



Norfolk Safeguarding Adults Board
Minutes of meeting held on Tuesday 11 January 2022
Virtual meeting

PRESENT:

- Heather Roach**, Independent Chair, Norfolk Safeguarding Adults Board (chair) **(HR)**
Victoria Aspinall, (deputising for Carolyn Fowler) Interim Head of Safeguarding (Children and Adults), NCH&C **(VA)**
Chris Balmer, Detective Chief Superintendent, Norfolk Constabulary **(CBL)**
Becky Booth, Deputy Board Manager, NSAB **(BB)**
Saranna Burgess, Chair of Safeguarding Adults Review Group, NSAB (partial attendance) **(SB)**
Cath Byford, Chief Nurse, N&W CCG (partial attendance) **(CB)**
Cllr Penny Carpenter, County Councillor, NCC **(PC)**
Craig Chalmers, Director of Community Social Work, NCC (partial attendance) **(CC)**
Kim Goodby, (deputising for Nancy Fontaine) Associate Director for Complex Health and Safeguarding, NNUH **(KG)**
Sally Hughes, Public Health Commissioning Manager, NCC (partial attendance) **(SH)**
James Kearns, Chief Executive Officer, BUILD Charity **(JK)**
Walter Lloyd-Smith, Board Manager, NSAB **(WLS)**
Amanda Murr, Head of Community Safety, OPCCN **(AM)**
Greg Preston, Head of Prevention, Protection & Emergency Planning, NFRS (partial attendance) **(GPR)**
Judith Sharpe, Deputy Chief Executive, Healthwatch Norfolk **(JS)**
Andrea Smith, Board Coordinator, NSAB **(AS)**
Helen Thacker, Head of Service – Safeguarding, NCC **(HT)**
Gary Woodward, Safeguarding Adults Lead Nurse, Norfolk & Waveney CCG **(GW)**
James Butler, Board Coordinator, NSAB (minutes) **(JAB)**

GUESTS:

- Paul Claxton**, Financial Abuse and Safeguarding Officer, NCC **(Item 5)**
Nathan Jarvis, Lead Communications Officer NSAB & NSCP, NCC **(Item 8)**
Andrew Tomlinson, Inspector, Norfolk Constabulary (observer – partial attendance)

Item	Minute	Action
1	Welcome and apologies for absence	
1.1	HR welcomed everyone to the meeting and introductions were made. HR thanked members for making the time to attend considering the current challenges and pressures.	

Item	Minute	Action
1.2	Apologies had been received from James Bullion, Ian Callaghan, Nancy Fontaine, Carolyn Fowler, Leon McLoughlin-Smith, Mike Pursehouse, Ben Reed, Gavin Thompson and Sarah Jane Ward. JAB noted that several members would join late, leave early, or need to temporarily leave the meeting for various operational reasons.	
1.3	<p>HR said there had been several changes to agenda: Item 7 has been postponed and as the CQC update at Item 6 is linked to it, that has also been postponed.</p> <p>HR noted that written updates will be circulated re the Safeguarding Adults Review Group (SARG) and the Domestic Abuse and Sexual Violence Group (DASVG).</p>	
2	Declarations of interest	
2.1	There were no declarations of interest made.	
3	Review of minutes & matters arising from meeting on 16 November 2021	
3.1	The minutes were not reviewed in detail during the meeting. Nobody raised any issues with accuracy.	
3.2	HR provided an update on actions arising from the last meeting, which is shown on the actions log at the end of these minutes.	
4	Locality Safeguarding Adults Partnerships (LSAPs) update and development plan for 2022	
4.1	HR introduced the item and noted how important the LSAPs are as part of the NSAB's structure. They have benefited significantly from a much more structured approach instigated by BB. HR said that it is important that we strengthen the link between the NSAB and its LSAPs.	
4.2	<p>BB presented an update on discussion at the last round of LSAP meetings in November, which considered the topic of 'safer cultures' following the Ann Craft safeguarding week. The meeting also served as an opportunity for each partnership to reflect on the previous year.</p> <p>BB's presentation slides will be circulated with the meeting minutes for information.</p> <p>There is a wide consensus from LSAP members that the partnerships are useful, providing valuable information sharing, networking, and learning opportunities. Areas for development had been discussed eg. there is a need to focus on numbers and consistency of attendance.</p>	

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4.3	<p>There is a meeting of the LSAP chairs this week where they will meet HR to discuss areas for focus in 2022, and the expectations re the role of chairperson and how it can be complemented by BB's role.</p> <p>BB highlighted that when chairs of meetings move on, it is a struggle to identify replacements despite the introduction of co-chairs to help make the commitment more manageable. The Western LSAP does not currently have a chair or co-chair and the Southern LSAP is seeking a co-chair.</p> <p>BB noted the differences between the LSAPs and their equivalent in the Norfolk Safeguarding Childrens Partnership, which have much more of a structured basis linked to the Section 11 process. BB and her counterpart Mark Osborn meet fortnightly to discuss common themes and are planning a joint event in April looking at professional curiosity.</p>	
4.4	<p>As part of a workshop style discussion, BB posed some questions and discussion points to board members, asking for comments and thoughts on ways to further develop the LSAPs for 2022.</p> <p>Key points and suggestions included:</p> <ul style="list-style-type: none"> • consistent two-way engagement between LSAPs and the board, that is accessible to those who have not been to one before • being clear about the board's expectations of the LSAPs and the contribution they make, the link between their operational level work and the board • delegating risks and other activities out to LSAPs once the risk and issues register has been developed • enhancing the engagement with local communities and identifying where prevention messages are not getting through • sharing membership and attendance with respective board members, to provide an oversight and support for consistent participation • linking up with the development of locality hubs as part of the Integrated Care System (ICS), engaging with Primary Care Networks (PCNs) • chair and co-chair attendance at board meetings, perhaps on a rotational basis; board members attending LSAP meetings • ensuring the LSAPs listen to those at the coalface and use language that is relevant and understandable to those not familiar with 'strategy speak' 	

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	<ul style="list-style-type: none"> • getting the correct balance between structured meetings and engagement with the community, and the ability to be responsive and more fluid • engaging with elected Members of county and district councils who have an interest in safeguarding adults, physical and mental health, social care etc • further coordination with Norfolk Countywide Community Safety Partnership (NCCSP) and DASVG workstreams including exploitation and Honour Based Abuse (HBA), linking in with VARAC • developing knowledge about the different pathways available, including the different types of ‘safeguarding’ activity • exploiting locality data sets held across the partnership, use of data analysis to identify, and target areas for focus. 	
4.5	HR thanked BB for all her work to develop the LSAPs and thanked board members for a useful discussion. Please send any additional suggestions to BB, including any ideas re LSAP chairs.	
4.6	<p>The following actions were agreed following discussion:</p> <p>Action: LSAP membership and attendance – BB <u>AGREED</u> to share membership and attendance information with respective board members.</p>	BB
4.7	Action: ICS locality hubs and PCNs – GW <u>AGREED</u> to contact BB to discuss LSAP engagement and involvement with these groups.	GW
4.8	Action: HBA subgroup work re safer cultures – GW <u>AGREED</u> to share an update with board members, on work undertaken by the HBA subgroup of the DASVG.	GW
4.9	<p>Action: Additional suggestions and thoughts – board members <u>AGREED</u> to contact BB with further ideas, suggestions for LSAP chairs and/or requests to attend LSAP meetings.</p> <p>Action: BB <u>AGREED</u> to get in touch with JS, to invite her to a LSAP meeting following JS expressing interest.</p>	ALL BB
4.10	<p>Action: LSAPs engagement with NCCSP – AM <u>AGREED</u> to set up a meeting with BB every 5 weeks to discuss key themes and areas for joint activity.</p> <p>Action: Data sets and data analysis – HR <u>AGREED</u> to contact AM re data analysis and work NCCSP’s data analyst is doing on shared themes.</p>	AM HR

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5	Financial Abuse Safeguarding Officer (FASO) presentation Role and impact of the FASO for NCC	
5.1	<p>HR welcomed Paul Claxton to the meeting to talk about his role in tackling financial abuse.</p> <p>Paul introduced himself and his role as Financial Abuse and Safeguarding Officer (FASO) at Norfolk County Council (NCC). The role was created in June 2019 and sits within the finance department but works on behalf of the whole council. Paul said that his background is with the Police and he had worked in the Adult Abuse and Investigations Unit on and off for c. 13 years.</p>	
5.2	Paul presented some slides that would be circulated with the meeting minutes, outlining his role and its benefits to clients, employees and NCC. Paul encouraged board members to think about whether something similar would be beneficial in their organisations.	
5.3	The role arose from NCC's responsibilities under Section 42 of the Care Act 2014 and joins up information held in different areas of NCC. Paul noted that he is a point of contact for social workers, who don't have full information re finances and bank statements, power of attorney forms, financial assessments, and family engagement. The role enhances two-way contact between the finance department and Adult Social Services Department (ASSD), ensuring that concerns re financial abuse are investigated fully using all the information at NCC's disposal.	
5.4	Paul outlined the benefits to clients which included advising them and their attorneys, checking information to establish the facts and helping to identify where abuse is taking place and working to stop it. A key consideration is the wishes of the client and their ability to make decisions themselves about how they wish to deal with any abused. Paul said that he is now authorised to do assessments under the Mental Capacity Act 2005 (MCA) when he visits clients, which cuts delay and helps to stop abuse.	
5.5	<p>The benefits of the role to employees include the gathering and reporting of information, and the provision of advice in suspected financial abuse cases – before, during and after s42 enquiries. Paul said that he offers guidance on what each organisation can offer in terms of financial abuse and what their responses to enquiries mean.</p> <p>In addition to ensuring NCC complies with the Care Act, the role has benefitted NCC by £180,633 in recovered funds and £20,025 of monthly payments for the year 2020/21.</p>	
5.6	Paul reflected on the role which had been developing over the two and a half years since its creation. The role had highlighted the importance of the quality and detail of information being gathered and recorded. Paul gave the example of a case note stating that a bank statement had been seen and there was abuse; but which bank is it,	

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	<p>what amounts of money are involved, what are the dates of the transactions etc. As much information and detail as possible should be recorded.</p> <p>The other key reflection is whether the client has all the information required to make a decision. Even if a client is assessed under the MCA as having mental capacity, do they have enough information to make a fully informed decision.</p>	
5.7	<p>Paul clarified that he does not hold safeguarding cases himself and his involvement is often before the s42 enquiry stage; sometimes issues are able to be addressed and resolved at that point.</p> <p>Paul advised AM that power of attorney information is requested if assessments are submitted, but it is not always reliable. The finance department does, however, often hold lots of information that others might not have access to.</p>	
5.8	<p>HR thanked Paul for presenting to the board and noted that she would like to further discuss the role outside of this meeting, including in relation to her chairing of the Lincolnshire Safeguarding Adults Board.</p> <p>Action: FASO role – HR <u>AGREED</u> to further discuss the role with Paul Claxton, including in relation to the Lincs. SAB.</p>	HR
	BREAK	
6	Adult Social Care CQC overview for Norfolk	
	<i>NB: item postponed to meeting on 15 March 2022.</i>	
7	State of care in Norfolk: Safeguarding and Quality in the care home sector	
	<i>NB: item postponed to meeting on 15 March 2022.</i>	
8	Standing item Safeguarding impact of any organisational change, or reduction of services (SAR AA rec 13.5), and Responding to Safeguarding system pressures	
8.1	Urgent and Emergency Care briefing, and Social Care pressures	
8.1.1	<p>HR thanked CB for making the time to update the board at this exceptionally busy time.</p> <p>HR highlighted the meeting held on Tuesday 4 January re system pressures, at which a number of issues were discussed including the current critical incident, system and winter pressures, and the need to reach out to less visible vulnerable people. That meeting focused on</p>	

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	<p>the impact of these pressures on safeguarding, which is also the purpose of this update. HR said that we need to ensure we remain focused and do not replicate the work of other groups such as the Local Resilience Forum (LRF) or Gold Group etc.</p>	
8.1.2	<p>CB presented the Norfolk and Waveney Urgent and Emergency Care briefing pack slides and updated the board on the pressures in the system and potential consequences. The slides contain lots of detail and will be circulated with the meeting minutes.</p> <p>CB said that as a health and care system, we are at OPEL 4 which is the highest Operational Pressures Escalation Level (OPEL). The system has also formally declared a level 2, System Level Critical Incident – to CB’s knowledge it is the only system to do so, signalling a whole system response. It was important to be clear to the system and the public that we are in that state – harm was happening and/or the population was at risk.</p> <p>The aim is to stabilise the system and reduce harm. Unpalatable decisions have been made in the short term to help improve patient flow in hospitals and in turn ambulance response times and the ability of Emergency Departments (EDs) to cope. Covid infection prevention and control measures also reduce capacity in the system, along with high workforce absence rates and the need for more staff.</p> <p>CB highlighted the Gold Command approach and its workstreams, which put robust governance processes in place to ensure decision making and rationale is recorded. CB also highlighted some of the successes the incident response has realised.</p>	
8.1.3	<p>CB noted the recent letter from Ann Radmore, Regional Director for the East of England at NHSE/I re supporting improvements in discharge of patients from hospitals. The Norfolk and Waveney system has a far higher proportion than other systems, of patients medically optimised for discharge but still in hospital; a significant reason for this is care availability issues.</p> <p>CB highlighted the focus areas of encouraging discharge, admitting people into a care bed if no care is available for them to go home, and trying to reduce the length of stay in hospital.</p> <p>Areas of challenge and risk include workforce, social care capacity, and Covid – including those identified as having Covid incidentally following admission for something else, and the resulting measures that then need to be taken. CB emphasised that vaccination remains of key importance.</p> <p>CB summarised the next steps and highlighted concern about staff wellbeing, especially where unpalatable decisions are made and for newly qualified staff as well. CB also noted the brief performance report for the Urgent and Emergency Care Transformation Programme included in the slides.</p>	

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	<p>HR thanked CB for the update and said that as a partnership we need to ensure we understand the context of decisions being made, as we don't know how long this situation will last.</p>	
8.1.4	<p>Members of the NSAB expressed their sincere thanks to CB and to everyone working to keep people safe in this challenging situation.</p> <p>The NSAB discussed CB's update and key points included:</p> <ul style="list-style-type: none"> • the importance of local messaging to ensure members of the public understand the situation we are in, compared with potentially conflicting national messages • how can we ensure local messaging reaches everyone, including people with a learning disability or autism, and those who are less visible to services? • people may have become bored or complacent with Covid and the changing/ongoing restrictions, they are fatigued • there is a knock-on effect of this situation on other frontline services eg. ambulance service ability to attend sub-emergency incidents might mean police officers staying with people for longer to keep them safe • the potential for further loss of staff and care capacity, of mandatory vaccination eg. the 01 April deadline for some NHS roles – the potential impacts of this are being explored • being aware of services that can support staff with their wellbeing and promoting these where suitable • using partnership boards such as NSAB to support and amplify local messaging. <p>CB emphasised that while across the CCG the two key priorities are Urgent and Emergency Care and Vaccination; learning disability and autism services are also a priority and nurses in those services will not be redeployed. Safe and wellbeing reviews for this cohort of people are being prioritised to help avoid admission to secure units and possible severe harm or death.</p>	
8.1.5	<p>CC then provided an update on system pressures in social care, following the agenda item at NSAB on 16 November 2021.</p> <p>CC highlighted continuing work on learning disability services, including providers that are causing concern and putting resource into services to address that and historic issues of poor provision.</p> <p>Discharge from hospitals into the fractured social care market is a priority area of work. CC noted that the current situation in social care has been many years in the making.</p>	

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8.1.6	<p>CC noted that data suggests further work is needed on domestic violence and this is being explored with DASVG with the help of the OPCCN data analyst. CC suggested that safeguarding cases are reviewed in older people with possible overt controlling behaviour and where domestic abuse was present.</p> <p>WLS noted that the DASVG Adult Subgroup is working on this as part of its work to engage with older people, those that care for them and their families.</p>	
8.1.7	<p>HT noted that the safeguarding team in ASSD is now out of business continuity but continues to be exceptionally busy. CC suggested there are a tough couple of weeks ahead, with a number of people off sick or isolating, but he feels the situation will then improve.</p> <p>It will be important to consider lessons to learn after the current situation improves and then take action to increase resilience in the system.</p>	
8.1.8	<p>The NSAB discussed whether the voluntary sector might be able to support with non-personal care and how that might be organised. Board members noted that this is being actively explored, but volunteers will likely be subject to the same levels of sickness and isolation etc as members of staff.</p> <p>If we can promote opportunities to the public, perhaps through the Royal Voluntary Service, then that might help with the more neighbourly type of support for people that was seen early on in the pandemic.</p>	
8.1.9	<p>HR thanked members for a useful discussion and said that if NSAB board officers can do anything to help please let her know.</p>	
8.2	<p>Less visible people – See Something, Hear Something, Say Something refresh</p>	
8.2.1	<p>HR welcomed Nathan Jarvis to the meeting and Nathan introduced himself as Lead Communications Officer for NSAB and the Norfolk Safeguarding Children Partnership.</p> <p>Nathan reminded board members about the ‘See Something, Hear Something, Say Something’ campaign developed earlier on in the pandemic, and presented a slide summarising the refresh of the campaign planned for later in January 2022. This included new designs incorporating graphics rather than photos, additional messaging around lack of visibility of adults who may be vulnerable, and a call to action.</p>	
8.2.2	<p>The campaign will have a two-phase rollout using digital and physical channels to promote the message and ensure the widest possible reach.</p>	

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	Physical channels would hopefully include posters in GP surgeries, libraries, care settings and other locations where people are still visiting, and a paid campaign in other out of home locations such as convenience stores and pop-up advertising.	
8.2.3	HR thanked Nathan for the update and encouraged board members to send any thoughts or suggestions to Nathan via email: nathan.jarvis@norfolk.gov.uk	
9	Any other business	
9.1	<p>WLS said that as we go into 2022, he is keen to ensure the hard work done by NSAB members has a wider audience. In addition to his own monthly blog, board members are invited to produce a guest blog each month which will be published on the NSAB website.</p> <p>Lisa Barraclough from DWP has kindly agreed to produce one for January, and SH from Public Health will be writing the February guest blog.</p> <p>WLS noted that he will contact board members over the next couple of weeks to plan these for the whole year.</p>	

Open actions			
Date of meeting	Item	Action	Responsible
16/11/2021	5.3.3	<p>IMR training re DHRs – HR queried whether that could be expanded to cover SARs too and <u>AGREED</u> to follow up with AM outside of the meeting.</p> <p>Update 11/01/2022: HR said that she had been discussing training wider than just IMRs with Amanda Clarke from Rochdale adults and children boards, and is working on requirements from an East Midlands perspective and possibly Norfolk too.</p> <p>AM said she is keen to further discuss, including other methodologies for SARs.</p> <p>Carried forward.</p>	HR
11/01/2022	4.6	LSAP membership and attendance – BB <u>AGREED</u> to share membership and attendance information with respective board members.	BB
11/01/2022	4.7	ICS locality hubs and PCNs – GW <u>AGREED</u> to contact BB to discuss LSAP engagement and involvement with these groups.	GW
11/01/2022	4.8	HBA subgroup work re safer cultures – GW <u>AGREED</u> to share an update with board members, on work undertaken by the HBA subgroup of the DASVG.	GW
11/01/2022	4.9	Additional suggestions and thoughts – board members <u>AGREED</u> to contact BB with further ideas, suggestions for LSAP chairs and/or requests to attend LSAP meetings.	ALL
11/01/2022	4.9	Board member attendance at LSAPs – BB <u>AGREED</u> to get in touch with JS, to invite her to a LSAP meeting following JS expressing interest.	BB
11/01/2022	4.10	LSAPs engagement with NCCSP – AM <u>AGREED</u> to set up a meeting with BB every 5 weeks to discuss key themes and areas for joint activity.	AM
11/01/2022	4.10	Data sets and data analysis – HR <u>AGREED</u> to contact AM re data analysis and work NCCSP's data analyst is doing on shared themes.	HR
11/01/2022	5.8	FASO role – HR <u>AGREED</u> to further discuss the role with Paul Claxton, including in relation to the Lincs. SAB.	HR

Actions closed during this meeting			
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11/05/2021	7.3	<p>Self-neglect and hoarding subgroup – Walter <u>AGREED</u> to draft proposed terms of reference outlining the scope, focus, membership of the group for review and sign-off outside of the meeting.</p> <p><i>Update 13/07/2021: Terms of reference have been drafted, ahead of a scoping meeting on 28 July, a further update will be provided at the next meeting. Action carried forward.</i></p> <p><i>Update 16/11/2021: Terms of reference are being finalised and will go to the NSAB Business Group for sign-off. The key workstreams will be developed at the next meeting.</i></p> <p>Update 11/01/2022: WLS said that the subgroup is established, with strong representation; we will sign off Terms of Reference at Business Group. Two key workstreams: 1) data set to inform work and our response as partnership, and 2) mapping current services available and completing a gap analysis. WLS is chairing the subgroup but is discussing with colleagues re someone else taking over.</p> <p><i>Close action – ongoing work, updates to be brought to NSAB c. every 6 months.</i></p>	Walter
11/05/2021	11.5	<p>MCA assessments as a priority for NSAB – Walter Lloyd-Smith and Becky Booth <u>AGREED</u> to feed back to the Business Group to identify the best way forward.</p> <p><i>Update 13/07/2021: Discussions have taken place to frame the agenda item for the Business Group at its next meeting and a further update will be provided. Action carried forward.</i></p> <p><i>Update 16/11/2021: The PML subgroup meeting on 25 November will develop a survey for the workforce on the interface between the MCA and safeguarding. This will inform work to be led by the Business Group.</i></p> <p>Update 11/01/2022: WLS said that MCA work for Norfolk is being taken forward by the PML subgroup. A four-step campaign has been identified: 1) survey the workforce (we are being mindful of pressures etc and may hold off a bit), we are just finishing drafting the survey, 2) assess the information from the survey, then face to face or virtual focus groups or workshops, with representatives from across partnership, to understand difficulties and what assets/support might be helpful, 3) build assets etc and share, and 4) evaluate.</p> <p><i>Close action – update board in c. 6 months.</i></p>	Walter & Becky
13/07/2021	6.5	<p>NSAB support for discharge to assess transformation – Walter Lloyd-Smith <u>AGREED</u> to liaise with Nick Pryke and discuss any other support NSAB can give to this piece of work.</p>	Walter

Actions closed during this meeting			
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		<p><i>Update 16/11/2021: WLS noted this is ongoing work, with updates to be brought to NSAB at appropriate points.</i></p> <p>Update 11/01/2022: <i>WLS said this is an ongoing area, maybe come back to later in the year.</i></p> <p><i>Close action – invite Nick back in c. 6 months for a temperature check.</i></p>	
13/07/2021	7.3	<p>Liberty Protection Safeguards and the role of NSAB in holding the system to account – Walter Lloyd-Smith <u>AGREED</u> to discuss further with Heather Roach as new Independent Chair of NSAB.</p> <p><i>Update 16/11/2021: The code of practice is awaiting publication and it is difficult to do detailed work without it. An update will be provided at an appropriate point.</i></p> <p>Update 11/01/2022: <i>LPS will be an issue, but due to the announced delay to implementation, this is something to bring back in the future. Looking to have a risk and issues log which will pick this up.</i></p> <p><i>Close action – bring back when needed.</i></p>	Walter
13/07/2021	7.3	<p>Mental Capacity Act (MCA) knowledge and application alongside Liberty Protection Safeguards – Sarah Jane Ward <u>AGREED</u> to discuss with Walter, what additional work is needed on the MCA.</p> <p><i>Update 16/11/2021: Initial discussions have taken place, and these will be ongoing.</i></p> <p>Update 11/01/2022: <i>HR noted this is linked to the LPS action and will be progressed in the same way.</i></p> <p><i>Close action.</i></p>	Sarah Jane & Walter
13/07/2021	9.3	<p>2021 Safeguarding Adults Collection: trends and drivers of safeguarding activity – Walter Lloyd-Smith <u>AGREED</u> to task the NSAB Business Group with considering the data and identifying key areas of interest for the board, based on its priorities and/or by exception.</p> <p><i>Update 16/11/2021: This was not discussed in detail at the Business Group meeting due to time constraints but will be discussed at the next meeting.</i></p> <p>Update 11/01/2022: <i>WLS noted this is ongoing with Business Group and is a focus for HR.</i></p> <p><i>Close action – ongoing work.</i></p>	Walter

Actions closed during this meeting			
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16/11/2021	4.3.4	<p>LeDeR programme – SJW <u>AGREED</u> to present an update to NSAB in the new year, comparing what Norfolk looks like with the national picture.</p> <p>Update 11/02/2022: HR said that this update is planned for March or May this year.</p> <p><i>Close action.</i></p>	SJW