



Norfolk Safeguarding Adults Board
Minutes of meeting held on Tuesday 15 March 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 (partial attendance) **(VA)**
Lisa Barraclough, North & East Midlands Group Senior Safeguarding Leader, DWP **(LB)**
Becky Booth, Deputy Board Manager, NSAB **(BB)**
Cath Byford, Chief Nurse, N&W CCG **(CB)**
Cllr Penny Carpenter, County Councillor, NCC **(PC)**
Craig Chalmers, Director of Community Social Work, NCC **(CC)**
Andy Coller, Detective Superintendent, Norfolk Constabulary **(AJC)**
Carolyn Fowler, Director of Nursing and Quality, NCH&C (partial attendance) **(CF)**
Kim Goodby, (deputising for Nancy Fontaine) Associate Director for Complex Health and Safeguarding, NNUH **(KG)**
Sally Hughes, Public Health Commissioning Manager, NCC **(SH)**
Walter Lloyd-Smith, Board Manager, NSAB **(WLS)**
Leon McCloughlin-Smith, Head of Norfolk Probation Service (partial attendance) **(LMS)**
Michael Millage, Chair, ARMC and Director, NorCA **(MM)**
Greg Preston, Head of Prevention, Protection & Emergency Planning, NFRS (partial attendance) **(GPR)**
Ben Reed, Chief Executive Officer, Equal Lives **(BR)**
Judith Sharpe, Deputy Chief Executive, Healthwatch Norfolk **(JS)**
Andrea Smith, Board Coordinator, NSAB **(AS)**
Helen Thacker, Head of Service – Safeguarding, NCC **(HT)**
Gavin Thompson, Director of Policy, Commissioning & Communications, OPCCN **(GT)**
Gary Woodward, Safeguarding Adults Lead Nurse, Norfolk & Waveney CCG **(GW)**
James Butler, Board Coordinator, NSAB (minutes) **(JAB)**

GUESTS:

Ruth Butterfield, Inspection Manager, ASC Central Region, CQC **(RB)**
Nicola Jepson, Community Safety Officer, OPCCN **(Item 9)**
Lisa Oakley, Project Manager, No Homelessness in Norfolk **(Item 11)**
Andrew Tomlinson, Detective Inspector, Norfolk Constabulary **(Item 11)**
Tim Weller, Head of Integrated Quality Service (partial attendance) **(TW)**

| 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 this extended meeting. | |
| 1.2 | Apologies had been received from Chris Balmer, James Bullion, Saranna Burgess, Ian Callaghan, Nancy Fontaine, James Kearns, Karen McGuire, Amanda Murr, Mike Pursehouse and Sarah Jane Ward. | |
| 2 | Declarations of interest | |
| 2.1 | There were no declarations of interest made. | |
| 3 | Review of minutes & matters arising from meeting on 11 January 2022 | |
| 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 | |
| 4.1 | <p>BB presented an update on the work of the LSAPs following NSAB's discussion at the meeting in January.</p> <p>BB's presentation slides will be circulated with the meeting minutes for information.</p> <p>BB said that the LSAP chairs meeting and January round of meetings went very well. There was a good response following board members helping to promote participation.</p> <p>BB met with Amanda Murr and talked about the Daisy DHR, which will be the topic for the March LSAP meetings. AM is unable to support these meetings, so BB has produced a quick overview presentation, focusing on issues such as professional curiosity and support for carers.</p> | |
| 4.2 | A total of 97 people attended a webinar on 10 March presented by Norwich Samaritans on 'Dealing with distressed callers' – feedback so far has been very positive. | |
| 5 | Safeguarding Adults Reviews (SARs) update | |
| 5.1 | Official/sensitive: text redacted. | |
| 5.2 | Official/sensitive: text redacted. | |

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| 6 | Current social care issues | |
| 6.1 | <p>HR thanked CC for presenting to the board and asked for headlines on current issues, where can the NSAB help or influence?</p> <p>CC referred to the report to Norfolk County Council's Cabinet, highlighting the ongoing pressure in the domiciliary and residential sector. CC noted that while a vacancy tracker existed, it is currently less accurate as many homes can only service fewer beds based on staffing.</p> | |
| 6.2 | <p>CC highlighted recruitment and retention issues, noting that Adult Social Services Department (ASSD) currently had a vacancy rate of 18% which is higher than the national average of c. 10%.</p> <p>While mitigation measures are in place, ASSD is not as robustly staffed as we would like due to long term funding issues. There are fewer issues with recruitment of non-qualified frontline workers such as Assistant Practitioners, but there are still some successful applicants who turn down offers as they can get paid better elsewhere. The workforce in ASSD is also ageing, with colleagues choosing to retire earlier than they otherwise might have – there us a similar situation in the NHS too. Exit interviews are being held to investigate the reasons and it is not just a result of the pandemic; opportunities to retain people on a part time basis are being explored, to help transfer knowledge and skills gained by years of experience.</p> | |
| 6.3 | <p>CC said that Norfolk First Response (NRF) continues to pick up lots of care the private sector can't deliver the moment, running care packages and not doing reablement.</p> <p>A professional head of Occupational Therapy (OT) had been appointed two years ago, ASSD has been relatively successful at recruiting OTs though there are some difficulties in integrated district teams. Where we have been able to get people into roles, they have generally been less experienced – can't always hit the ground running. One of the ways ASSD is looking to address the recruitment difficulties is by introducing a preceptorship.</p> | |
| 6.4 | <p>CC reported that 100% more people were coming through to adult social care, but there has been no real increase in staffing. There is a possible safeguarding impact, including in localities. The Multi-Agency Safeguarding Hub (MASH) is receiving record numbers of referrals; there is a worry that we might miss people, as any triage activity is based on judgment, with the possibility of incomplete information to hand.</p> <p>CC noted that these pressures are reflected across the whole health and social care system – everyone is under the same pressure at the moment.</p> | |

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| 6.5 | <p>HR thanked CC and said that as a board we will look to focus on the assurance process and this sort of conversation is really useful to pull out key areas of concern for further consideration and scrutiny.</p> <p>HR noted the findings in Solihull of the report into the tragic death of Arthur Labinjo-Hughes. HR will be meeting with the chair of the Norfolk Safeguarding Children Partnership (NSCP) to discuss the national direction on oversight and scrutiny of safeguarding arrangements.</p> <p>CB reported there is an audit underway to regional NHS. It is important to understand and capitalise on the opportunities provided by the move to Integrated Care Boards.</p> | |
| 6.6 | <p>JS raised a question in the meeting chat re the care hotel concept.</p> <p>CB said that the care hotel is a crisis response, but there have been some positives such as giving people more choice about where they take their meals – in the restaurant or in their own rooms. Some residents are enjoying the social aspect of the situation, while also having their own rooms which they wouldn't have on a hospital ward.</p> <p>CC noted that these are unprecedented times and ideally the system wants people to be independent in their own homes for as long as possible. After a hospital stay, the best outcome is that someone can continue with their life, properly supported, in their own home.</p> | |
| 6.7 | <p>CC highlighted the need to remember our workforce and their mental health. Colleagues across the health and social care system are dealing with unprecedented demand and risk at the moment.</p> | |
| 7 | Adult Social Care CQC overview for Norfolk | |
| 7.1 | <p>RB presented an update on the Care Quality Commission's (CQC's) work in Norfolk.</p> <p>RB's presentation slides will be circulated with the meeting minutes for information.</p> <p>RB highlighted the State of Care report and noted the new approach to inspection for people with a learning disability and the scrutiny of closed cultures.</p> | |
| 7.2 | <p>RB noted the challenges being experienced by the health and social care system, highlighting the need for professional curiosity in areas of inequality.</p> <p>RB highlighted the differences in ratings in Norfolk compared with national averages, but proportionally Norfolk is not in the worst position.</p> | |

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| 7.3 | <p>RB summarised CQC activity inspecting adult social care settings since the pandemic and noted the enforcement action taken.</p> <p>HR thanked RB for her presentation and asked that board members hold any questions until after TW's presentation.</p> | |
| 8 | State of care in Norfolk: Safeguarding and Quality in the care home sector | |
| 8.1 | <p>TW presented an update on the current state of care in Norfolk.</p> <p>TW's presentation slides will be circulated with the meeting minutes for information.</p> <p>TW noted that sometimes a PAMMS rating can result in an improvement on a CQC rating; at other times a CQC visit can be triggered by a PAMMS assessment.</p> <p>TW highlighted Norfolk's position compared with its family group, which had recently changed.</p> | |
| 8.2 | <p>TW noted the work his team are doing to proactively drive improvements with providers, highlighting the need for robust commissioning of services and the work underway in ASSD to refine its commissioning and contract management arrangements.</p> | |
| 8.3 | <p>TW highlighted the Quality Improvement & Escalation Policy which will go out for public consultation in April. The policy articulates what we've been doing the past 3 years – how we'll support providers to improve, how we will work with providers to ensure they meet the needs of Norfolk's citizens.</p> | |
| 8.4 | <p>The NSAB noted the challenges presented by the pandemic, including infection control, managing outbreaks and the exacerbation of issues that have been a long time in the making.</p> | |
| 8.5 | <p>Common themes were discussed in terms of engagement with providers. RB noted that willingness to improve is a critical aspect of dealing with current issues and ensuring that provision of services in the future meets our needs as a society.</p> <p>The key role of registered managers was discussed, along with the need to ensure that managers are supported and empowered to look after those they provide care to.</p> <p>Action: Care providers and registered managers – it was <u>AGREED</u> that there would be a follow-up meeting to examine how the Norfolk Care Association, Integrated Quality Service and NSAB could influence and work with care providers.</p> | HR, WLS, MM, Tim Weller |
| | BREAK | |

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| 9 | Serious Violence Duty | |
| 9.1 | <p>HR welcomed NJ to the meeting. NJ presented an update on the Serious Violence Duty, noting the briefing paper circulated ahead of the meeting.</p> <p>NJ's presentation slides will be circulated with the meeting minutes for information.</p> <p>NJ noted the outputs needed to meet the Serious Violence Duty definition; NSAB is critical in shaping Norfolk's system response.</p> | |
| 9.2 | <p>AJC and GW said they would be very keen to be involved in the work to prepare the Norfolk system for the duty, given the wider impacts on health and domestic abuse services.</p> | |
| 9.3 | <p>NJ highlighted the focus on intervention and prevention in the strategy for this new duty. Intervention and awareness raising are key to the success of the new duty. There are links with safer schools and knife crime work amongst other areas of activity.</p> | |
| 10 | Annual Report 2021/22 | |
| 10.1 | <p>HR reported that work is underway to produce the statutory Annual Report for 2021/22. The three statutory partners have been asked for their contributions by 31 March 2022, and the aim is to publish the report as early as we can.</p> <p>WLS said that last year's annual report was very good and the NSAB team is looking to further develop the report this year. It is a document which actively promotes the work of board, summarising how the board has met its duties over the previous year, while also highlighting future activity. The team is considering producing a summary on a page, to publish alongside the report.</p> | |
| 10.2 | <p>GW suggested diversifying access to the report, to include via other media eg. talking head versions published on a YouTube channel.</p> <p>Action: Annual Report diversification / accessibility – HR and WLS to follow up with Nathan Jarvis who is producing a communications strategy; we need to ensure we engage effectively with the diverse range of people, cultures and generations.</p> | HR, WLS |
| 11 | Safeguarding those with multiple vulnerabilities | |
| 11.1 | <p>HR welcomed SH, Lisa Oakley and Andy Tomlinson and thanked them for attending.</p> <p>SH introduced the item, highlighting the context of safeguarding those with multiple vulnerabilities, before handing over to Lisa and then Andy for presentations on the No Homelessness in Norfolk</p> | |

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| | <p>project, and the Vulnerable Adult Risk Assessment Conference (VARAC) respectively.</p> <p>The presentation slides will be circulated with the meeting minutes for information.</p> <p>SH highlighted that this cohort of people often sit outside traditional safeguarding and / or service requirements and criteria. They do not tend to recognise that they need safeguarding or support and push away or don't engage with practitioners.</p> | |
| 11.2 | <p>Lisa introduced herself as the Project Manager for No Homelessness in Norfolk, which is being overseen by the Norfolk Strategic Housing Partnership (NSHP).</p> <p>Street homelessness increased by 159% in Norfolk between 2010 and 2020. Definitions of homelessness include people sleeping rough, people who are statutory homeless and core homeless. Homeless people often have very complex needs.</p> <p>The Government Rough Sleeping Strategy aims to end homelessness by 2027 and stated there is an explicit link between homelessness and safeguarding.</p> <p>Lisa provided an overview of the situation in Norfolk and the challenges ahead, noting that as Covid measures end and the cost of living continues to increase, we are heading for a perfect storm which will increase homelessness.</p> | |
| 11.3 | <p>Lisa updated the NSAB on the No Homelessness in Norfolk project, and the Norfolk Homelessness Prevention Strategy for 2022-2025.</p> <p>Lisa highlighted the Action Plan Year One as summarised on the presentation slides and the update on actions taken so far. Since Lisa joined the project, the Prevention Self-Assessments have been completed, responses analysed, and findings fed back to local authorities. A report is being submitted to the NSHP in March 2022.</p> <p>The Co-Production Alliance is a key part of the project, and the Groundswell company is working to set this up.</p> <p>Action: Free venues across the county – the Co-Production Alliance needs free venues to use across the county; if NSAB members are aware of any suitable venues, please let Lisa know:</p> <p>lisaokley@norwich.gov.uk</p> | ALL |
| 11.4 | <p>Lisa highlighted the discrepancy between Office of National Statistics (ONS) data for Norfolk re deaths of homeless people and Norwich-only information provided by the Pathways service.</p> <p>A homeless person often interacts with multiple services including criminal justice and there is a large cost associated with this;</p> | |

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| | nevertheless, the individual sometimes dies prematurely. We are currently not learning from these deaths to inform practice and improve services for some of the most vulnerable people in Norfolk. | |
| 11.5 | <p>Andy presented a summary of the VARAC process, noting it has been modelled on the MARAC process used for domestic violence cases.</p> <p>It provides multi-agency intervention in the cases of those adults associated with drugs across the Greater Norwich area, who are at the highest risk of experiencing significant harm, exploitation or being the victim of crime.</p> <p>After a practitioner refers a case to VARAC, partners review the information they collectively hold and consider what can be done to help them reduce the risk.</p> | |
| 11.6 | <p>Andy gave the example of a young man in Norwich who was associated with drugs. The man lived with his mother who was moved into a care setting, and the man then fell in with the wrong crowd who exploited him for money and took advantage of his home.</p> <p>A VARAC referral allowed the 6 or 7 agencies involved with him to coordinate their efforts via the social worker as a single point of contact. The coordinated and holistic approach has allowed the social worker to help the young man in ways not available to each agency working on its own.</p> | |
| 11.7 | <p>Andy highlighted how to make a referral and the VARAC definition for a referral. If in doubt, the VARAC team is very happy to discuss further and provide guidance on whether the definition is met and give advice on next steps.</p> <p>SH concluded the item, noting the 'asks' of NSAB contained within the presentation.</p> | |
| 11.8 | <p>GW noted the use of the term 'vulnerable adult' which doesn't chime with the wording of the Care Act 2014. This is something that needs to be considered, as is the discrepancy between the ONS and Norwich information on deaths. There is a disparity of definitions.</p> <p>AJC recalled that the homeless mortality review proposal discussed at NSAB previously related to Norwich only and was not countywide. There have been discussions at the SAR Group regarding definitions and there is currently a process in place regarding rough sleepers.</p> | |
| 11.9 | <p>HR thanked SH, Lisa and Andy for their presentation, noting there are several 'asks' which she would be keen to discuss outside of the meeting before coming back to NSAB with a proposal.</p> | |

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| | Action: Safeguarding those with multiple vulnerabilities – HR, WLS, AJC, HT and GW to meet with SH, Lisa Oakley and Andy Tomlinson for further discussion. | HR, WLS |
| 12 | Any other business | |
| 12.1 | <p>HR noted the Ukrainian refugee situation and potential adult and child safeguarding implications. There is considerable worry around overseeing placements of refugees with sponsors, and the onward welfare of both those being placed and the families taking in refugees. HR will follow up as information emerges, including with Norfolk Safeguarding Children Partnership colleagues.</p> <p>JS said that Healthwatch is currently trying to establish whether key information about how the NHS works has been translated into Ukrainian. It is likely there will be other material we need to consider as well.</p> | |

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| Representative seats, summary of information sharing: | |
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| Acute hospitals (via NNUH) | 21/03/2022 |
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| Open actions | | | |
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| Date of meeting | Item | Action | Responsible |
| 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. Update 15/03/2022: Not yet discussed. Carry forward. | 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. Update 15/03/2022: CB noted GW is not yet in the meeting and will be joining a bit later. Carry forward. | 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. Update 15/03/2022: BB advised no new chairs identified, any further thoughts welcome. Missing in Western LSAP particularly, and South co-chair. Carry forward. | ALL |
| 15/03/2022 | 8.5 | Care providers and registered managers – it was <u>AGREED</u> that there would be a follow-up meeting to examine how the Norfolk Care Association, Integrated Quality Service and NSAB could influence and work with care providers. | HR, WLS, MM, Tim Weller |
| 15/03/2022 | 10.2 | Annual Report diversification / accessibility – HR and WLS to follow up with Nathan Jarvis who is producing a communications strategy; we need to ensure we engage effectively with the diverse range of people, cultures and generations. | HR, WLS |
| 15/03/2022 | 11.3 | Free venues across the county – the Co-Production Alliance of the No Homelessness in Norfolk project needs free venues to use across the county; if NSAB members are aware of any suitable venues, please let Lisa know: lisoakley@norwich.gov.uk | ALL |
| 15/03/2022 | 11.9 | Safeguarding those with multiple vulnerabilities – HR, WLS, AJC, HT and GW to meet with SH, Lisa Oakley and Andy Tomlinson for further discussion. | HR, WLS |

| Actions closed during this meeting | | | |
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| 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><i>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.</i></p> <p><i>AM said she is keen to further discuss, including other methodologies for SARs.</i></p> <p><i>Carried forward.</i></p> <p>Update 15/03/2022: HR had followed up outside of the meeting. HR is working with Amanda Clarke, to put together a half day training session re SARs. As DHRs are very specific and driven by the Home Office guidance, they won't be covered in this session. Action closed.</p> | HR |
| 11/01/2022 | 4.6 | <p>LSAP membership and attendance – BB <u>AGREED</u> to share membership and attendance information with respective board members.</p> <p>Update 15/03/2022: Done and circulated, good response. Action closed.</p> | BB |
| 11/01/2022 | 4.9 | <p>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.</p> <p>Update 15/03/2022: On 21 Feb AS sent list out to everyone with dates and several members have asked to attend a LSAP. If anyone else wants to attend, please let BB know. Action closed.</p> | BB |
| 11/01/2022 | 4.10 | <p>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>Update 15/03/2022: BB advised this was complete, first meeting held, and future meetings arranged. Action closed.</p> | AM |
| 11/01/2022 | 4.10 | <p>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> | HR |

| Actions closed during this meeting | | | |
|------------------------------------|------|--|-------------|
| Date of meeting | Item | Action | Responsible |
| | | Update 15/03/2022: Meeting in April to look at data we want to use as a board, can close on here, will pick up and link with AM. Action closed. | |
| 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. Update 15/03/2022: HR linked in with Paul and passed on his details. Action closed. | HR |