



**Safeguarding Adults Board**  
**Minutes of Meeting held on Tuesday 17 July 2016**  
**Wroxham Room, Police Headquarters, Jubilee House,**  
**Falconers Chase Wymondham, Norwich NR18 0WW**

**PRESENT:**

**Joan Maughan**, Independent Chair  
**Cllr Elizabeth Morgan**, Adult Social Services  
**Helen Thacker**, (on behalf of Harold Bodmer & Lorna Bright) Head of Service, Safeguarding, Norfolk County Council  
**Christine MacDonald**, Operations Manager, Healthwatch Norfolk  
**Kate Rudkin**, Head of Development & Operations, Age UK, Norfolk  
**Nigel Andrews**, Tenancy Support Manager, Norwich City Council  
**Julie Wwendth**, Chair of Norfolk Safeguarding Business Group  
**Howard Stanley**, Senior Nurse, Safeguarding Adult Lead, Norfolk CCGs  
**Sue Doolan**, Governor HMP Bure, on behalf of Will Styles  
**Gareth Jackson**, Probation Service  
**Catherine Morgan**, Director of Nursing QEH  
**Howard Stanley**, on behalf of Jackie Schneider  
**Ian Sturgess**, Police & Crime Commissioner Office  
**Jane Sayer**, Director of Nursing  
**Alison Simpkin**, Head of Social Care Adult Mental Health (Part)  
**Chas Lockwood**, DCLL Service Manager (Part)  
**Mike Garwood**, Solicitor NCC (Part)  
**Julie Shorten**, Business Support Coordinator, Adult Social Services (Minutes)  
**Tessa Pike**, Safeguarding Business Support Coordinator, Adult Social Services

Item	Minute	Action
<b>1</b>	<b>Welcome and Apologies for Absence</b>	
1.1	Harold Bodmer, Executive Director of Adult Social Services Lorna Bright, Assistant Director Adult Social Services Walter Lloyd-Smith, Safeguarding Adults Board Debbie Beresford, Deputy Director of Nursing (Acting) – Norfolk	

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	Community Health & Care Simon Bailey, Norfolk Constabulary William Styles, Governor, HMP Norwich Nick Dean, Norfolk Constabulary Jackie Schneider, NHS Commissioning	
1.2	The chair welcomed everyone to the meeting. Introductions were made.  JM welcomed Tessa Pike the new Safeguarding Business Support Coordinator to the meeting and thanked JS for her support whilst TP settles into her new role.	
1.3	JM to write to Ray Harding around attendance.	<b>JM</b>
1.4	The lack of NCC Senior Adult Social Care representation was noted. HS queried whether the meeting was quorate? JM confirmed the meeting met legal requirements. JS informed that HT would be joining the meeting shortly.	
1.5	HT joined the meeting.	
<b>2</b>	<b>Declarations of Interest</b>	
2.1	None	
<b>3</b>	<b>Approval of Minutes</b>	
3.1	The minutes were signed off as an accurate record of the last meeting.	
<b>4</b>	<b>Minutes of Last Meeting (Tuesday 10 May 2016)</b>	
4.1	<p>(Item 4.4) At the last NSAB meeting, it was acknowledged that it was impossible to predict how many Safeguarding Adults Reviews (SARs) would be required, however, it was important to make an allowance in the budget for these costs.</p> <p>The current funding arrangement for Adults SARs is a 3-way split between the statutory partners (Health, the Police and the Local Authority). NSAB has kept the funding partners aware of costs of the SARs currently open. NSAB questioned how the Local Authority will find the required budget in the current financial climate?</p> <p>The Board <b>AGREED</b> that SARs are a Statutory requirement and funding should be split equally between key strategic partners.</p> <p>JW advised that wider discussion was required regarding SAR funding. Joan will be having a meeting shortly with the governance group to discuss budgetary matters and SARs. Details will be sent out in due course. <b>Update: JM has circulated a paper at the Governance Group. Two responses have been received from NCC and the Police. JM asked the Board for their views on how to take this forward. Action: closed.</b></p>	

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4.2	<p>(Item 4.6) – Development day - Walter confirmed that the development day has been scheduled for 13 September. Walter would welcome comments from the board with regard to the potential focus. Action: Carry forward to the next meeting.</p> <p>Michelle Allot will pick up the suicide prevention group with Jackie Schneider and Jenny McKibben. They were not aware of any work going on within public health. Update: SAR methodology and suicide responding are subjects offered for the day. JW suggested use of case study material to explore the topic of safeguarding and mental health for individuals not admitted to inpatient services.</p> <p><b>Update: JM has acted on behalf of WLS and mapped out three main topics for the development day:</b></p> <ul style="list-style-type: none"> <li>• <b>Making Safeguarding Personal – presentation facilitated by HT</b></li> <li>• <b>Mental Health and Suicide – presentation facilitated by JS</b></li> <li>• <b>Safeguarding Adult Review - presentation facilitated by Tim Beech former Chair of Suffolk Board Action: Closed</b></li> </ul>	
4.3	<p>(Item 4.8) CQC Report – Jackie Schneider noted and discussed the report from the Care Quality Commission (CQC) published this morning (15-10-2015) detailing the annual analysis of the quality of health and adult social care in England that had made news headlines where hospital staff levels were at risk. JSch noted that Norfolk in particular is finding it difficult to recruit medical staff. There was general discussion of how to understand this national report in relation to Norfolk and NSAB requested JSch to provide a summary analysis of the CQC report in relation to Norfolk for the next meeting. Jackie to draft a document that will explain all actions across acute and providers. This will go to the board via the business group. <b>Update: Carry forward to next meeting.</b></p>	<b>JSch</b>
4.4	<p>(Item 4.16) A conversation has taken place with Alison Simpkin with regard to risk six, the Mental Capacity Act and ongoing training. Alison to report back on how effective the training has been.</p> <p><b>Update: To be discussed later in the agenda. Action: Closed.</b></p>	
4.5	<p>(Item 4.17) The Board discussed the how to make the best use of the risk register. The board needs to understand what the main concerns are and be able to demonstrate that these risks are being managed appropriately. It was <b>AGREED</b> that the register should be circulated in advance of the meeting to allow</p>	

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	<p>members sufficient time to review. Kate will work with Walter to address what risks should be highlighted and when. Risks should identify a clear owner and a mechanism should be in place that holds the risk holder to account. The Board <b>AGREED</b> that sub groups should have sight of the risk register. Kate advised that a meeting had been set up to progress and she will provide a report. <b>Update: The meeting has been rescheduled to week commencing 18/07/16. KR will provide an update at the meeting in October and will confirm whether the information will be circulated ahead of the next meeting. JM to follow up with KR once next week's meeting has taken place.</b></p>	<b>KR/JM</b>
4.6	<p>(Item 4.19) The Board <b>AGREED</b> that Kate Brown should lead on the development of a safeguarding adults basic awareness training package. In Joan Maughan's absence, Kate will come back to NSAB by the end of April with a proposed roll out plan, detailing costs, along with some thought around income generation. Walter confirmed that work was continuing. <b>Update: KB has put a pack together and developed a proposal plan for the rollout. Cost implications were discussed earlier this year. There will be £2.5K-£3K return this year. The Board acknowledged that a fee will be payable for organisations that wish to participate. Action: Closed.</b></p>	
4.7	<p>(Item 5.1) <b>News Desk - Vulnerable communities</b> The members of the group are not fixed and interest from others is welcome. Judith Blackman from Norfolk Probation Service expressed interest and Walter will send on contact details to her. Christine MacDonald advised that Healthwatch is hosting a follow-up meeting on this topic in June, and believes that some useful information may come from that which she can pass to the group. <b>Update: HS has met with the Task &amp; Finish Group. A paper has been drafted for presentation at the October Board, around the recourse of public funds. Action: TP to include on October's agenda.</b></p> <p><b>CMcD advised that the follow up meeting with Jenny McKibben regarding migrant workers has yet to take place. Feedback has been requested and there will be a watching brief.</b></p>	<b>TP</b>
4.8	<p>(Item 5.2) <b>News Desk – Licenses</b> A query was raised by North Norfolk DC regarding applications for licences which currently have to be run past the children's board. Shouldn't these have to be agreed by the adult's board as well? The group <b>AGREED</b> that we need to know the types of licences</p>	

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	that are being considered first before we can decide. Walter will speak with Abigail McGarry from the children's board to find out more. <b>Action: Carry forward</b>	<b>WLS</b>
4.9	(Item 6.1) <b>Risk and Performance Report</b> Kate Rudkin presented her paper to the group. There will be a meeting later this month to select the preferred option for the risk register. This will be piloted in a small area in the autumn before being brought to the board for consideration in January 2017.  Kate will provide Walter with a short piece to go towards the annual report. <b>Update: Action closed.</b>	
4.10	(Item 8.4.5) <b>Safeguarding Adults Review - SAR AH JM</b> will write to Cambs to let them know what's happening. <b>Update: JM confirmed that Cambridgeshire and the parents have been kept informed. The Ombudsman Report is still awaited and should be available mid-September. We cannot officially receive the Report until it is in final version. Action: ongoing</b>	<b>JM</b>
4.11	(Item 8.6.3) <b>Multi/Single Agency Reviews</b> JW noted on the log that the case of CM was listed under single agency review but should be multi agency. AS to amend. <b>Update: complete. Action: Closed.</b>	
4.12	(Item 8.7.1) <b>SAR Other</b> WLS recorded his thanks to JW for her assistance with the current review of the safeguarding adults review policy and referral form. Once completed, both items will be shared with the Board. <b>Update: complete. Action: Closed.</b>	
4.13	(Item 9.3) <b>Budget/Resource Update</b> JM asked the meeting to consider the following option for SAR funding: should there be a pot of funds or a three-way split? A discussion around this put further questions forward, such as: is there a way for the board to become more resilient to be able to fund the SARs when they come up. JS asked if we could approach other health providers. JM will write to District Councils requesting a contribution of funding towards the work of NSAB. <b>Update: JM confirmed she has not yet written to the District Councils, but has tried to make contact with Ray Harding to arrange a visit with the Chief Officers Group. JM advised NSAB had received support last year towards the Partnership Event. Final outturn figures resulted in £29k surplus for last year. The Board discussed how the surplus funds could best used. It was noted this also links in with item 9.6.</b>	<b>JM</b>

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4.14	(Item 9.6) <b>Budget/Resource Update</b> The Board had a clear consensus that there should be an equal financial split between the adult and children's safeguarding board. They acknowledged the differing levels of resource available to each and there was considerable discussion of the reasons for this and it will remain an on-going issue. JM to inform future discussions, JM will send out figures once known. <b>Update: Link with item 9.3.</b>	<b>JM</b>
4.15	(Item 10.2) <b>Presentation – Wendy Hicks</b> Wendy's report provoked lots of discussion, including whether the Board should link more closely with the development of early help hubs. Should local safeguarding adult partnerships (LSAPs) look at where the gaps in their membership may be (a key request of inter-agency collaboration), using a mapping exercise. This will be picked up by the business group. <b>Update: Action carried forward.</b>	<b>WLS</b>
4.16	(Item 10.3) <b>Presentation – Wendy Hicks</b> To assist in strengthening the LSAP membership, it was suggested that the board seeks support from Jo Richardson, corporate planning and partnerships manager at Norfolk County Council. WLS to invite Jo to the next business group meeting. <b>Update: WLS has invited Jo. Action: Closed.</b>	
4.17	(Item 10.4) <b>Presentation – Wendy Hicks</b> JS suggested that it might be helpful to invite somebody from Iceni Healthcare to the board meeting. They are made up of GPs and practice managers and could be advantageous as a way-in to speak with busy GPs about working together. WLS to explore inviting Iceni. <b>Update: HS advised that Iceni has been invited to the next meeting. However this invitation has been declined. Action: Closed.</b>	
<b>5</b>	<b>Risk and Performance Report</b>	
5.1	<p>KR circulated the SARPSG Template – April 2016</p> <p>It was noted the date was incorrect. The focus had been on performance as there is a meeting to be held regarding the Risk Register. The BIP Team looked at the cycle of information flow. When the information comes through we can analyse and get this onto the Dashboard to provide a pilot Dashboard for the October Board meeting, prior to the implementation in 2017.</p> <p>JM suggested that a Dashboard presentation is given at the next Board meeting to enable the Board to gain a clearer understanding around the purpose of the data.</p> <p>HS requested a steer from the Board and suggested a light touch, self-audit approach to avoid an unwanted risk to NSAB. .</p> <p>Discussion took place and the Board <b>AGREED</b> on a light</p>	<b>KR</b>

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	<p>touch approach.</p> <p>KR to circulate Risk Register ahead of next meeting.</p>	<p><b>KR</b></p>
<b>6</b>	<b>NSAB Business Group Report</b>	
6.1	<p>JW circulated the NSAB Business Group – Update Report July 2016 advising there were not too many amendments and highlighted the key issues.</p> <p>JW advised that there was a more cohesive approach from all sub-groups which has assisted coordinated activity.</p> <p>The Business Group has looked at the Work Plan so each work stream makes the best use of the LSAPs.</p> <p>JW, HS to arrange a meeting to go through and finalise timescales.</p> <p>The Business Group will focus on Self-Neglect and will support NA.</p>	<p><b>JW/HS</b></p>
6.2	<p>JW advised that engagement with the Task and Finish Group has been difficult and the feedback from them has been inconsistent in format.</p>	
6.3	<p>The Board acknowledged there are four current SARs with an additional three being considered. The Board needs to understand the scale of the work involved for each SAR.</p>	
6.4	<p>The Business Group has raised concerns around the process and cost of SARs. Concern has also been raised around the progress with the recommendations for Mr AA. It is difficult to allocate owners when the actions span a number of agencies.</p> <p>The Board expressed concern that there are still some incomplete actions in the case of Mr AA.</p> <p>A discussion followed on what process efficiencies can be made with the cost, time, effort and commitment. The Board also discussed what steps can be taken to alleviate the pressures on current resource.</p> <p>JS raised concern around Mr AA's Action Plan and the lack of ownership and questioned the process for escalation. The Board appreciated the difficulty of</p>	

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	<p>multi-agency involvement and it was noted that each action owner has been asked to provide a short update for the October Board to highlight outstanding actions.</p>	
6.5	<p>JW highlighted her concern at the number of referrals that need to be reviewed as each case requires a considerable amount of time to review, discuss and agree next steps.</p> <p>It was noted that there are lessons to be learnt from those referrals that do not meet the SAR criteria.</p>	
6.6	<p>JS suggested there should be a volunteer to sponsor an action. JM advised we do not have that structure in place at present but SARG takes an overview of all current cases.</p>	
6.7	<p>Further discussion took place around the disproportionate funding for Adult Social Services and Children’s Social Services.</p> <p>The meeting discussed the possibility of additional Business Support that is required to meet current demand and the costs associated with this.</p> <p>IS advised that Domestic Homicide was experiencing similar issues and suggested it might be prudent to have discussions with them. IS also asked if is there an argument for combining all three to have a dedicated resource for driving and owning the recommendations of action plans.</p> <p>JM said PPF was to look at common issues.</p> <p>Cllr Morgan advised that the disparity of funding between Adults and Children’s Social Services had been discussed at Committee and the risk to NCC’s reputation needs to be taken very seriously. Cllr Morgan believes NSAB would receive support from the Adult Social Services Committee.</p> <p>JM advised she is meeting with the Governance Group to sign-off the Self- Neglect Strategy. The financing of SARs will be an agenda item for the August meeting. Lorna Bright will deputise for Harold Bodmer. JM would appreciate the support from NSAB around the financial issues. The Board <b>AGREED</b> that NSAB is currently under-resourced to</p>	

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	<p>manage SARs.</p> <p>There were further discussions around partnership responsibility, funding, resourcing and how Statutory obligations would be met.</p> <p>JS raised concern regarding accountability, in particular, the length of time of the SAR in the case of Mr AA and the consequent delays for the Coroner.</p>	
6.8	<p>The Board acknowledged that NCC currently funds all of the back office functions and the focus should be about trying to get some unified approach across the partners.</p> <p>JM thanked the Board for the discussion and will reflect further.</p> <p>JM recommended that an urgent meeting of the Governance Group is required and sought support from fellow NSAB members.</p> <p>IS reminded the Board that discussions are already taking place on how future DHR's will be funded. JW recommended any bid should be future proofed for sustainability.</p>	
6.9	<p>JM raised concern that she was unaware that the Ambulance Trust had made the decision not to provide a secure ambulance within Norfolk.</p>	
<b>7</b>	<b>Safeguarding Adults Review</b>	
7.1	<b>Mrs BB</b>	
7.1.1	<p>JW gave an overview of the case of Mrs BB and provided background information, highlighting that the referral came to SARG in March 2015. SARG agreed that the case met the criteria for SAR in September 2015.</p> <p>A more detailed account is available in the report that JW presented to the Group.</p>	
7.1.2	<p>SARG agreed to a non-traditional methodology, which is not the approach taken for the case of Mr AA. There have been lessons learnt from this approach. It is anticipated that a final draft will be available at the end of July/beginning of August 2016.</p>	
7.1.3	An Independent Overview Report Writer (IORW) has	

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	<p>been appointed.</p> <p>The Board noted the delay between the referral and the review and the affect this will have on the Coroner as the inquest has been deferred because the SAR has not yet been completed. It was also acknowledged the affect the delays would have on the family.</p>	
7.1.4	<p>SARG will review this methodology in terms of the cost, quality of the report and the recommendations. Information sharing has proved a challenge for SARG, as this is critical at the outset to enable SARG to make an informed decision.</p> <p>There had been issues around the GP being able to release patient information. The Board discussed professional expectation and the implication of the non-traditional methodology as it relied heavily on the availability of the GP which is unrealistic for the smaller surgeries.</p>	
7.1.5	<p>The final report will be available by the end of this week and will be circulated to Board members for them to consider the findings and final recommendations.</p> <p>It was noted an Extraordinary Board meeting will not be convened, however, a seven-day turn-around is required. It is imperative to keep to this timescale.</p> <p>It is hoped that the Action Plan will be sent with the report.</p>	
7.1.6	<p>JM shared that the GP has contacted the MDU. In addition, JM has received a formal complaint from the GP practice.</p>	
7.1.7	<p>The Board discussed the timing of the report in relation to the date of the Inquest as a number of individuals that worked with Mrs BB will be called as witnesses.</p>	
<b>8</b>	<b>Safeguarding Newsdesk</b>	
8.1	<p>Safeguarding week commences Monday 12 September 2016, with the Development Day scheduled for Tuesday 13 September 2016. JM will be opening and closing the LSAP event on Friday 16 September. A PCC event is scheduled for the same day and JM requires a volunteer to represent NSAB on her behalf.</p>	

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8.2	<p>JM advised the Board on behalf of WLS that the ADASS Inter Authority Safeguarding arrangements have been posted on the website.</p> <p>There are guidelines about safeguarding referrals which may be made in or out of County for people who are funded out of County.</p>	
8.3	TP to check the date of the Self-Neglect Launch with WLS	<b>TP</b>
8.4	HS provided details of the FGM events taking place. There are some places available in Great Yarmouth and King's Lynn. HS to provide TP with further information for circulation to the Board.	<b>HS</b>
8.5	<p>HT advised that the multi-agency guidance for dealing with Allegations Against People in Positions of Trust is now complete.</p> <p>Although no longer a legal requirement for agencies to appoint a Designated Safeguarding Adults Manager (DASM), SARG <b>AGREED</b> it would still be useful to publish this amended guidance. The document has been tested by the Diocese of Norwich who felt this would be helpful if a similar situation arose.</p> <p>The guidance will be put on the SAB website for people to refer to.</p>	
<b>9</b>	<b>Self-neglect and Hoarding Strategy for sign off</b>	
9.1	<p>NA circulated the Self-Neglect and Hoarding Strategy for review and discussion.</p> <p>HT advised an amendment is required to page 46, item 6.2 and should read Appendix 3 and not Appendix 5. NA duly noted and will amend.</p> <p>JM has drafted the foreword for review. Although in final draft organizations will need visibility in order to achieve sign-off.</p>	<p><b>NA</b></p> <p><b>NA/WLS</b></p>
9.2	<p>Further training around Self-Neglect has been requested as the event had improved communication and understanding of this subject matter.</p> <p>WLS/NA to provide feedback to the LSAPs. It was noted that a pilot will be undertaken in the West and Central.</p> <p>NA has met with Alison Simpkin and Maureen Begley to capture issues around Mental Health, Self-Neglect and Hoarding to avoid duplication.</p>	<b>WLS/NA</b>

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9.3	<p>JM recommended that a copy of the Self-Neglect and Hoarding Strategy is given to Kate Brown, asking if she could review in relation to Train the Trainer development plan.</p> <p>HS asked in what context would agencies be expected to refer to this document and expressed his concern that this would be resource heavy for agencies.</p> <p>JW advised a pilot is being undertaken to identify any resource issues.</p> <p>JS gave positive feedback on the document.</p> <p>The Board will require Agencies to sign-up to this document. The document will be evaluated.</p>	<b>NA</b>
9.4	<p>SD felt that it would be difficult for the HMP to follow as they operate in a different way. The Board accepted this. JM advised a copy will be circulated to the Governors Group in August once finalized.</p>	
<b>10</b>	<b>NSAB as Data Controller</b>	
10.1	<p>MG introduced himself to the Board and presented a briefing on the requirements of NSAB to register with the Information Commissioners Office (ICO). The meeting discussed NSAB's legal obligations on controlling personal data.</p> <p>It was noted that the Children's Services Safeguard Board has already registered and MG recommended that NSAB should also register.</p>	
10.2	<p>JM suggested that Kate Brown is approached to see if LIP can do work on this.</p>	??
10.3	<p>MG was asked if a vote could be taken today as not all members were not present. MG confirmed a decision needs to be made as it is a legal requirement. The Board <b>AGREED</b> the sign off.</p> <p>MG to advise WLS and link in with Kate Brown regarding the policy.</p>	<b>MG</b>
10.4	<p>NSAB discussed liabilities and indemnities. As JM is not an employee of NCC, MG advised JM to check that she is indemnified.</p>	<b>JM</b>
<b>11</b>	<b>Safeguarding and Older People's Bed Availability Norfolk Suffolk Foundation Trust &amp; Norfolk County joint report</b>	

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11.1	Alison Simpkin, Head of Social Care Adult Mental Health and Chas Lockwood, Dementia & Complexity in Later Life (DCLL) Service Manager introduced themselves to the Board.	
11.2	AS and CL presented a paper on Safeguarding and Older Peoples Bed Availability NSFT and NCC's joint report. The report written by AS and Gary Hazelden, was produced to mitigate safeguarding concerns around Dementia bed availability for those patients who'd received a MHA assessment where a suitable bed was unavailable.	
11.3	NSFT and NCC have worked together to make these situations less likely to occur and if unavoidable, patients are kept safe until an inpatient bed is available. NCC and NSFT will continue to work collaboratively to improve the management of these situations.	
11.4	The Board discussed the report in detail and the issues it raised regarding the impact of an aging population, coupled with finite resources.	
11.5	<p>Some of the issues identified are:</p> <ul style="list-style-type: none"> <li>• Poor compliance from some care home providers in testing for UTIs etc.</li> <li>• Occasions when Primary Care has not seen the patient prior to admission request and therefore primary physical health issues are not identified</li> <li>• DIST recommendations for medication changes and additions at the point of assessment and review prior to potential admission can be slow to be actioned by Primary Care</li> </ul>	
11.6	Jackie Schneider to seek feedback from HESSA for further discussion at the January 2017 meeting.	<b>JSch</b>
<b>12</b>	<b>FOR SIGN OFF</b>	
12.1	<p><b>Norfolk Safeguarding Adults Board's guidance on content of Adult Safeguarding policies and procedures</b></p> <p>The Board discussed the document, acknowledging it was for multi-agency sign-up but low level precedence for the strategic board. NSAB could not sign off this document as it had not been before the Norfolk Safeguarding Business Group. JM to liaise with WLS for more clarification.</p>	<b>JM</b>
12.2	<p><b>Model Adult Safeguarding policy and procedures final draft</b></p> <p>The Board accepted SD's observations that the HMP environment would find it difficult to follow as they operate in a different way. The Board accepted this. NSAB could not</p>	<b>JM</b>

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	sign off this document. JM to liaise with WLS for more clarification.	
12.3	<p><b>NSAB – guidance on allegations against people in positions of trust.</b></p> <p>IT was <b>AGREED</b> this document would be published on the website as an advisory note.</p>	<b>WLS</b>
<b>13</b>	<b>Any Other Business</b>	
13.1	JM reminded the Board that the next meeting will form part of the Development Day, which is being held at Hethel Engineering Centre. The Board <b>AGREED</b> that invitations should be extended to the Adult Social Care Committee, Business Group and LSAP Chairs +1.	<b>WLS</b>
13.2	IS confirmed he would like 3 places for John Shalom, Louise Smith and himself.	
13.3	<p>HT raised an issue on behalf of Lorna Bright, regarding the high volume of printing that is currently provided for Board meetings. The Board <b>AGREED</b> to the following measures for improved efficiency and time savings:</p> <ul style="list-style-type: none"> <li>• Lengthy documents will be via electronic presentation.</li> <li>• Fewer document packs will be printed for Board meetings.</li> <li>• A3 sized documents will continue to be provided for Board meetings.</li> </ul>	
<b>14</b>	<b>Date of next meeting</b>	
	<p>Tuesday 13 September 2016, Development Day</p> <p>Venue: Hethel Engineering Centre Address: Chapman Way, Hethel, Norwich, NR14 8FB</p> <p>Start: 09:30 Finish: 16:00</p> <p>A light lunch will be provided</p>	