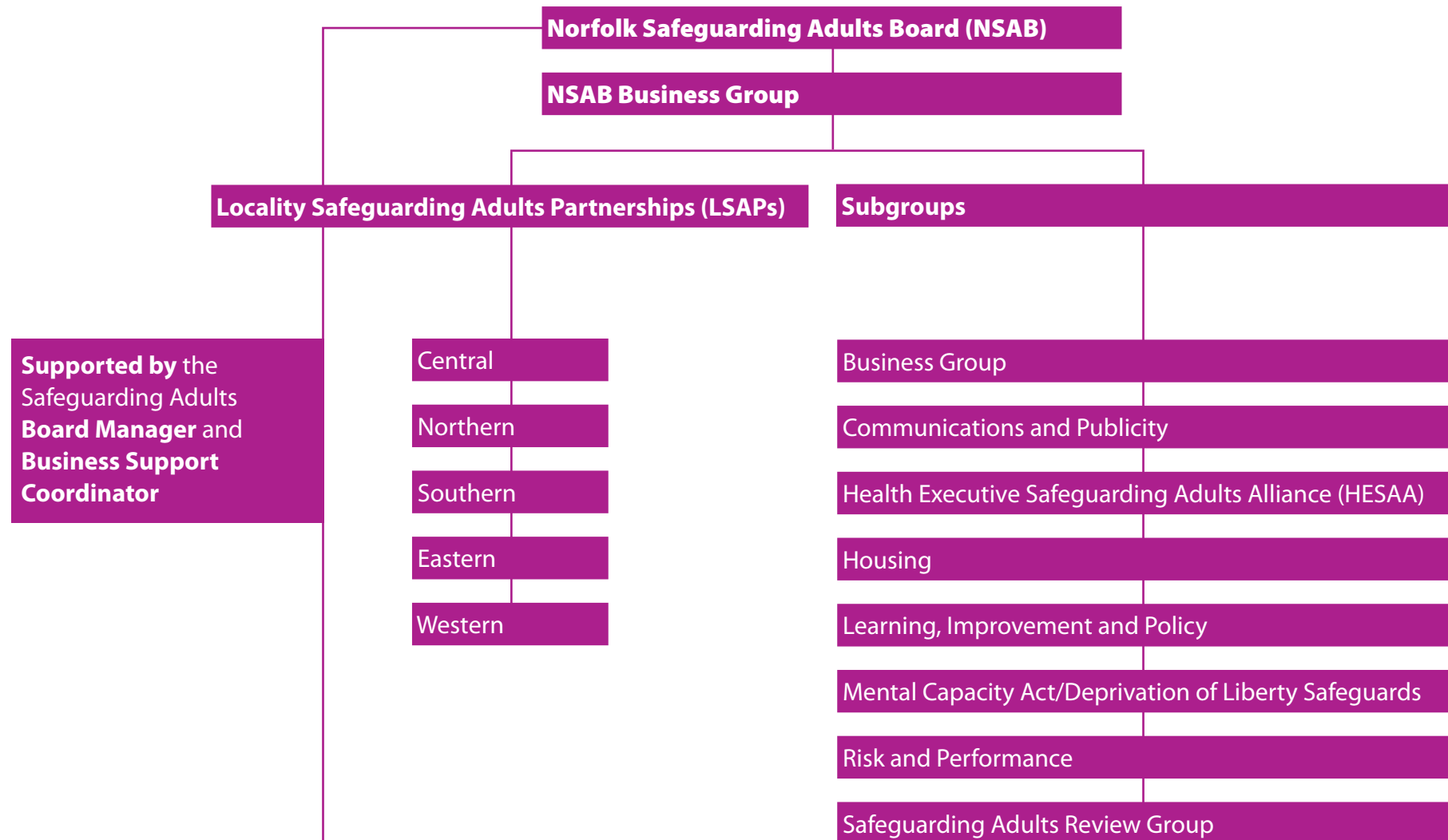
Several of those approached discussed at length their own experiences, or experiences of people they knew in the past and what happened or what didn't happen when abuse/neglect was reported. The pens and bags proved to be popular with the public and were helpful in that they had the helpline number on them for reference.

Eastern LSAP survey (September 2016)



Structure of the Norfolk Safeguarding Adults Board

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Membership of the Norfolk Safeguarding Adults Board

The NSAB has met five times during the period covered by this annual report, with a board development day held in September 2016.

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All those who attended during the reporting year:

Name	Organisation
Joan Maughan	Independent Chair
Charlotte Belham	Senior Support Operational Manager, National Probation Service (NPS)
Judith Bell	Operations Manager, Healthwatch
Debbie Beresford	NCHC / community health providers rep
Lorna Bright	Norfolk County Council
Judith Blackman	Norfolk & Suffolk Community Rehabilitation Company - March 2017
Richard Block	Broadland District Council / District Councils Rep
James Bullion	Executive Director, Adult Social Services
Garry Collins	Norfolk Fire & Rescue
Nick Davison	C/Supt Norfolk Constabulary
Sue Doolan	Governor HMP Bure
Emma Hardwick	Director of Nursing, QEH, Kings Lynn / Acute hospitals Rep
Pippa Harrold	GP, Norfolk & Waveney CCGs Safeguarding Adults Team
Lella Hudson	Inspection Manager CQC
James Kearns	Build Charity
Walter Lloyd-Smith	Safeguarding Adults Board Manager NCC
Antek Lejk	Chief Officer / CCGs Representative
Michael Millage	Chair ARMC (Association Representing Mental health Care)
Elizabeth Morgan	Councillor / Elected member Norfolk County Council
Paul Reeve	Deputy Director, Norfolk & Suffolk Community Rehabilitation Company
Kate Rudkin	Age UK / Chair of R&P subgroup

Name	Organisation
Jane Sayer	NSFT Mental Health
Emma Osborne	Norfolk & Suffolk Community Rehab
Helen Thacker	Norfolk County Council - Head of Service Safeguarding Adult Social Care
Gavin Thompson	Police & Crime Commissioner's Office
Julie Wvendth	Norfolk Constabulary (Chair of Business Group)
Nigel Andrews	Norwich City Council
Lorrayne Barrett	Head of Social Care (Eastern) Community Services - adult care
Harold Bodmer	Executive Director Adult Social Services
Nick Dean	Acting Assistant Chief Constable, Norfolk Constabulary
Ray Harding	Chief Exec, Borough Council of King's Lynn & West Norfolk
Stuart Horth	Norfolk Fire & Rescue
Ivan Johnson	Broadland District Council
Christine MacDonald	Operations Manager, Healthwatch Norfolk
Peter McGuinness	Service Manager, Red Cross
Kim Patience	Inspection Manager, CQC
Ian Sturgess	PCC Coordinator, Norfolk Constabulary
William Styles	Governor, HMP Norwich
Mark Talbot	Vice Chair, ARMC
Catherine Underwood	Adult Social Care

Vacant Board Seats

Lay representative

Attendance at board meetings

Agencies who are members of NSAB	Attendance (out of 6) including deputies
Chair	6
Prison Service	3
National Probation Service (NPS)	4
Healthwatch	5
Community health providers rep	3
Adult social care	6
Probation - Community Rehabilitation Company (CRC)	3
District councils rep	3
Fire and rescue	2
Police	6
Acute hospitals rep	1
CQC	1
Voluntary and community sector BUILD	3
Third sector - mental health	1
CCGs	6
County councillor	5
Risk & performance subgroup chair	6
NSFT - mental health trust	6
PCC	5

Attendance

During 2016/17 attendance at board meetings has fluctuated. It has proved difficult to secure the attendance of the most senior officers within NCC, Police and CCGs because of other commitments, but they have each nominated very able deputies and the senior officers remain part of the Governance Group.

Thanks are due to those members who attend on a regular basis, helping us to maintain continuity of strategic efforts to improve safeguarding for vulnerable adults.

We acknowledge that there will always be occasions when members cannot attend for good reasons. However, for the board to be an effective partnership, it needs the attendance of members able to speak for and make decisions on behalf of the organisations they represent. We always welcome feedback on how the content of meetings can be improved to ensure that time given to meetings is valued and productive.

Norfolk Safeguarding Adults Board

Core aims and objectives

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The Norfolk Safeguarding Adults Board's strategic plan for 2015 to 2018 sets out the key priorities of the board and the work of its members.

These key priorities have been aligned to the six key principles that underpin the Care Act:

Empowerment -

presumption of person led decisions and informed consent

Prevention -

it is better to take action before harm occurs

Proportionality -

proportionate and least intrusive response appropriate to the risk presented

Protection -

support and representation for those in greatest need

Partnership -

local solutions through services working with their communities

Accountability -

accountability and transparency in delivering safeguarding

These key priorities were then developed into a business plan that contains the work and focus of the Safeguarding Adults Board for the coming year. The strategic plan and a summary of the business plan are set out below.

The strategic plan is available in plain English and easy to read format. The business plan can be found in its entirety on the Norfolk Safeguarding Adults Board website.

www.norfolksafeguardingadultsboard.info

Norfolk Safeguarding Adults Board

Strategic plan 2015 - 2018

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Norfolk learns and improves as part of its processes and is happy to adopt the Local Government Association vision for Safeguarding Adults Boards:

People are able to live a life free from harm, where communities:

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

This document is the strategy to support the vision for safeguarding adults in Norfolk between 2015 and 2018, and embraces the six key principles set out in the Care Act 2014. These six principles hold equal importance and are the foundation of good and effective safeguarding.

The purpose of the Safeguarding Adults board in Norfolk is to hold all agency members to account if this vision is not realised.

Empowerment – presumption of person led decisions and informed consent.

Making Safeguarding Personal will be at the centre of all interventions. The views of adults in need of services will be sought, or that of their advocates, at every level of the safeguarding process.

The board will engage people in conversations about how best to respond to their safeguarding situation in a way that enhances involvement, choice and control as well as improving quality of life, wellbeing and safety.

Our strategic intention is that the board can clearly demonstrate that it is influenced and advised by the experience of people who have been or may be at risk of harm. The board will seek assurances from its partner organisations that citizen involvement is central to their wellbeing and safeguarding activities.

The board will ensure that citizens are aware of their right to justice at all levels of intervention and require agencies to demonstrate that justice has been achieved.

The board and its partners will make every effort to communicate with the citizens of Norfolk in language and presentation that is accessible.

The board will empower people through the methods and content of training provided.

The board will support and monitor activities that enable adults to achieve resolution or recovery.

**“What good is it
making someone
safer if it merely
makes them
miserable?”**

Lord Justice Munby

Prevention –

it is better to take action before harm occurs.

The board will:

- have a communication strategy that empowers all citizens, to enable them 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.
- call for all agencies to share relevant information to reduce the risk of harm occurring or persisting.
- be linked in with and exploit opportunities to support national campaigns with the aim of ensuring that the risk of harm is reduced at every opportunity.
- will know its populations and look for opportunities to encourage personal responsibility, harnessing the potential of the community to protect itself from harm.



Proportionality –

proportionate and least intrusive response appropriate to the risk presented.

Life is not risk free. The board will support activities across partner organisations that identify risks, mitigate against them, but are not risk averse. Partner agencies will take the least restrictive option to support, when intervention is required to mitigate risk.

The board will apply opportunities to learn lessons and improve practices, at the relevant level, when concerns have been raised.

“Anyone who believes that the work is simple and the right decision’s always obvious is mistaken”

Mr Justice Peter Jackson

The board will exercise a power to challenge when safeguarding needs are identified and not met.

The board and its partners will have a framework that gathers and builds evidence to demonstrate a response that is proportionate to the circumstances of the incident and the wishes of the adult.

Protection – support and representation for those in greatest need.

The board's partners will use whatever means they have at their disposal to address domestic violence, sexual abuse, psychological abuse, financial or material abuse, modern slavery, discriminatory abuse, organisational abuse, neglect and acts of omission and self-neglect.

The board coordinates partnership activities that will include:

- major public awareness
- targeted awareness to particularly vulnerable groups
- raising the profile of the board
- identifying and managing risk

Norfolk partners employ a large workforce that requires a consistent and coordinated approach to training. Comprehensive training will be developed and delivered to a minimum standard, endorsing accountability for work practices, promoting a culture of openness and transparency without fear of retribution.

The board will support its partner organisations to practise in a manner that does not diminish their safeguarding functions.

Abusive behaviour in any environment is never accepted.

Safeguarding activities demonstrate the diverse communities within Norfolk.

The board will promote a positive approach to information sharing because it believes this is an important protective measure.

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Partnerships – local solutions through services working with their communities.

The board respects individual confidentiality while requiring the sharing of relevant and appropriate information necessary to prevent abuse occurring or continuing or to support adults to achieve resolution and recovery.

The board will actively promote collaborative opportunities, developing partnerships that expand its capacity to ensure the citizens of Norfolk remain safe and achieve its outcomes.

The board will create opportunities for adults who have been or may be at risk of harm, to influence the activities of the safeguarding board and its partners.

In order to value and respect the vigilance of referrers, the board will expect partners to demonstrate that appropriate feedback has been given.



Twitter @NorfolkSAB

Accountability – accountability and transparency in delivering safeguarding.

The board will be confident that people who use safeguarding services will understand the role of those services in relation to their safety, health and wellbeing.

The board will implement the requirements of the Care Act, including the publication of an annual report which will include details of its members' activity to deliver the objectives of its strategic plan.

The board will publish any Safeguarding Adults Reviews carried out each year and learning to come from these, in accordance with the requirements of the Care Act 2014.

Partner agencies will understand their own role and the limits to their authority.

The board will develop a constitution that is accessible to all members of the public.

The board will establish a reporting structure that monitors and scrutinises its activity.

The board will continually review its membership and structure to deliver its work plans, which include the Locality Safeguarding Adults Partnerships (LSAPs) and subgroups. The terms of reference will give direction from the board to the subgroups, including LSAPs, and that their end of year summaries to the annual report will evidence this.

Terms of reference will be produced by the board 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 investigate options for income generation.

Training will achieve an agreed minimum standard so staff are aware that abuse is not tolerated, responses are appropriate and all concerns are recorded and heard.



1 Empowerment

Individuals will be given relevant information about recognising abuse and the choices available to them to ensure their safety. We give them clear information about how to report abuse and crime, and any necessary support in doing so. We consult them before we take any action. Where someone lacks capacity to make a decision, we always act in his or her best interests.

2 Prevention

Prevention and early intervention – acting before harm occurs and robust shared risk management approach.

3 Proportionality

We discuss with the individual, and where appropriate with partner agencies, the proportionality of possible responses to the risk of significant harm before we take a decision.

4 Protection

We will work together to ensure the protection of adults experiencing, or at risk of abuse or neglect.

5 Partnerships

We will work together to ensure that adult safeguarding links to other parts of the health and social care system to protect adults at risk of abuse or neglect.

6 Accountability

The board will continue working towards ensuring that the roles of all agencies and staff (and their lines of accountability) are clear and explicit. Agencies across the partnership will recognise their responsibilities to each other, act upon them and accept collective responsibility for safeguarding arrangements.

NSAB Business Plan – April 2016 to March 2017

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The purpose of this Business Plan is to ensure that people in Norfolk are able to live a life free from harm and where communities:

- Have a culture that does not tolerate abuse
- Work together to prevent harm
- Know what to do when abuse happens.

1. Strategic intention EMPOWERMENT		Actions	Lead role and accountability	Timeframe for delivery	How we will know NSAB has made difference	Status
1.1	The basic information leaflet (hard copy) will be available in other languages.	Expert assistance required Distribution of leaflet to other language groups	Communications & Publicity Sub Grp/ Board Manager	September 2016	Test run on website Feedback where possible	Carried forward/ ongoing
1.2	NSAB will use its influence to ensure that operational services are using 'Make Safeguarding Personal' (MSP) to inform all their safeguarding adult activities.	Ensure that staff have the training they require	Learning, Improvement and Policy (LIP) Sub Grp	October 2016		Completed
		Produce a staff briefing sheet (SBS)	LIP Sub Grp	November 2016		Completed
		Gather data on how MSP is being applied via the performance dashboard	Risk & Performance Sub Grp	From September 2016		Ongoing
		Survey of people receiving a safeguarding service	C&P Sub Grp	October 2016	Report to board via C&P Sub Grp	Carried forward/ ongoing

1. Strategic intention EMPOWERMENT		Actions	Lead role and accountability	Timeframe for delivery	How we will know NSAB has made difference	Status
1.3	NSAB will seek assurances from partner organisations that citizen involvement is central to wellbeing and safeguarding activities.	Request to partners for information to be shared at a future board meeting	Board Manager/ Business Group Chair	March 2017	That all partner organisations will have evidenced robust plans in place by March 2017	Carried forward/ ongoing
1.4	All staff training will focus on people being central to decision making about their own lives.	Development of a template safeguarding adult awareness package	LIP Sub Grp	November 2016	Review paper to NSAB	Completed and training now live

2 Strategic Intention PREVENTION		Actions	Lead role and accountability	Timeframe for delivery	How we know that NSAB has made a difference	Status
2.1	NSAB will have a Communication Strategy that delivers key safeguarding messages to all citizens enabling them to identify harm and know what actions to take.	Communications & Publicity Sub Grp to work to published plan	C&P Sub Grp Chair/ Board Manager	March 2017	Plan agreed	Completed
		Identify preferred ways of making contact with those who may be considered to be hard to reach	C&P Sub Grp/NSAB Chair		Feedback during Safeguarding Awareness Week	Completed/ and ongoing
		NSAB will mount a Safeguarding Adults Awareness week to raise the profile of NSAB and give citizens the information they need to report concerns	Board Manager/ LSAPs Chairs	w/c 12 Sept 2016	Feedback from groups Evidence of outcomes from LSAPs	Completed
2.2	NSAB will disseminate key learning from Safeguarding Adult Reviews (SARs) to all partner agencies, thus encouraging an emphasis on preventative safeguarding working.	LIP (and C&P) Sub Grps to be engaged in SAR process to ensure learning is captured and translated into clear message to all partner agencies	LIP Sub Grp Chair/ C&P Sub Grp Chair Board Manager	Ongoing	Feedback via survey of partner agencies 6 months post publication of a SAR	Carried forward/ learning events to commence November 2017

2.3	NSAB will raise its profile with other relevant sectors / groups and seek their support in preventative adult safeguarding work.	Liaison & engagement with: - District Councils - The business community - Parish / Town councils - Voluntary & community sector - Primary care	NSAB Chair/Board Manager/C&P Sub Grp	March 2017	LSAPs to collate data from local events demonstrating outcomes Increased number of groups / agencies involved with LSAPs and at Business Group	Remains ongoing	19
2.4	NSAB will maximise opportunities to deliver preventative messages to the communities it serves, both throughout the year and during a safeguarding awareness week.	Develop a programme of events and materials	C&P Sub Grp/NSAB Chair Board Manager	w/c 12 Sept 2016	There is a level of activity in all localities which seeks to engage the public That other groups are prepared to contribute to the week in cash or kind	Completed	
2.5	Reduce barriers to reporting abuse and neglect.	Gather existing data and research into Norfolk safeguarding reporting patterns Develop clear messages to the public to reduce barriers	R&P Sub Grp via the performance dashboard C&P Sub Grp	November 2016 January 2017	NSAB will better understand why people feel they cannot report abuse and neglect	Remains ongoing	
	NSAB will develop, launch and deploy a strategy to address self-neglect and Hoarding.	Establish a T&F Grp to delivery strategy document	Housing Sub Grp	September 2016	Number of cases taken to the High Risk Panels	Completed	
2.6	NSAB to monitor ongoing work with prison governors to identify best ways to ensure that prisoners are aware of their right to be protected from harm.	NSAB to receive an updated report	Board Manager	November 2016	Report to board	Completed	Twitter @NorfolkSAB

3 Strategic Intention PROPORTIONALITY		Actions	Lead role and accountability	Timeframe for delivery	How we know that NSAB has made a difference	Status
3.1	Ensure that the concept of proportionality is understood through inclusion in staff training.	Include in template safeguarding adult awareness package	LIP Sub Grp	November 2016	Sample review of case studies and discussion with clients	Ongoing
3.2	Promote case examples of safeguarding adult work which uses the least restrictive option when intervention is required to mitigate risk.	Production of short illustrative case studies	NCC Safeguarding Adults Team Manager/Board Manager	December 2016	Disseminated via Business Grp	Ongoing
3.4	NSAB will exercise its power to challenge when safeguarding needs are identified and not met.	Action to be agreed subject to MSP data gathering on outcomes achieved or not via the dashboard	Allocated as appropriate to action required	Ongoing	Evidence of change in responses	Ongoing
3.5	NSAB will promote opportunities to learn and disseminate lessons to improve practice, including those derived from Safeguarding Adults Reviews (SARs).	Strengthen links between Safeguarding Adult Review Group (SARG), LIP and C&P Sub Grp	Board Manager Sub Grp chairs plus Rep of SARG	Ongoing	Report to board and action agreed	To start November 2017

4 Strategic intention PROTECTION		Actions	Lead role and accountability	Timeframe for delivery	How we know that NSAB has made a difference	Status
4.1	The board will promote partnership activities that protect, support and represent those in greatest need.	Major public awareness through Safeguarding Awareness Week and other communication activities	C&P Sub Grp and LSAPs Chairs/Board Manager	w/c 12 Sept 2016	Survey and evaluation of outcomes	Completed
		Identify particularly vulnerable groups and develop meaningful ways of connecting	Board Manager			Ongoing
4.2	Communicate zero tolerance of abusive behaviour in all environments.	Within all future publicity material.	C&P Sub Group	Ongoing	Feedback from citizen consultancy group	Carried forward
		Review current material and include. Engage with media.	Board Manager			
4.3	Promote a positive approach to information sharing in order to protect vulnerable adults.	Discussion and strategy development with other interested parties, through Public Protection Forum, to ensure a unified approach	Chair/Board Manager	Ongoing	Report back on progress via Chair	Ongoing

4.4	Raise awareness with friends and family about how to keep adults at risk of abuse and harm safe.	Raise awareness of how people can make alerts if they have worries about a vulnerable adult Create mechanisms through a communication campaign where people overcome fear of being able to speak up	C&P Sub Grp/LSAPs	Ongoing	Survey	Ongoing
	Raising the profile of the board.	Strengthen reporting links with: - Health and Wellbeing Board - Adult Social Care Committee - CCGs - Public Protection Forum - Independent Care Sector	C&P Sub Grp/Board Manager Board Manager/all board members	12 months and ongoing	Survey	
4.5	All safeguarding activities will demonstrate the diverse communities within Norfolk.	Ensure website is translation friendly	Board Manager	October 2016		Home page translation friendly
		Recruit an equality and diversity advisor to the board	Board Manager	March 2017		Carried forward
4.6	Identifying and managing risk.	Risks raised and recorded as per current procedure	All partners/R&P Sub Grp	Ongoing	Risk register is up to date	Completed
		Risks identified via SARs added to risk register as required	SARG/R&P Sub Grp		Risks are mitigated as far as possible and escalated as appropriate	Completed/ongoing

5 Strategic Intention PARTNERSHIPS		Actions	Lead role and accountability	Timeframe for delivery	How we know that NSAB has made a difference	Status
5.1	Respecting confidentiality but sharing relevant information to prevent abuse occurring or continuing.	Developing and agreeing a protocol for positive sharing of information	NSAB Chair working with the Public Protection Forum	Ongoing	NSAB will better coordinate and prioritise safeguarding adults work	Ongoing
	Make available to all sectors a template safeguarding adults policy to ensure a more uniform response to safeguarding adult activity.	Produce a Safeguarding Adults Template policy	LIP subgroup	November 2016		Completed
	Develop assurances for effectively linking with other strategic bodies.	Each member agency will ensure the strategic aims of the board are effectively represented within the wider health and social care strategic framework. This will allow higher level and joint strategic priorities to be developed	NSAB Chair	Ongoing		Ongoing

5 Strategic Intention PARTNERSHIPS		Actions	Lead role and accountability	Timeframe for delivery	How we know that NSAB has made a difference	Status
5.2	Promoting collaborative opportunities with other groups that expand the board's capacity and influence to protect.	Strengthen the LSAPs	Board Manager/ NSAB Chair	April 2015 and ongoing	Increased partner attendance and engagement	Ongoing
		Expand NSAB connections with district & parish councils to promote local engagement	LSAP Chairs			
		Deliver two engagement conference events in 2016-17	Board Manager & T&F Grp	November 2016		Completed
5.3	Citizen influence on board decisions and those of its partners.	Establish a citizen consultancy group	C&P subgroup			Carried forward

6 Strategic Intention ACCOUNTABILITY		Actions	Lead role and accountability	Timeframe for delivery/cost	How we know that NSAB has made a difference	Status
6.1	Ensure the board remains compliant with the Care Act 2014.	Work with board members to ensure that partner representation is at an appropriately senior level (as laid out in the constitution) and that attendance at board meetings is consistent	NSAB Chair/Board Manager	Ongoing	Self-audit	Ongoing
		Publication of annual report	NSAB Chair/Board Manager	July 2017	Annual report and strategic plans published	Completed
		Conduct any Safeguarding Adults Reviews in accordance with s44 of the Care Act	SAR Group	As and when required	SARs are completed as necessary Learning from SARs is disseminated and implemented	Ongoing as required
6.2	Development of a self-audit tool to be used by any partner agencies to benchmark their safeguarding activity against and to provide information back to NSAB.	Establish a T&F Grp	R&P Sub Grp	May 2016	Report back to NSAB	Carried forward
		Development of audit tool	T&F Grp	February 2017		
6.3	Monitoring and scrutiny of board functions through annual report and audited accounts.	Produce report and accounts for Health and Wellbeing Board	Chair/Board Manager	October 2016	Report and accounts accepted	Completed

6 Strategic Intention ACCOUNTABILITY		Actions	Lead role and accountability	Timeframe for delivery/cost	How we know that NSAB has made a difference	Status
6.4	Development of a Safeguarding dashboard that will allow the board to demonstrate impact.	Establish a T&F Grp to lead work	Risk and Performance Sub Grp	September 2016	Content of dashboard influences board's activity and service development	Completed
	Recognise this is an evolving task.	Agree data set Set up reporting cycle	Board Manager Norfolk County Council Business Intelligence and Performance Service		NSAB receives a dashboard report for each of its meetings from October 2016	Completed

Glossary

CCGs	Clinical Commissioning Groups
LSAPs	Locality Safeguarding Adults Partnerships
NSAB	Norfolk Safeguarding Adults Board
NSAB C&P Sub Grp	Norfolk Safeguarding Adults Board's Communication and Publicity subgroup
NSAB LIP Sub Grp	Norfolk Safeguarding Adults Board's Learning, Improvement and Policy LIP subgroup
NSAB R&P Sub Grp	Norfolk Safeguarding Adults Board's Risk and Performance subgroup
NCC	Norfolk County Council
SARG	Safeguarding Adults Review Group
SNH	Self-neglect and Hoarding
T&F Grp	Task and Finish Group

NSAB received income from the three funding partners in 2016/17 of £62.5k, Norfolk County Council Adult Social Care (£20k), Norfolk Police (£20k) and North Norfolk Clinical Commissioning Group (on behalf of all five CCGs) (£22.5K).

General spending

The 2015/16 Partnership balance rolled forward to use in 2016/17 was (£61k). This included £32k that was being held on behalf of an NHS England East project (Green Shed). £29k of this balance was transferred to the SAR budget to cover SAR costs incurred in 2016/17 thus reducing the amount needing to be recovered from the partners. Monies recovered through conference sponsorship and the Train the Trainer programme was (£7.3k).

These funds covered the uplift to the business coordinator post £2.4k, conference speakers £1.3k, safeguarding conference April 2016 & NSAB development day £1.5k (September), room hire & equipment for Adult Safeguarding Partnership events held September and November 2017 and venue hire for Train the Trainers January 2017 (£10.5k), Green Shed £24.6k (NHS England project), NSAB website £0.5k, marketing & design costs (re business cards, booklets, advert for plasma screen, flyers, leaflets and posters, barracuda displays, Safeguarding Annual Report 2016) £9.6k, non-staff advertising £1.8k, NSAB Independent Chair 2016/17 £19.5k.

The 2016/17 partnership balance carried forward to use in 2017/18 is £30k. This balance includes £7.4k on behalf of the NHS England East project, £2.5k allocated to the LSAPs and £6k allocated to the Communication and Publicity subgroup.

Safeguarding Adults Reviews costs

Cost of overview report writer's fees and accommodation for Safeguarding Adults Review was £46k shared between members of NSAB Partnership (Norfolk County Council, North Norfolk CCG and Norfolk Constabulary). The amount needing to be recovered from partners for 2016/17 SAR costs was (£7k). This was reduced by the surplus from their 2015/16 contribution to the NSAB (£29k) being transferred to cover the costs incurred in 2016/17 for SARs. Balance of (£10k) costs for SARs started in the reporting year 2016/17 were carried forward to be recovered in 2017/18.

NHS England grant

The balance of a grant from NHS England East to support work around the Mental Capacity Act was rolled forward from 2015/16 to use in 2016/17 was (£91k). These funds covered two LSAP conference events £2.2k, training sessions to Train the Trainer plus Safeguarding training materials £2.5k, two MCA training events in September and November 2016 £1k, safeguarding conference packs (NPS Graphics) £0.6k, presentations at conference (Prima and LSAP plus Self-neglect event refreshments and room hire £1.6k, marketing & design costs (MCA business cards & pharmacy bag stickers) £1.5k. Total spend 2016/17 was £9.4k offset by £0.5k accrual giving total of £8.4k spent from grant. Balance of (£82k) rolled forward from 2016/17 to use in 2017/18. £50k has been allocated to support the work of safeguarding within primary care.

Safeguarding Adults Reviews

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What is a Safeguarding Adults Review (SAR)?

One of the Safeguarding Adults Board (SAB) core statutory duties is to conduct any Safeguarding Adults Review in accordance with Section 44 of the Care Act. Safeguarding Adults Reviews (SARs) provide an opportunity to learn lessons when abuse or neglect is suspected to be a factor in the death or serious harm of an adult with care and support needs. **The key aim of the SAR is not to investigate or apportion blame, but to examine professional practice and adjust this practice in light of lessons learnt.** These lessons are vital to reduce the risk of occurrence.

The Norfolk Safeguarding Adults Board (NSAB) must arrange a Safeguarding Adults Review (SAR) when:

An adult with care and support needs (whether or not those needs are met by the Local Authority) in the Safeguarding Adults Board's (SAB) area has died as a result of abuse or neglect, whether known or suspected and there is concern that partner agencies could have worked together more effectively to protect the adult.

Or/and

An adult with care and support needs (whether or not those needs are met by the local authority) in the SAB's area has not died, but the SAB knows or suspects the adult has experienced serious* abuse or neglect and there is concern the partner agencies could have worked together more effectively to protect the individual.

Or

The NSAB has discretion to undertake a SAR in other situations where it believes that there will be value in doing so. This may be where a case can provide useful insights into the way organisations are working together to prevent and reduce abuse and neglect of adults, and can include exploring examples of good practice.

Or

The NSAB can also consider conducting a SAR into any incident(s) or case(s) involving adults(s) at risk of abuse or neglect where it is believed to be in the public interest to conduct such a review.

Safeguarding Adults Review Group (SARG)

The NSAB Safeguarding Adults Review Group (SARG) is currently chaired by the Detective Superintendent, Head of Safeguarding from Norfolk Constabulary and has now been a formal subgroup of the board since its establishment in 2015 and has been operating effectively since this date. The consistency of membership and chairing arrangements has assisted in embedding the group within the county and the increase in numbers of SAR referrals over the past 12 months evidences awareness of both the process and the existence of the group, which is reassuring.

In the past 12 months one SAR has been published and nine referrals have been received by the group for consideration. Of these, another three SARs have been commissioned and are at various stages of development.

SAR C refers to a young female who died from anorexia nervosa; this is a 'light touch' review using previous investigations and reports to identify gaps and seek assurance that services have changed. The final report for SAR Louise has just been completed and the recommendations will shortly be published. The full report will not be published in order to protect the identity of the individual.

The review for SAR E, concerning the death from hypothermia of an elderly resident in a Norfolk care home, will start shortly; an independent report writer has been appointed and review panel confirmed. Two SARs have been published at the time of writing, for SAR AA and SAR BB.

Recommendations arising from all reviews commissioned by the SARG are annotated and collated on the Composite Action Plan, and monitored through the meeting process. Where appropriate, recommendations are allocated to subgroup chairs and work is coordinated to ensure learning is disseminated.

Recommendations arising from all reviews commissioned by the SARG are annotated and collated on the Composite Action Plan, and monitored through the meeting process. Where appropriate, recommendations are allocated to subgroup chairs and work is coordinated to ensure learning is disseminated across the county to all relevant parties. In the coming months, SARG will continue working to improve awareness among partners to refer cases for consideration.

Safeguarding Adults Reviews published in year 1 April 2016 to 31 March 2017

SAR BB – published 9 December 2016

Mrs BB had been diagnosed as having dementia, probably due to Alzheimer's, in October 2012, and lived alone from February 2013 after her husband was admitted into residential care nearby. Mrs BB had four children who provided fluctuating levels of support. She received twice daily home care visits but quite often was not at home because she made frequent trips to town or to visit her husband.

There were concerns about Mrs BB's safety when she went out, with reports of her becoming lost, disorientated, anxious, and approaching strangers for help or lifts. During the two months prior to her death, these risks increased, because the frequency, and pattern, of her trips out became more erratic. Following a Mental Capacity Act assessment in late November 2014, a Best Interests Decision was made with the family to look for a residential placement, in the south of England near one of her daughters, preferably for Mr and Mrs BB to be placed together. In the interim, two hours additional support was commenced to take her to have lunch with her husband.

However, Mrs BB often continued to make her way there on her own. Therefore, in mid-December, an alternative home care agency was commissioned to provide nine hours support each day to keep her safe when out, and engage her in social activities. Initially this was provided between 09:00 to 18:00 but quickly changed to 08:00 to 17:00 because Mrs BB had sometimes gone out when the carer arrived.

From mid-January 2015, Mrs BB's behaviour became increasingly agitated, and police assistance was required when she made an evening visit to her husband's care home. On 20 January 2015, the carer arranged an urgent late afternoon GP appointment because of a further escalation of her agitated and erratic behaviour. This hampered the GP's ability to carry out a full examination. The GP decided that Mrs BB should be taken to A&E where she would be in a place of safety, and further investigations could be carried out. However, the carer did not pick up the need for Mrs BB to be in a place of safety that evening so she was not left alone.

On leaving the surgery Mrs BB continued to be agitated, and refused to go to hospital. After discussion with his manager, the carer returned Mrs BB home, and contacted one of the daughters who was unable to visit that evening to assist in taking her to hospital. The manager, who was unaware of the GP's view about the need for a place of safety, and believed that the A&E plan was about further tests, instructed the carer to ensure Mrs BB was settled, and he would visit the next morning to collect a urine sample and proceed to hospital if the carer could not get her there that evening.

When the carer visited in the morning, Mrs BB was missing. It appears that Mrs BB had left her home at some point the previous evening. The body of Mrs BB was found lying in a ditch by the side of the road by a member of the public.

Practitioner learning events for this SAR are to be held from November 2017 onwards.

The full report can be accessed at www.norfolksafeguardingadultsboard.info/safeguarding-adults-review/sar-mrs-bb-published/

The work of Norfolk Safeguarding Adults Board's subgroups

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Norfolk Safeguarding Adults Board has the following subgroups

Subgroup	Chair	
Business Group (BG)	Detective Superintendent Julie Wwendth Head of Safeguarding and Harm Reduction Safeguarding and Investigations Command Norfolk Constabulary	
Communications and Publicity (C&P)	Helen Thacker Head of Service – Safeguarding Norfolk County Council	
Health Executive Safeguarding Adults Alliance (HESAA)	Jackie Schneider Head of Patient Safety North Norfolk Clinical Commissioning Group	
Housing (HSG)	Nigel Andrews Tenancy support services manager Norwich City Council	Adam Clark* Senior Housing Manager Broadland Housing Association
Learning, Improvement and Policy (LIP)	Kate Brown Learning and Development Consultant Norfolk County Council	
Mental Capacity Act / Deprivation of Liberty Safeguards (MCA/DoLS)	Alison Simpkin Head of Social Care - Adult Mental Health Norfolk County Council	
Risk & Performance (R&P)	Kate Rudkin Head of Development and Operations Age UK (Norfolk)	
Safeguarding Adults Review Group (SARG)	Detective Superintendent Julie Wwendth Head of Safeguarding and Harm Reduction Safeguarding and Investigations Command Norfolk Constabulary	

*Adam Clark replaced Nigel Andrews as chair of Housing subgroup (HSG) when Nigel retired at the end 2016.
Adam chaired his first HSG meeting in January 2017

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Twitter @NorfolkSAB

Business Group

The NSAB Business Group was established in 2015 and is made up of LSAP and subgroup chairs plus representatives from other key agencies such as Trading Standards, Norfolk Fire and Rescue and UK Border Agency. The current chair is the Detective Superintendent, Head of Safeguarding from Norfolk Constabulary. The Business Group supports the board in the delivery of its strategic priorities and ensures coordinated responses by appropriate subgroups to each objective. Despite continuing to support the board in the delivery of its Business Plan, this year the Business Group has also developed its own work plan which has facilitated operational coordination and has enabled members to work in a more joined up way when taking forward pieces of work on behalf of the board.

One example of this work is the creation of a safeguarding adults template policy which can be adopted and amended for use by any agency. The Business Group coordinated activity by the Learning and Improvement subgroup (LIP) and the Communications subgroup to produce and then disseminate the policy around the county.

All members of the Business Group dedicate their time to progressing the Safeguarding Adults agenda over and above their own daily roles and this can present challenges in terms of capacity, however the dedication of the attendees has ensured a successful year for the Business Group with excellent engagement from all partners.

Communications and Publicity

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The Communications and Publicity subgroup's purpose is to understand the public and board partners' awareness of safeguarding adults, and to develop communication strategies to enhance their knowledge and engagement.

The group's work is driven by the Norfolk Safeguarding Adults Board's communication strategy. This year the group's work has incorporated actions from two safeguarding adults reviews (Mr AA and Mrs BB) which have been completed by the board.

Achievements in 2016/17 have been:

- Delivery of a safeguarding week in September 2016, the highlight of which was a multi-agency conference which included nationally recognised speakers, covering topics including self-neglect, domestic abuse, suicide prevention and adults from abroad. The week also include engagement events at the Norfolk and Norwich University Hospital, public engagement using the board's publicity materials, including the very popular safeguarding pens, at local supermarkets and a survey carried out with members of the public in Great Yarmouth.
- The board's range of promotional materials has been expanded to include credit card sized information which was added to prescription bags in September 2016, downloadable materials on the NSAB website, a slide which has been circulated for inclusion on the Norfolk County Council and GP surgery public-facing plasma screens.
- NSAB opened a Twitter account in 2017 and by the end of March had 172 followers, with 667 visits to our profile. The board's website continues to grow in popularity with a steadily increasing number of visitors. New content is added on a weekly basis, including the board manager's blog; an entertaining and insightful collection of thoughts on how safeguarding messages can be linked to cultural reference points to support understanding and dissemination of key messages.

- The board has linked with Norfolk County Council's 'In good company' campaign, tackling loneliness in the county, in order to raise awareness of safeguarding among the public and local businesses.
- The group is beginning to establish links with community representatives from hard to reach groups in order to disseminate safeguarding messages among those communities.
- The board has established an arrangement with Healthwatch who will support with consultation and involvement of service users and the public, around actions arising from the board's strategic and business plans.

Into 2017/18, the group is working on a campaign aimed at both the public and GPs, to promote the importance of keeping contact details for family and representatives up to date at GP surgeries. Work on engagement of hard to reach groups will continue and the group is working on improving methods to deliver learning from safeguarding adults reviews across the partnership.

Health Executive Safeguarding Adults Alliance (HESAA)

The Health Executive Safeguarding Adult Alliance (HESAA) continues to work as a subgroup of the board and comprises representatives from the five Norfolk and Waveney Clinical Commissioning groups, NHS Trusts and private Healthcare providers who operate within the county. Its role is to provide a conduit between Norfolk Health organisations and the board at Executive level. It offers an opportunity for the health sector to challenge and be challenged within the Adult Safeguarding arena and offers a unique opportunity to work in a cohesive way across health boundaries and interface with safeguarding partners.

Work undertaken by the group throughout 2016/17:

Mental Capacity Act

During 2016/17 the group have been working to tackle the challenges for health staff around knowledge and application of the Mental Capacity Act for vulnerable patients within their care. A successful improvement project delivered by POHWER, our Norfolk wide mental capacity and mental health advocacy service, has been running throughout the year aiming to aid engagement with senior leaders and safeguarding/MCA specialist staff within NHS trusts and support:

- Establishing gaps in knowledge of specific workforce groups/disciplines in relation to the core principles of the MCA
- Establish gaps in systems and processes that support staff in applying the principles of the MCA
- Establish if documentation is present/utilised to evidence application of the principles of the MCA
- Improving the uptake of referrals for Independent Mental Capacity Advocacy.



PREVENT

Health Trusts in Norfolk have taken part in audit processes to evidence progress and improvement around organisational preparedness for the PREVENT agenda, one of the Government's counter-terrorism strategies. This focuses on health workers identifying and supporting people at risk of being drawn into terrorist or extremist activity. All Trusts have been able to identify good systems in line with requirements. Work still needs to be done in regards to delivery of staff training, but all Trusts have clear trajectories in place to assure this is achieved within required timelines.

Safeguarding in Primary Care

The CCG's safeguarding adult team has been fortunate enough to secure the support of a GP to work with them in a part-time capacity for one year during 2017. Together they will aim to develop improved mechanisms for assuring the quality of training, learning and communications with primary care colleagues across the county and enable HESAA to better monitor and influence systems which aid inclusion of primary care colleagues with adult safeguarding.

Housing

The Housing subgroup is attended by landlords, support providers and health colleagues from across the county. The group remains a central forum for the discussion of adult safeguarding practice within the sector and a conduit for the sector to reach out to colleagues from health and social care. We are committed to improving the impact of our group across the Norfolk housing sector.

Personal development of members

The fundamental purpose of the meeting is to ensure housing has a voice in multi-agency approach to safeguarding. However, the group has provided some members with much more than that. Members of the group involved in organising the partnership event have been able to develop career skills in project planning and event organisation.

Fulfilling the role of chair has provided an opportunity to develop new skills and grow a widening professional network.

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Multi-agency working – The Housing subgroup regularly has speakers highlighting important areas of practice which housing colleagues can take back to their organisations and tenants. Examples include presentations from Mike Garwood on data, how we use it and Data Protection. Prevention by Veronica Mitchell gave a detailed overview of the work of this team, which really was relevant to housing providers and our tenants. Neil Howard delivered an informative presentation on Hate Crime.

Housing providers have improved our links with the fire service through the group and continue to be involved in the piloting and improving the Self-neglect and Hoarding Strategy.

Case Reviews – The Housing subgroup gives providers the opportunity to be presented with the findings of SARs. This has been a key area of development for housing providers, enabling improved understanding and discussion from different agencies' perspectives. We welcome the opportunity to work on demonstrating learning and making changes to how we work to help reduce the repeat of future reviews. This is an area we aim to improve in the coming year.

We are seeking to produce a second safeguarding partnership event and are consulting previous attendees on desired content. We also want to identify more clearly the purpose of the group and the value achieved through our work. We will seek guidance from the board to achieve this.

Mental Capacity Act / Deprivation of Liberty Safeguards (DoLS)

The MCA and DoLS subgroup continues to meet quarterly on an annual basis, as a partnership group to promote shared learning, good practice and peer support. This subgroup works to provide appropriate care and support to people lacking capacity to consent to their care arrangements in care homes, hospitals, supported living and their own homes.

The unprecedented workload that the Supreme Court judgement has created for all agencies continues to be recognised by the MCA and DoLS subgroup. The subgroup therefore continues to use its meetings to explore more efficient and effective ways of working together.

The introduction of e-DoLS in 2015 has contributed to this and remains well received. Norfolk, as a Local Authority, remains the first to create and utilise such a system for use. Currently other Local Authorities are following suit. The new database for NCC, Liquid Logic Adult Services (LAS) has seen DoLS team colleagues working closely with IT system analysis colleagues to ensure that new DoLS forms are compatible with the existing processes in place.

During 2016/17 DoLS referrals have continued to increase. The DoLS team continues to apply the ADASS guidance to prioritise within its daily functioning in order to identify the most vulnerable individuals. All referrals to the team are reviewed on a regular basis to ascertain any priority changes. Data monitoring information is regularly shared from the team at the MCA and DoLS subgroup.

With regard to training and development during the past year five colleagues have been approved as Best Interest Assessors (BIAs) by Norfolk as a Local Authority. The course was jointly run by the University of East Anglia (UEA) and received high acclaim from students who participated. It is hoped that the same number of BIA students will go forward to complete the course within this current year.

The Law Commission's Report on DoLS has identified options for the future. However, the Law Commission's Report currently rests with Parliament for finalisation and when this becomes available, all Local Authorities can then work towards delivering upon the changes recommended.

Learning, Improvement and Policy (LIP)

LIP's key achievements this year are:

Work to improve the quality of safeguarding adults awareness training delivered by organisations in Norfolk

- Analysis of our training survey confirmed that many organisations, particularly independent and private care agencies, needed support to improve and update the quality of the training they delivered 'in house' to their own staff. LIP commissioned the design of a comprehensive safeguarding awareness training package and worked with our training provider to deliver four **Training for Trainers** events to ensure that the material is delivered in an effective manner. Feedback from organisations attending the training is excellent.
- We have monitored the quality of the safeguarding adults training delivered on behalf of NSAB by St Thomas Training and are pleased to acknowledge that the training is of excellent quality
- We have updated the NSAB Safeguarding Adults Training Strategy to provide a quality framework and guidance for the delivery and evaluation of safeguarding training by partner organisations
- Work to enable learning from Safeguarding Adults Reviews
- LIP have designed the framework for partner organisations to self-assess their performance with regard to the Mental Capacity Act (2005) and worked on guidance for assessing risk when a person is living with dementia.

Risk and Performance

The Risk and Performance subgroup has a membership which includes three statutory agencies, health (commissioning), Norfolk County Council and the Constabulary and a nationally recognised local charity.

The group meets bi-monthly with alternate meetings focusing on risk and performance.

The Chair of the subgroup attends the Norfolk Safeguarding Adults Board and the Business Group meetings.

Risk

The subgroup maintains and reviews the Norfolk Safeguarding Adults Board's (NSAB) strategic risk register and presents risks for consideration at board meetings. Risks are identified through the locality partnerships, at the board Business Group and by board members. Risks are categorised in line with the six principles for safeguarding set out in the Care Act 2014, which also form the structure of the board's strategic and business plans.

This year's risk register has highlighted that financial resources have been agreed by statutory partners to support the work of the board; however sufficient resource input continues to require monitoring as referrals to safeguarding staff have increased and the number of Safeguarding Adults Reviews has continued to increase. In addition the wait time for of authorisations for Deprivation of Liberty Safeguards is among the range of risks.

Performance

The development of the performance dashboard has continued this year. The dashboard provides visual representation of safeguarding related statistics. The information has informed performance and identified potential risks. The range of topics and the associated statistics are shared with the Business Group and locality partnerships to inform service providers across Norfolk.

The Vice Chair of the subgroup participates in the Safeguarding Adult Review Group. Information from the reviews is used to inform performance and identify issues for the risk register.

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Safeguarding Adult Review Group (SARG)

The NSAB Safeguarding Adults Review Group is currently chaired by the Detective Superintendent, Head of Safeguarding from Norfolk Constabulary. It has now been a formal subgroup of the board since its establishment in 2015 and has been operating effectively since this date. The consistency of membership and chairing arrangements has assisted in embedding the group within the county, and the increase in numbers of SAR referrals over the past 12 months evidences awareness of both the process and the existence of the group, which is reassuring.

In the reporting year covered by this report one SAR commissioned in September 2015 (Mrs BB) was published on 9 December 2016 and 15 referrals have been received by the group for consideration. Of these, another SAR has been commissioned (SAR E). This referral concerns the death from hypothermia of an elderly resident in a Norfolk care home. For the remaining referrals, four Multi-agency (two or more agencies) Reviews (MARs) and two single agency reviews were commissioned, with nine referrals not meeting the criteria.

The final report for SAR 'Louise'* has just been completed and the recommendations will shortly be published. On this occasion the full report will not be published in order to protect the identity of the individual.

Recommendations arising from all reviews commissioned by the SARG are annotated and collated on the Composite Action Plan and monitored through the meeting process. Where appropriate, recommendations are allocated to sub group chairs and work is coordinated by the Business Group to ensure learning is disseminated.

* Louise is a pseudonym

Twitter @NorfolkSAB

Locality Safeguarding Adults Partnerships (LSAPs)

NSAB's five localities Safeguarding Adults Partnerships (LSAP) are vital to enabling the board to realise its strategic ambitions. Based in Western, Southern, Northern, Eastern and Norwich localities, the purpose of LSAPs is twofold; firstly to deliver and communicate key objectives at a local level on behalf of the Norfolk Safeguarding Adults Board. Secondly, to bring together the fullest range of agencies and partners at a local level to encourage shared working and understanding to act as a 'hub' for safeguarding adults activity. The membership of each LSAP needs to reflect multi-agency interests that will develop a collaborative approach to local safeguarding issues.

Northern (LSAP)

Northern LSAP have had presentations on DoLS by Donna Hewitt, Making Safeguarding Personal by John Mosedale, Financial Abuse by Teresa Hazell, Hate Crime by Neil Howard and discussions on Domestic Abuse and Older People. Each organisation also gave a short talk on what their organisation does, shared information, leaflets, etc.

For Safeguarding Week 2016 Broadland District Council held a pop-in awareness event with stands from Policy team, Trading Standards, Age UK Norfolk, Handyperson / Handyman service, Environmental Health, Norfolk Safeguarding Adults Board Comms, Integrated Mental Health Team nurse, Operational Partnership Team, Hate Crime, Norfolk Carers Partnership and Fuel Poverty.

Flyers were distributed at events at High Kelling and Sheringham Carnival, at the Food Bank in Cromer, the Dementia Care meeting in Halsey House, practitioners meeting in Cromer, the Care Home Network meeting and distributed leaflets at the Alzheimer's UK group. Posters and leaflets were also distributed to the Community Hospitals in the area.

The group have benefited from good anonymised case discussions, which all find helpful and informative.

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Western LSAP

1. Western LSAP – has reviewed its membership list and attendees, and contacted those with fluctuating attendance to aim for an increased core membership. It continues to look to recruit new members from relevant groups and agencies, and had a change of Chair in 2017, following the resignation of the Chair after seven years of sterling service to the WLSAP.

2. Twitter – the WLSAP has an active Twitter account (@WLSAPKL), which now has 55 followers, and has been a positive way to reach the public, professional groups, local groups and charities to promote safeguarding adults work on social media.

3. West Norfolk's Safeguarding Friends – this has become a small and strong charitable group, comprising two retired experienced safeguarding practitioners. They meet residents in residential care homes to provide safeguarding information and advice that assists the residents to keep safe.

After an initial low uptake (20 homes contacted, only one wanting follow-up), the group changed their approach and now both write to homes and follow this up with a telephone call. All homes contacted in this way have accepted visits/training talks. Five further residential care homes (for older people and for people with learning disabilities) have been visited now, and some homes visited more than once. The group were encouraged by how vocal some residents are and all homes have responded positively to talks. It is planned that 40 plus homes in west Norfolk will be visited within the next year and regular updates will be provided to Western Locality Safeguarding Adults Partnership.

4. Mental Health – the WLSAP has played an important role in raising the numerous challenges facing statutory and non-statutory organisations that are supporting people experiencing mental health challenges. The austerity measures have had a disproportionate effect on people accessing mental health services, increasing the pressure on all levels of the system.

Twitter @NorfolkSAB

5. High Risk Panel (HRP) – developed to manage serious self-neglect/hoarding concerns in Norfolk. The WLSAP is one of two LSAPS in Norfolk running a pilot reviewing serious self-neglect and hoarding cases that are referred to the HRP, which is hosted immediately after the LSAP meeting. The cases submitted have generated much discussion among the professionals present, and feedback both positive and negative on the effectiveness of the HRP has been submitted to NSAB as a SWOT analysis, with suggestions for improving the HRP service.

6. Development sessions by guest speakers at WLSAP – guest speakers have given informative talks (at alternate LSAP meetings) on subjects such as hate crime, equality and disability issues, working with the travelling community and more. The next planned speaker in July will be talking about loan sharks.

7. Safeguarding Adults Week 2016 – the WLSAP members held a number of engagement activities in the community, local acute hospital, workplaces and nursing homes, to promote safeguarding awareness to clients, staff, public and patients. This will be repeated in September 2017.

Eastern LSAP

2016/17 has been a period of change for ELSAP, which was without a substantive Chair until October. Since having a new Chair, ELSAP has reviewed its membership and meetings format and refreshed attendance at the partnership. The meetings now include a business section plus a good practice and case studies section, which has proved extremely useful.

September 2016 provided a very successful Safeguarding Awareness Week, supported across many agencies and launching a very effective public questionnaire, which assisted our ability to talk with members of the public to raise awareness of safeguarding in Great Yarmouth and in Gorleston.

Main activities of and discussions within the ELSAP have centred around homelessness and those people with no recourse to services and how agencies can address this; concern over DoLs applications workloads and implementation; a strong engagement in hoarding and self-neglect responses, including key Fire Services involvement; and increased multi-agency engagement in responses to 'cuckooing' and Operation Gravity.

The ELSAP continues to have a strong multi-agency representation which reflects the fact the network has an excellent reputation for joint working across both statutory and third sector agencies. The value of sharing within ELSAP enhances operational working and the confidence of all agencies when facing safeguarding issues transparently together.

Southern LSAP

The group has regular meetings with increasing attendance which is very encouraging. Most of the discussions at meetings are generated by having case studies as a standing item. We have started to include 'near misses', where partners bring actual cases for candid round table discussions, and partners taking away actions. This has proven to be very useful and colleagues have made positive comments.

We are going to progress discussion with the children's safeguarding partnership to agree a format for combined meetings.

Central LSAP

In 2016, Nick Pryke stood down from chairing the CLSAP. A big thank you to him for all his hard work and commitment to the Central Adult Safeguarding Partnership.

Kirsty Rowden took over as Chairperson and Tristan Johnson kindly agreed to become Vice Chair.

The Partnership membership was reviewed and there was an agreement to include representatives from other organisations. We continue to have excellent multi-agency attendance and there is a clear commitment and energy to progress taking forward the NSAB Agenda in Norwich.

We have focused on the board's priorities of hate crime; financial abuse, self-harm and suicide. We have also emphasised the importance of promoting and making safeguarding personal.

We have been fortunate to have a variety of speakers come to share their knowledge and experience.

CLSAP has been piloting the Self Neglect High Risk Panel. Concerns were raised by a number of the members but we agreed to continue for the remainder of the pilot. The new plans for a move towards managing these cases through the 'Early Help Hubs' has been well received.

The members are in the midst of planning for National Safeguarding Week, where we will be focusing on some of the key locations in Norwich to engage with the public and raise awareness of Adult Safeguarding.

We have launched a Twitter account in an attempt to reach a wider audience and are in the process of developing a Facebook page.

Norfolk Safeguarding Adults Board Partners' contributions

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Norfolk County Council, Adult Social Services

Safeguarding services in adult social services are led strategically by James Bullion, Executive Director of adult social services and Lorna Bright, Assistant Director, Social Work who represents Norfolk at the ADASS safeguarding group, with operational leadership through Helen Thacker, Head of Service, Safeguarding.

Safeguarding adults is a high priority for adult social services with 'increased focus on quality and safeguarding' identified as a key priority in the 2017/18 departmental service plan. The Executive Director takes a keen interest and safeguarding is one of the items discussed at monthly locality accountability meetings.

Adult social services has a dedicated safeguarding adults team which comprises of 7.5 full time equivalent senior social workers and one full time team manager. The team provides a practice consultant for each of the five adult social services localities within Norfolk, as well as being integrated in the Multi-Agency Safeguarding Hub (MASH). The safeguarding adults team undertakes complex adult safeguarding enquiries, as set out in section 42 of the Care Act 2014. The team also provides professional case consultation, training and joint working, not only to local authority staff but to key stakeholders throughout Norfolk.

The team's key partners within the MASH are police and children's services. Several other agencies also have a 'virtual' link to the MASH, including health, Leeway (domestic abuse charity); Independent Domestic Violence Advisory Services (IDVA); Norfolk Probation Services; Prevent lead and Norfolk & Suffolk Foundation Trust. This close working environment enables prompt sharing of information between agencies and identifies appropriate involvement in a timely manner for an adult at risk of abuse or neglect. Adult social services is one of the funding partners for the Safe Lives Beacon Site project which will develop an enhanced 'front door' service and 'penta interventions' to support people who have experienced domestic abuse.

The inclusion of self-neglect as a category of abuse as set out in chapter 14 of the Care Act, has proved a particular challenge to the authority over the previous year. Development of practice through training, a significant contribution to the design, implementation and review of the multi-agency self-neglect and hoarding strategy and a pilot for a bespoke self-neglect service have helped to enhance our response to people with self-neglecting behaviour in the county. This is an aspect of work which we recognise can only be taken forward in partnership and it will continue to be developed into 2017/18. As a response to recommendations from two safeguarding adults reviews, adult social services has worked with Norfolk and Suffolk Foundation Trust this year, to develop guidance for multi-agency partners on complex cases where other multi-agency frameworks do not apply. The guidance has been welcomed by the board, published on the board's website and implemented across the partnership.

There is a strong programme of training in safeguarding adults, delivered by St Thomas Training. The provider meets quarterly with operational and training managers to review feedback and address any gaps or issues arising. Training is provided at all levels of the national competency framework for safeguarding adults, including a course for provider managers and a course aimed at those who use services to support a better understanding of what safeguarding and abuse are and how to report concerns. A new course on 'Learning from Safeguarding Adult Reviews', incorporating learning from both local and national reviews, has been designed and delivered, and initial feedback has been very positive.

The adult social services department is well represented on the Norfolk Safeguarding Adults Board and business group, with local authority managers chairing two of the five local safeguarding adult partnerships (LSAPs) in the county, plus the communications, mental capacity /DoLS and learning, improvement and policy subgroups. The department has been instrumental in the roll-out of Making Safeguarding Personal across the partnership with

ongoing input and discussion at LSAP meetings, to identify ways in which people who use services can be more involved locally.

The department also co-chairs a joint safeguarding forum with children's services, to ensure safeguarding messages are cascaded across the council and there are particularly good links between safeguarding and Trading Standards.

Clinical Commissioning Groups (CCGs)

Clinical Commissioning Groups (CCGs) were established in April 2013 to ensure clinical involvement at all levels of healthcare commissioning and all GP practices are members of their local CCG allowing them to better influence how local healthcare is commissioned for their patients. The five Norfolk and Waveney CCGs commission most of the hospital and community NHS services within the Norfolk Safeguarding Adults Board (NSAB) area and are thereby responsible for supporting and improving the health outcomes for people of Norfolk.

Throughout the coming year the Norfolk and Waveney CCGs will work more cohesively together along with other health and social care partners such as mental health, acute hospitals, community healthcare providers and social services aiming to deliver services that are more integrated, this will be undertaken through a planned programme of transformation known as the Sustainability Transformation Plan (STP). This is necessary to ensure that money available for health and social care is used to best meet the needs of our population by improving the efficiency and effectiveness of health and social care services.

Commissioning involves deciding what services are needed and ensuring that they are provided, and by working as a health and social care system Norfolk will be able to improve alignment for the delivery of safe, high quality health and social care services while managing the increasing costs of care provision and reduced availability of funding.

CCGs are overseen by NHS England (NHSE), which also has a role in commissioning dental care and some specialist hospital and rehabilitation services. However, from April 2017 NHSE has delegated the commissioning of GP practices to CCGs to support the development of more joined up local services with GPs firmly at the heart of changes being established through the STP.

Services CCGs commission include:

- most planned hospital care
- rehabilitative care
- urgent and emergency care (including out-of-hours)
- most community health services
- mental health services
- some learning disability services

Within the NSAB area the five Norfolk and Waveney CCGs are:

- South Norfolk CCG
- Norwich CCG
- West Norfolk CCG
- North Norfolk CCG
- Great Yarmouth and Waveney CCG

To ensure effective interfaces with other statutory partners, the five CCGs in Norfolk have a collaborative arrangement, placing the executive, strategic and operational functions for adult safeguarding in a dedicated team, which is hosted by North Norfolk CCG.

Since their inception in 2013, CCGs have continued to strengthen their position in relation to adult safeguarding. Recent years have seen an increase in scrutiny of commissioned services to ensure that the safeguarding adults agenda is central to the services that are commissioned. Following on from our local monitoring dashboards, this year we have seen the introduction of the safeguarding self-assessment tool (SAT). This has been developed for NHSE and will provide assurance that effective systems for safeguarding are in place across all health organisations nationally.

Alongside active monitoring of performance, there has been a significant investment by the CCGs in projects to increase the knowledge base and skills of staff, particularly in relation to the Mental Capacity Act (MCA). Following on from a number of education events, a project which considers how the knowledge gained can be translated into improvements in care delivery in CCG-commissioned services. This project will be completing during 2017 and will conclude with a seminar which will enable shared learning and agreement of future actions to embed MCA processes within healthcare services.

Additionally, with delegated commissioning of GP practices, the CCGs have developed a GP safeguarding leadership role for one year in the first instance, to support improved communication, information and education to Norfolk practices around adult safeguarding.

The CCGs currently provide leadership and support to the HESAA and the NSAB Business Group, as well as ensuring appropriate representation at each of the LSAPs and a large bulk of the subgroups.

Norfolk Constabulary

Norfolk Constabulary is committed to the services delivered to vulnerable adults in Norfolk and has invested in its resourcing capacity in this area over the past few years. The force provides an integrated service with other partners in the county Multi Agency Safeguarding Hub (MASH), where it commits resources to review and discuss referrals with partners. Norfolk Constabulary's role is not purely focused on the identification of criminal offences, but also identifying risk and safeguarding opportunities. This work is undertaken with colleagues in Adult Social Care and a range of health representatives to offer support to those adults who find themselves in need across the county.

Once a referral has been reviewed by the MASH, it may be allocated for further investigation by the Adult Abuse Investigation Unit (AAIU). Norfolk has been a national leader in the management of investigations relating to vulnerable adults for several years now, owing to the co-location of force investigators with colleagues from Adult Social Care. This co-location enables an improved level of partnership working and secures the best service for the individual concerned. The AAIU investigates all manner of offences, but primarily focuses on the abuse of vulnerable adults in relation to ill treatment, physical abuse, financial abuse and neglect.

Safeguarding adults is a key priority for Norfolk Constabulary, with strategic leadership from Temporary Assistant chief constable (T/ACC) Paul Sanford, Head of Local Policing for the county, and Detective Superintendent Julie Wvendth, Head of Safeguarding and Harm Reduction. The latter is a permanent member of the NSAB and is currently the chair of the board's Business Group, where the strategic direction provided by the board is effectively put into action.

Attendance at the Local Safeguarding Adult Partnership meetings has proven a challenge for the Constabulary at times, but closer liaison with Operational Partnership Teams in localities has improved join up at this

operational level. The force continues to support the board through financial contributions each year, and the Head of Safeguarding also currently chairs the Safeguarding Adult Review Group (SARG).

The force has prioritised threat, harm and risk, and considers the response to vulnerability a key focus. Training provided by the College of Policing was rolled out to all staff in previous years, supported by an in-force produced podcast to raise awareness and to reinforce the key messages to frontline officers and staff. Wider vulnerability training is currently being prepared. This will focus on the safeguarding of adults, domestic abuse, honour related crime and force responses to mental health – all key aspects of vulnerability which the force is committed to work with partners locally to address. This training will be designed to enable staff to identify cases of concern at an earlier stage, so preventative measures can be worked on collectively with partners to reduce risk and ensure effective arrangements are put in place at the earliest opportunity.

Alongside working with partners to secure the most appropriate interventions for individuals, the force is committed to the enforcement of criminal offences and to taking positive action to prosecute offenders. The AAU has secured a number of successful prosecutions this year, and the team manages on average 60 cases at any one time. A large number of these investigations relate to financial offences, where people in positions of trust have stolen from adults who relied on them for support. It is always rewarding to see positive outcomes on these crimes, and the team works hard to secure positive results wherever possible.

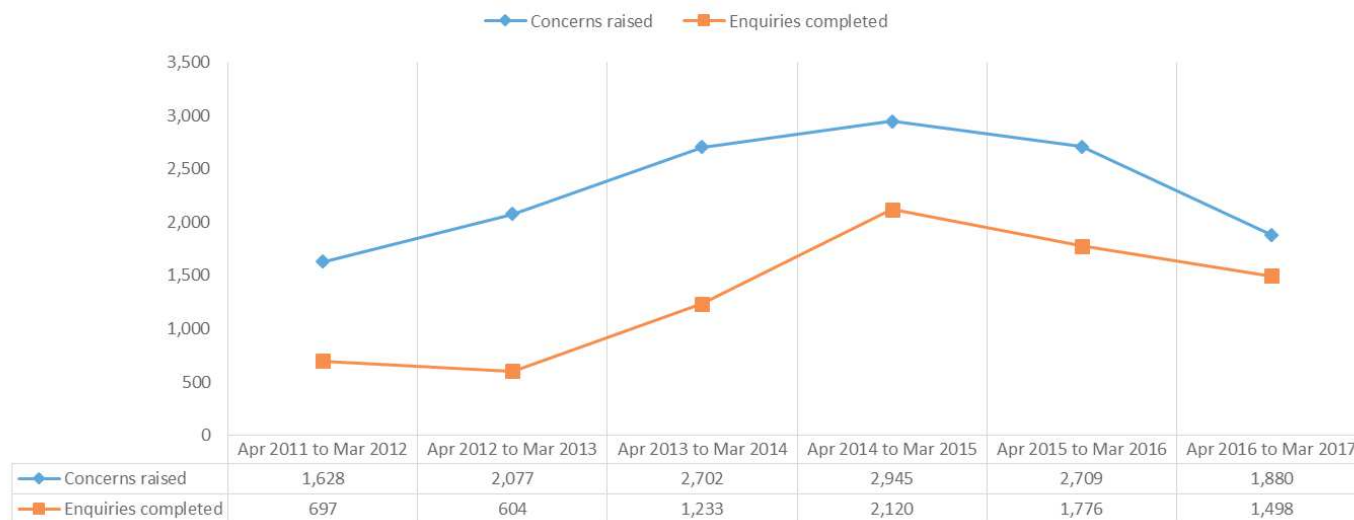
The past year has seen an increase in the profile of NSAB across the county, and Norfolk Constabulary is committed to continuing to support this agenda in the future.



Safeguarding adults performance data – April 2016 to March 2017

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NUMBER OF SAFEGUARDING CASES EACH YEAR - APRIL 2011 TO MARCH 2017



The number of safeguarding concerns raised has decreased for the last 2 years from 2,945 to 1,880. This represents a decrease of 36%.

Over the same period the number of safeguarding enquiries completed has decreased by 29%.

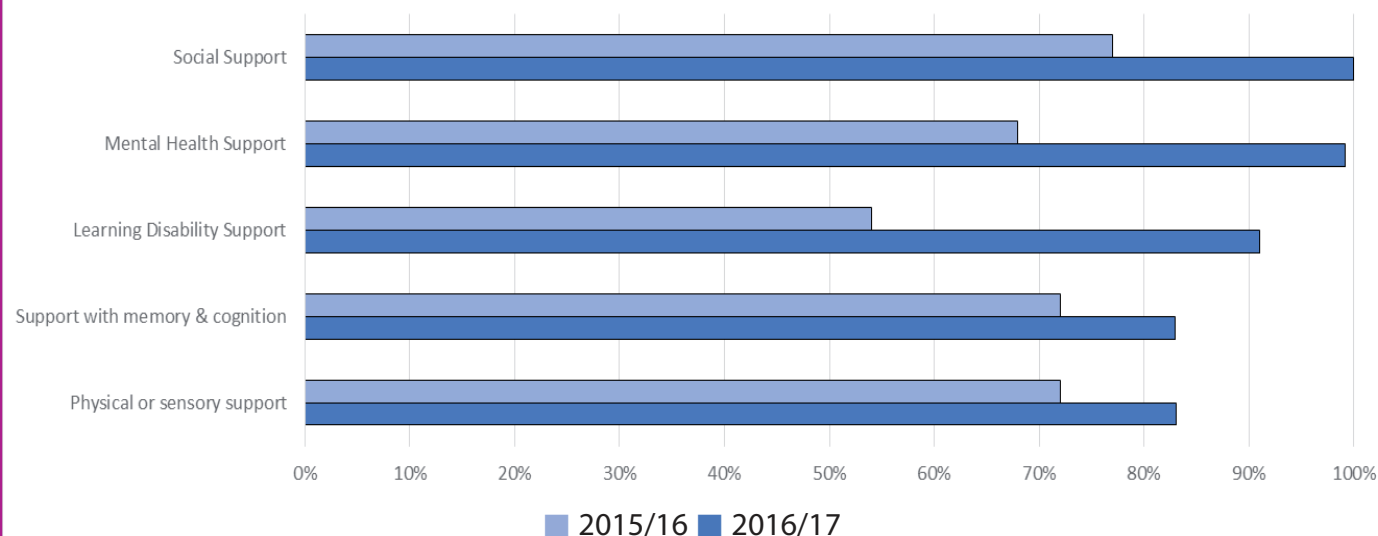
We believe the number of documented referrals has fallen because of the way very low level incidents are recorded, which changed following guidance from national safeguarding leads post Care Act.

Almost 90% of safeguarding concerns raised in 2016-17 met the threshold for a safeguarding enquiry compared to two-thirds in 2015-16.

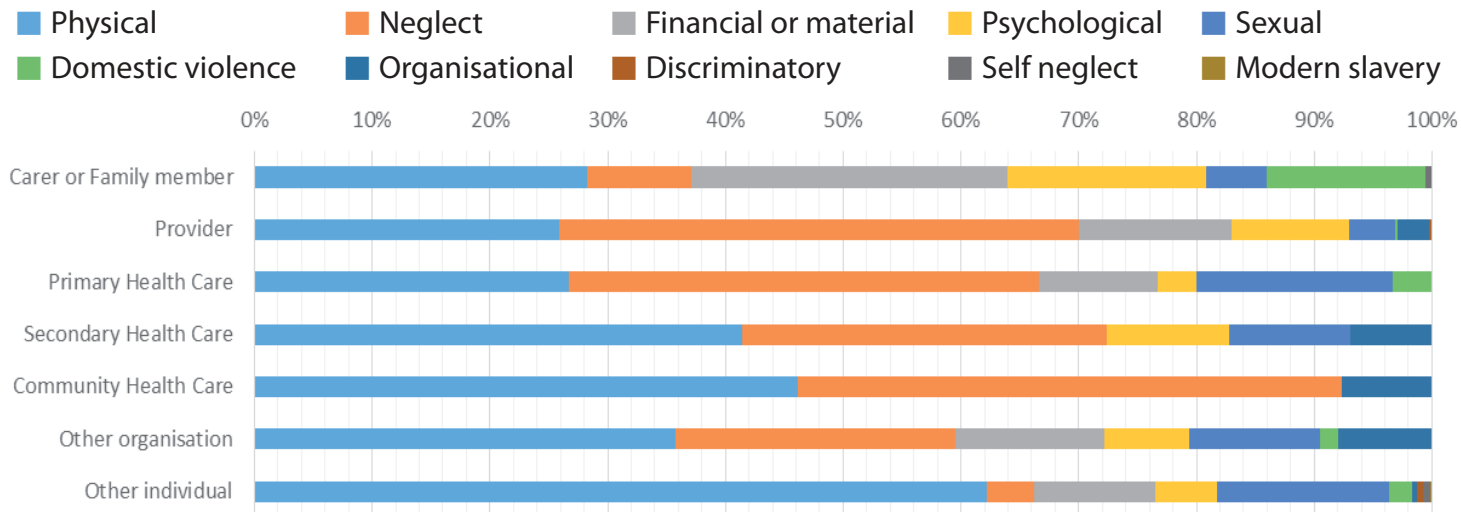
Across all support needs the proportion of safeguarding concerns that led to an enquiry increased, with the greatest increase relating to adults with learning disability support.

www.norfolksafeguardingadultsboard.info

SAFEGUARDING CONCERNS WHICH LED TO AN ENQUIRY BY PRIMARY SUPPORT NEED



ALLEGED PERPETRATOR BY TYPE OF ABUSE



This shows the relationship of the adult at risk to the person or organisation suspected of abuse.

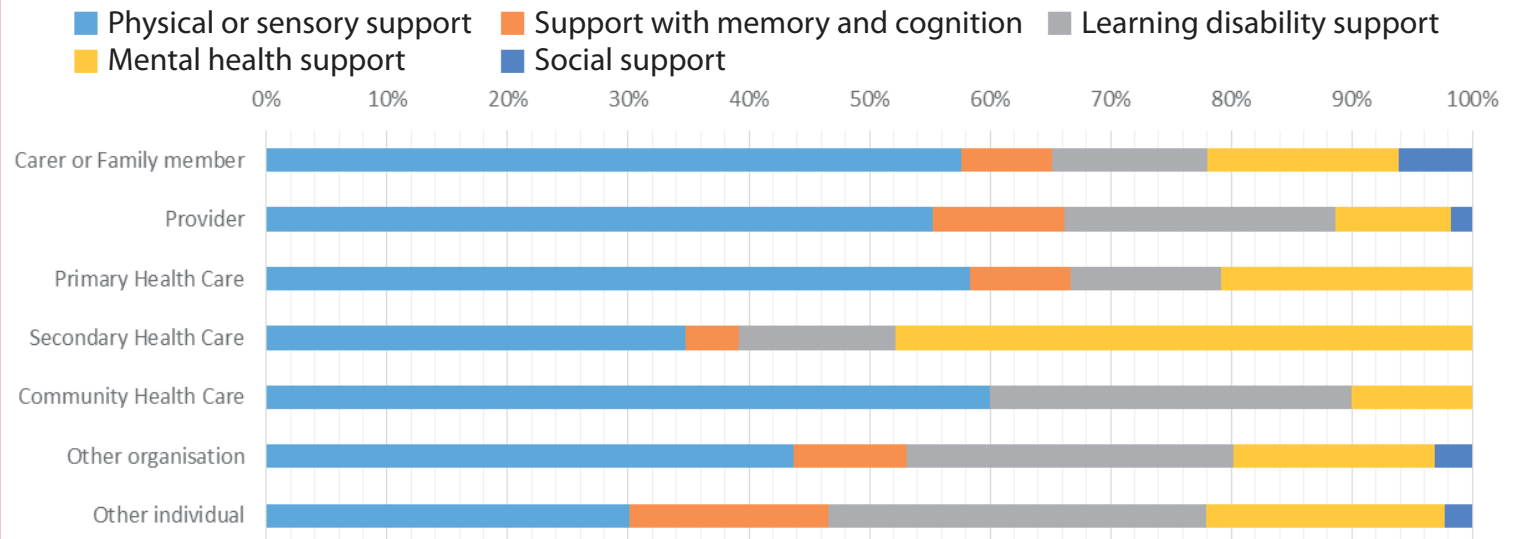
Community Health Care and Provider organisations were most likely to be suspected of physical abuse and neglect. Carers or family members were the most likely to be suspected of financial abuse or domestic violence.

Primary Health Care organisations and other individuals (including 'resident on resident' in care homes) were most likely to be suspected of sexual abuse.

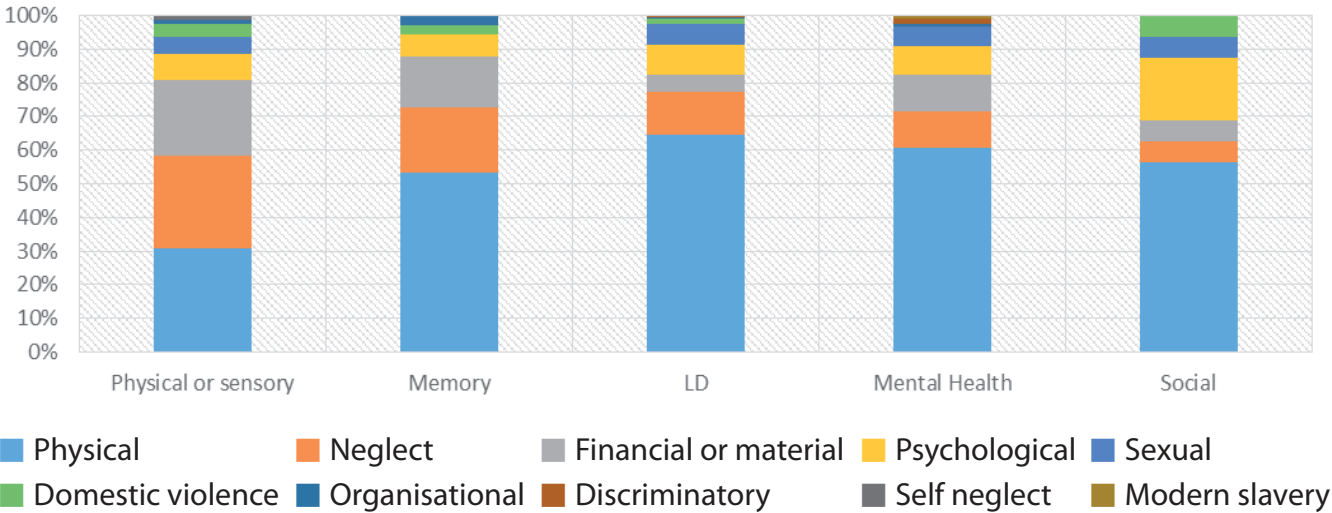
Secondary Health Care providers were the highest source of risk for adults with mental health support needs.

For all other alleged perpetrators, the highest proportion of enquiries concerned adults with a physical support needs, which follows the same pattern as previous years.

ALLEGED PERPETRATOR BY PRIMARY SUPPORT NEED



PRIMARY SUPPORT NEED OF ADULT AT RISK BY TYPE OF ABUSE (MALE)

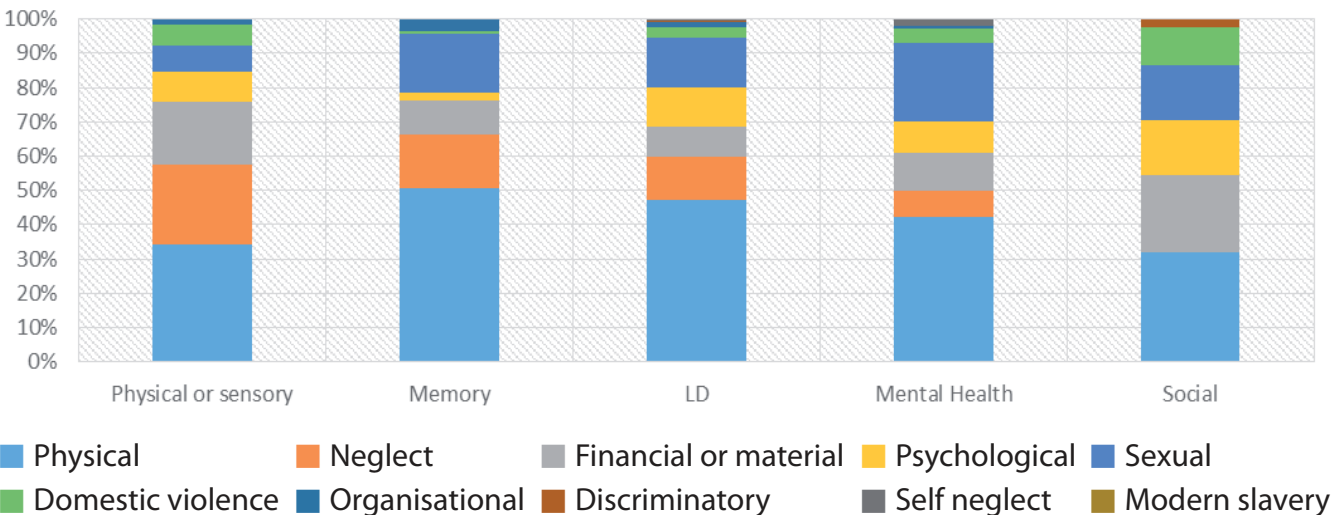


The largest proportion of enquiries for each category of support need relates to physical abuse.

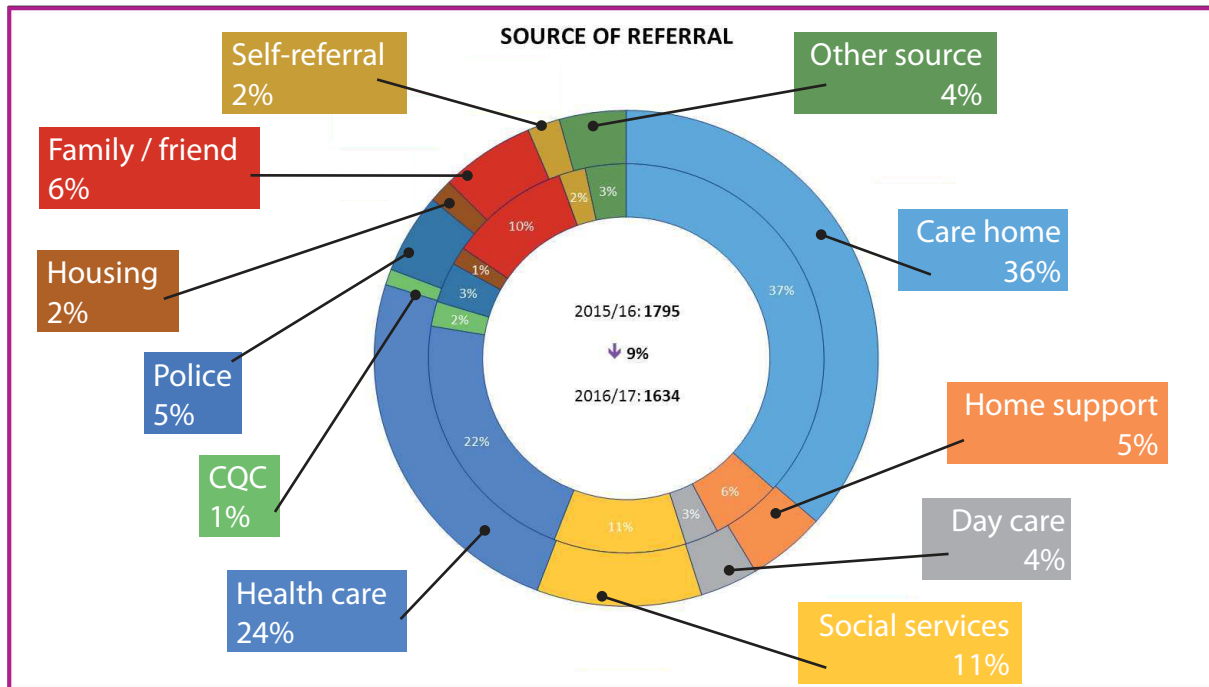
Adults with a physical or sensory support need were more likely than people with other support needs to be at risk of neglect.

Men with a social support need were more likely than men with other support needs to be at risk of psychological abuse, while women were more likely to be at risk of financial or material abuse.

PRIMARY SUPPORT NEED OF ADULT AT RISK BY TYPE OF ABUSE (FEMALE)



Women with mental health support were more likely than women with other needs to be at risk of sexual abuse.



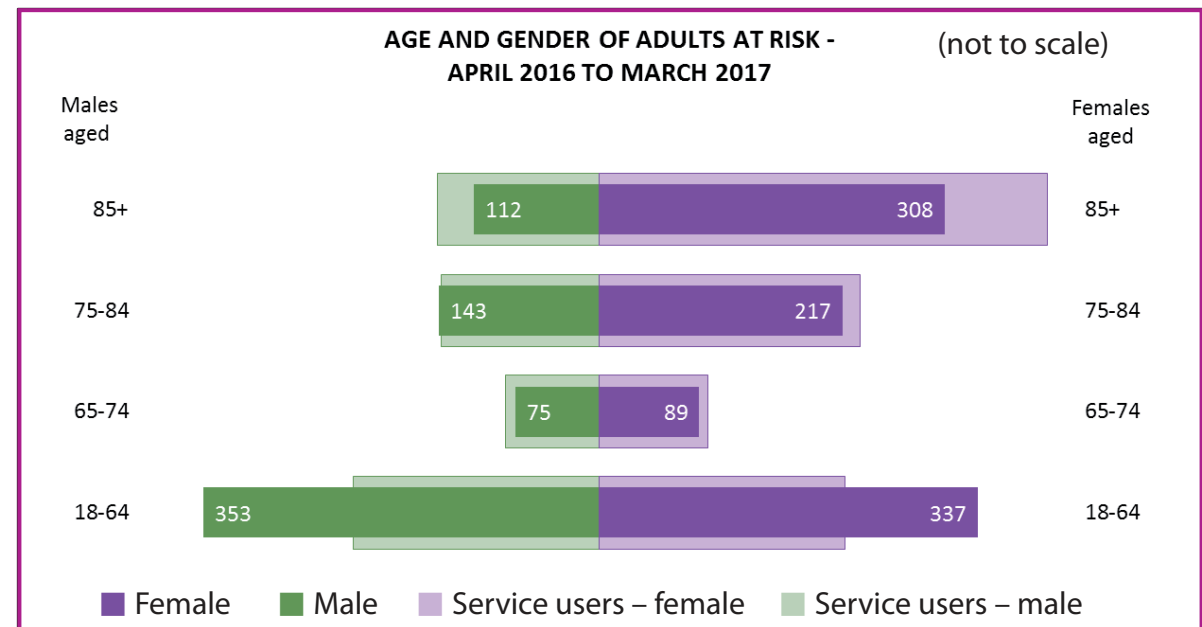
There was a 9% decrease in safeguarding enquiry referrals started from last year. The outside ring shows the breakdown of referrals by source in 2016-17 while the inside ring shows 2015-16.

Over half (56%) of safeguarding enquiries were initiated by organisations who provide Social Services care and support in both years.

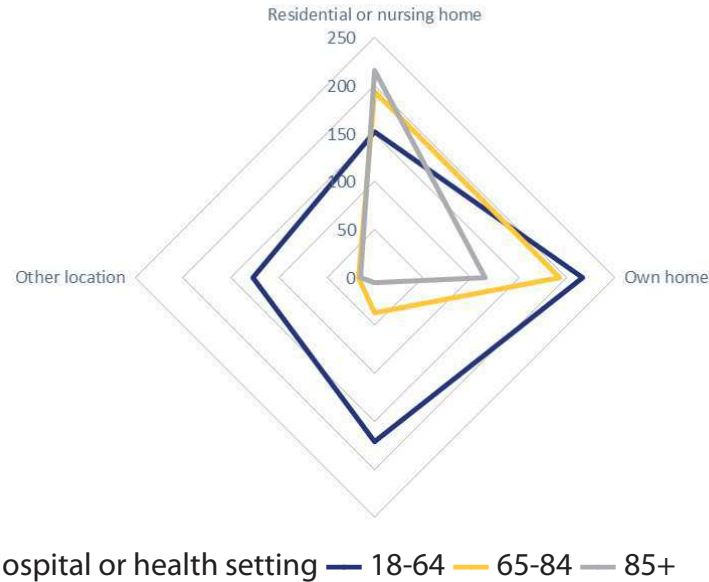
There were slight increases in the proportion of referrals from health services, police and housing, showing improved partnership working, with a decrease in referrals from a family member or friend.

This shows the demographic profile of adults subject to a safeguarding enquiry (solid colour) against the demographic profile of adults who use Social Services in Norfolk (lighter area).

The two profiles broadly match for adults over 65+ for both genders, however as in previous years there was a higher proportion of safeguarding enquiries concerning working age adults (42%) compared with the number of people supported by Adult Social Services of that age group (29%).



LOCATION OF ABUSE - APRIL 2016 TO MARCH 2017



Over 60% of safeguarding enquiries for adults aged 85+ were for suspected abuse in a residential or nursing home, with 39% of suspected abuse across all ages were in a residential or nursing home.

The most likely location for abuse towards working age adults was their own home.

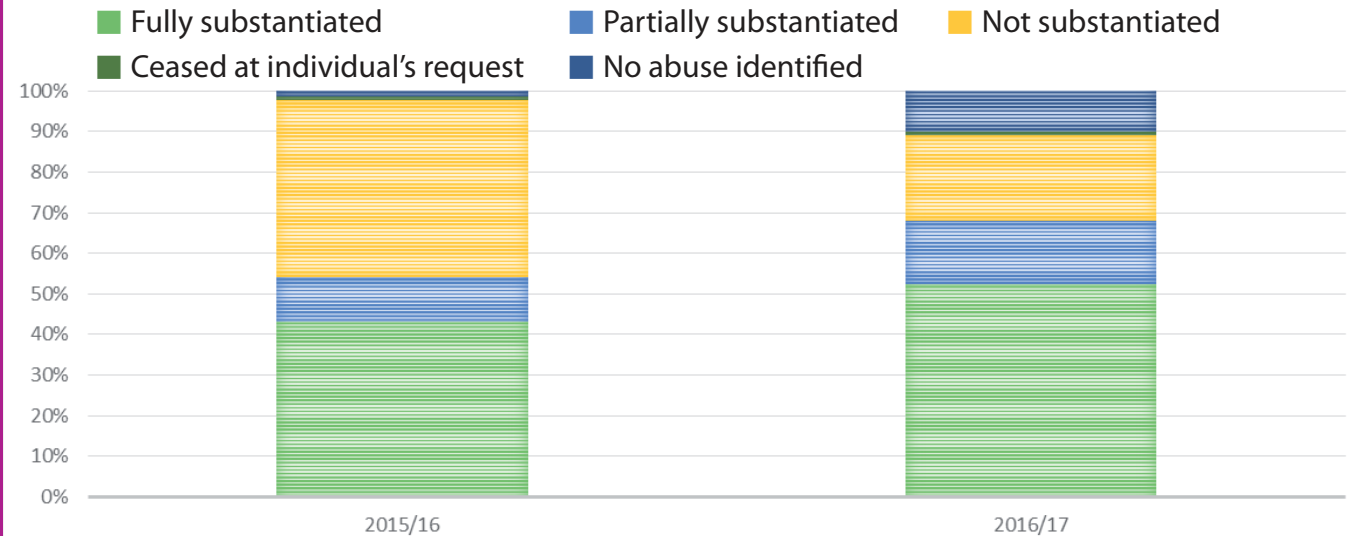
Adults aged 65-84 were as likely to be abused in their own home as a residential or nursing home.

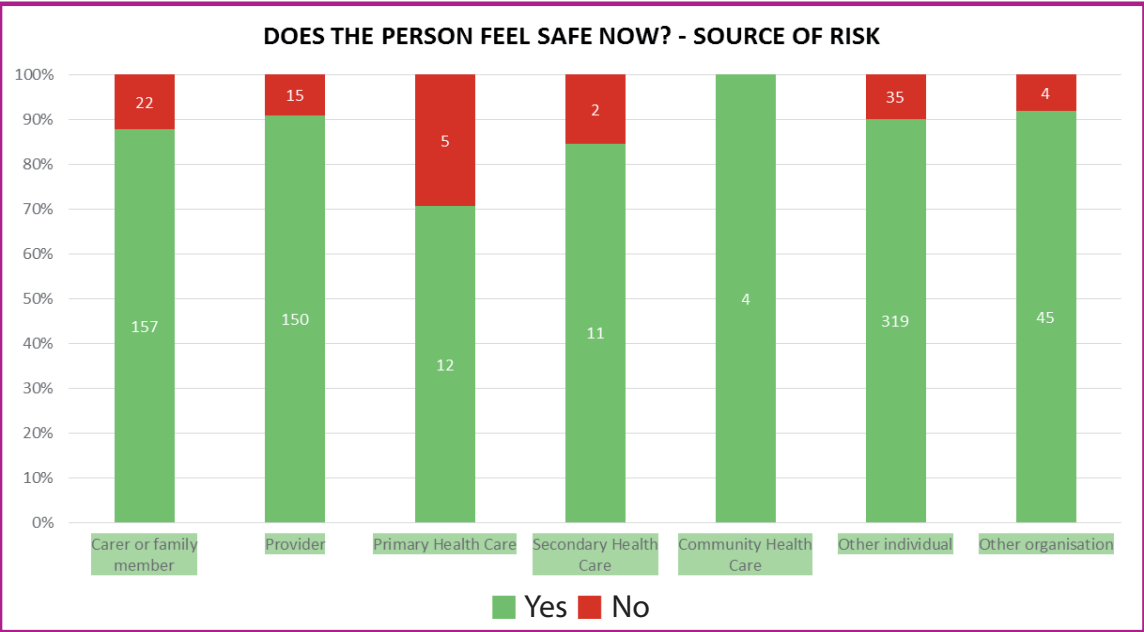
There was minimal abuse for adults aged 65+ in hospital/health settings or other locations (includes public place, work etc.)

More than 50% of safeguarding enquiries were found on the balance of probability to be fully substantiated. A further 15% of cases were found to be partially substantiated.

There was a decrease of 23% from last year in the proportion of cases that were not substantiated. However, there was an increase of 9% in the proportion of cases where no abuse was identified.

OUTCOME OF ENQUIRY





At the conclusion of a safeguarding enquiry, the adult at risk is given the opportunity to say whether they feel safe or not.

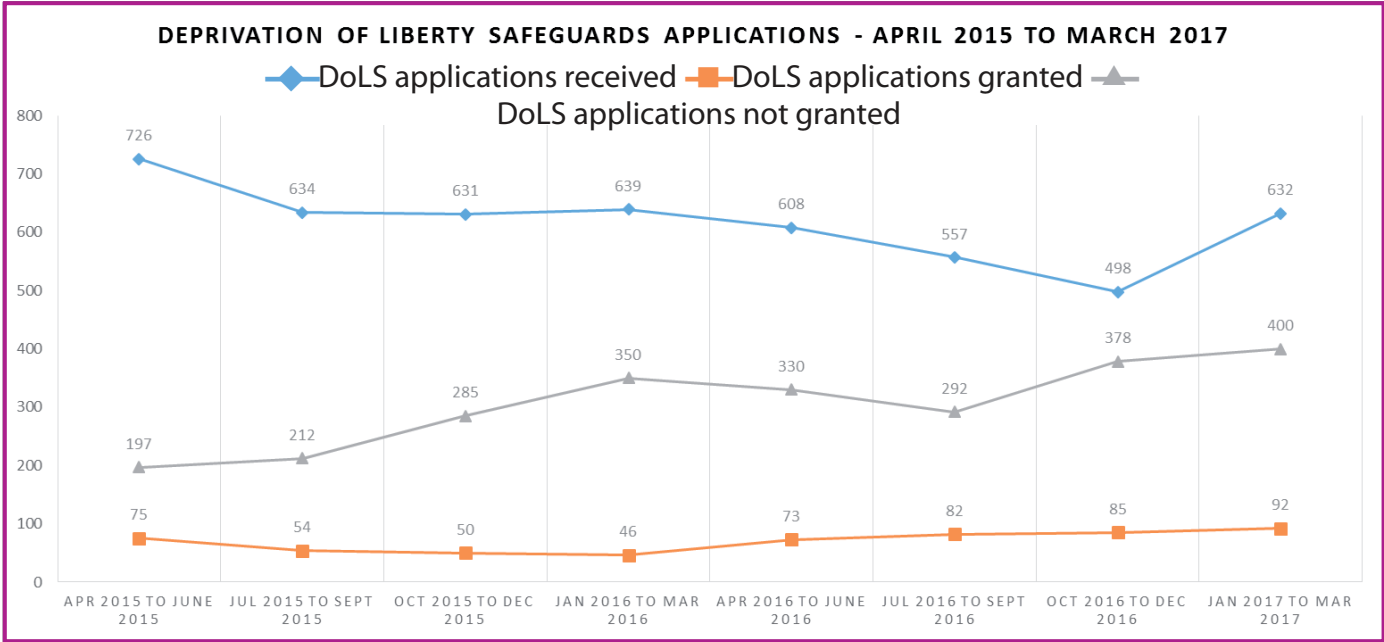
Information was not available for 47% of completed enquires, either because the adult at risk didn't have the capacity to comment or the response was not recorded. Excluding those who lacked capacity to comment, no response was recorded in 7% of completed enquiries. This is a vast improvement from last year, where 45% of cases were not recorded.

Of those asked and who responded, 89% said they now feel safe, which is the same proportion as last year.

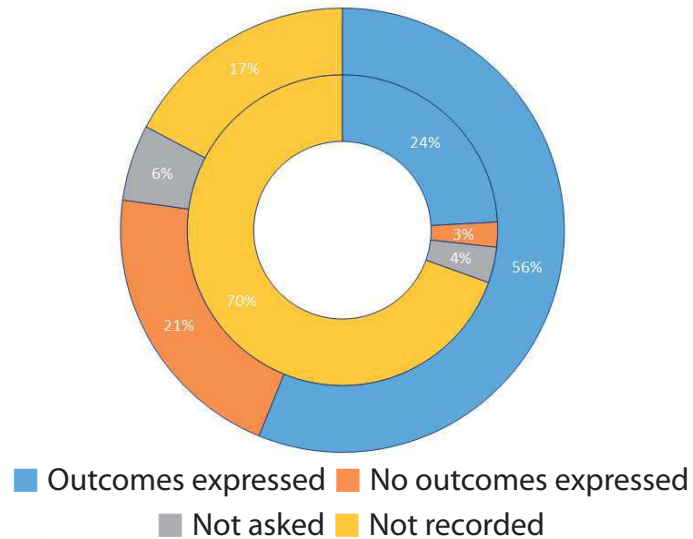
There were 335 fewer DoLS applications received in 2016-17 than in the previous year, representing a 13% decrease. Despite this the number of requests waiting for assessment grew from 1804 last year to 2348 at the end of March 2017.

However, there was a 48% increase in the number of DoLS applications granted and a 34% increase in the number of DoLS applications not granted.

The number of people who died before assessments were completed increased from 656 to 781 over the same period.



WAS THE PERSON ASKED ABOUT THEIR DESIRED OUTCOMES?



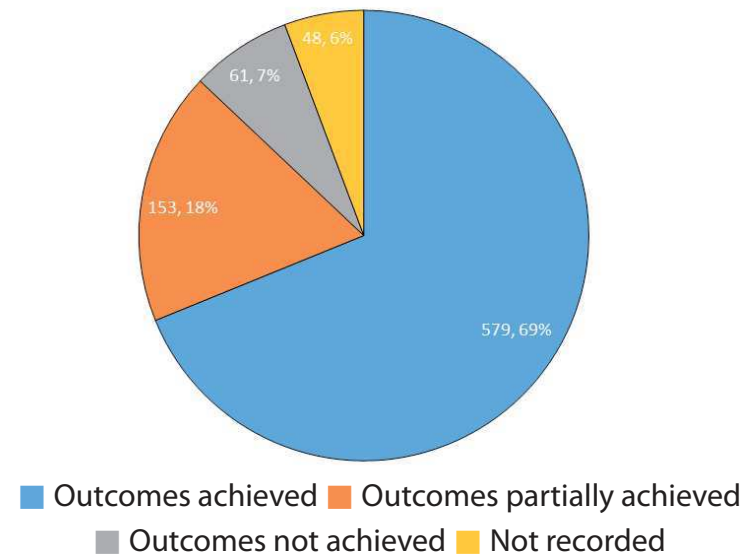
Adults at risk are encouraged to express the outcomes they would like to achieve as the result of any safeguarding action.

The outside ring shows the breakdown of desired outcomes in 2016-17 while the inside ring shows 2015-16.

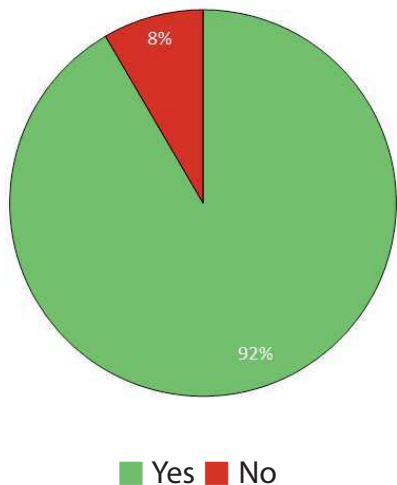
There has been an increase of 53% of outcomes being recorded, with over half of adults at risk expressing an outcome.

Of the enquiries where the adult expressed a desired outcome, 87% were achieved in part or full. However, this was a decrease of 7% from the previous year.

IF THE PERSON EXPRESSED A DESIRED OUTCOME, WAS IT ACHIEVED?



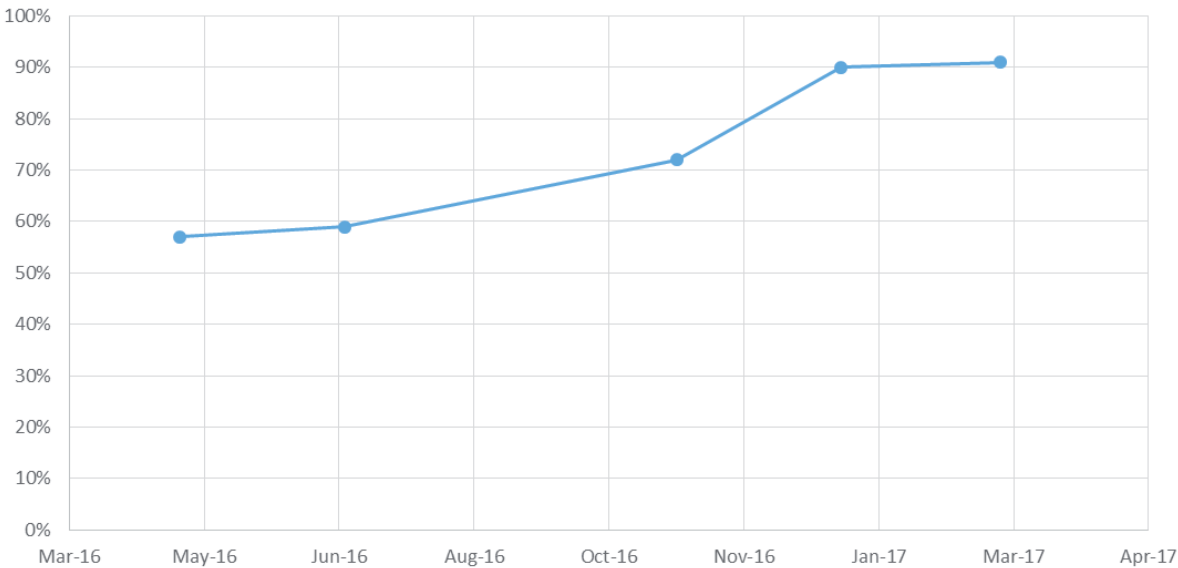
REFERRERS GIVEN CONFIRMATION THE REFERRAL HAS BEEN ACTIONED



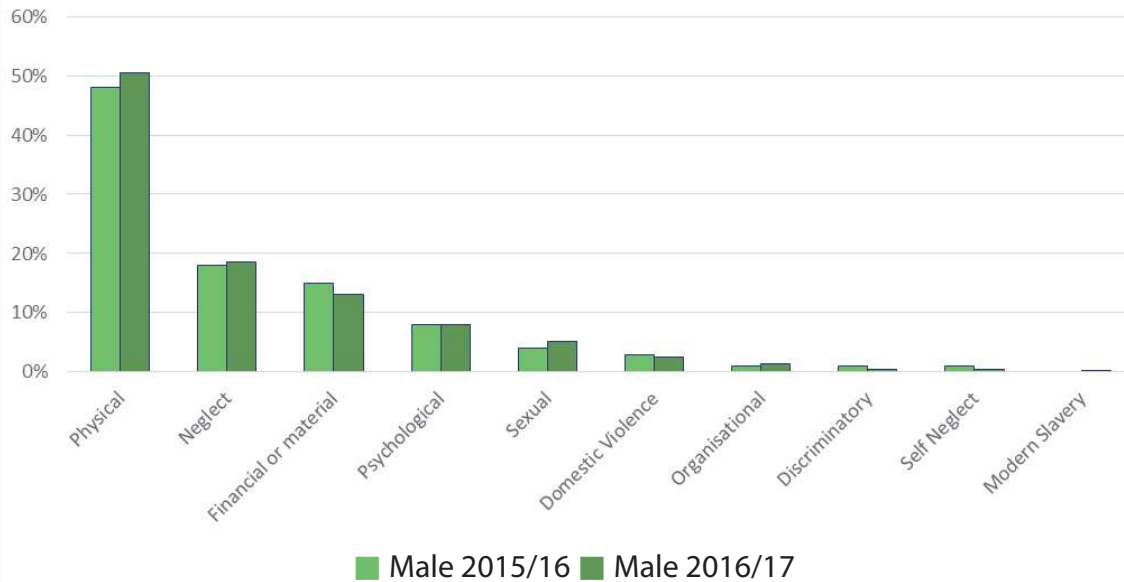
Over 90% of referrers were given confirmation that the referral they made had been actioned.

Attendance at Norfolk Safeguarding Adults Board by partner agencies increased throughout the year from below 60% in May and July 2016 to over 90% in March 2017.

PARTNER ATTENDANCE AT NORFOLK SAFEGUARDING ADULTS BOARD



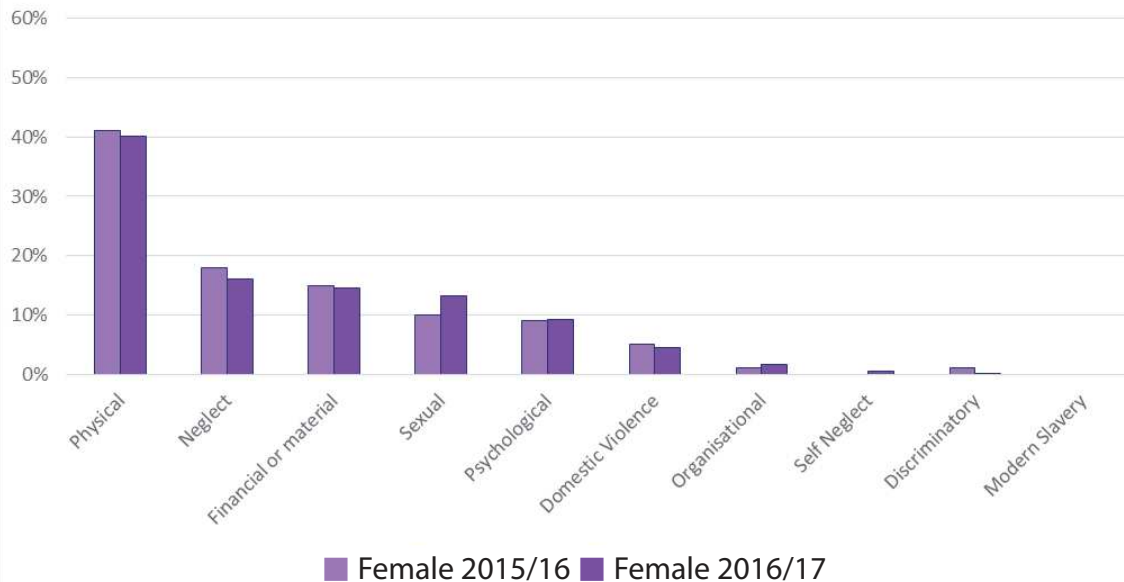
TYPES OF ABUSE (MALE)



The profile of type of abuse remains largely the same as previous years, with physical abuse the most common type of abuse across both genders, as well as being more common against men than women.

There was an increase in the proportion of suspected sexual abuse for both genders from last year, currently representing 13% of the abuse against women.

TYPES OF ABUSE (FEMALE)



The proportion of financial or material abuse decreased for both genders, along with decreases in domestic violence and discriminatory abuse.

Appendix A

Useful links and contacts

NSAB Website	www.norfolksafeguardingadultsboard.info
SAB Policies and Procedures	www.norfolksafeguardingadultsboard.info/professionals/policy-procedures-and-legislative-guidance/
Customer Service Centre, Norfolk County Council	Tel: 0344 800 8020
Norfolk Constabulary	Tel: 101
Care provider guidance (good practice guide)	www.norfolksafeguardingadultsboard.info/professionals/good-practice-guide/

Appendix B

Additional information

Contact Details	Tel: 0344 800 8020 Email: nsabchair@norfolk.gov.uk
Original Document Name	Norfolk Safeguarding Adults Board Annual Report 2016-2017
Version Control	Version 1
Date of publication	October 2017
Availability	Hard copy on request or at www.norfolksafeguardingadultsboard.info



If you need this information in large print,
or in an alternative version, please contact
Norfolk County Council on 0344 800 8020.



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