



Norfolk Safeguarding Adults Board
Minutes of meeting held on Tuesday 12 July 2022
Enterprise Suite, South Green Park, Mattishall

PRESENT:

Heather Roach, Independent Chair, Norfolk Safeguarding Adults Board (chair) **(HR)**
Laura Bloomfield, Director of Operations, Voluntary Norfolk **(LB)**
Becky Booth, Deputy Board Manager, NSAB **(BB)**
Saranna Burgess, Chair of Safeguarding Adults Review Group, NSAB and Director for Patient Safety and Quality, NSFT **(SB)**
Craig Chalmers, (deputising for James Bullion) Director of Community Social Work, NCC (from Item 5) **(CC)**
Andy Coller, (deputising for Chris Balmer) Detective Superintendent, Norfolk Constabulary **(AJC)**
Tricia D’Orsi, Director of Nursing, N&W ICB **(TD)**
Carolyn Fowler, Director of Nursing and Quality, NCH&C **(CF)**
Kim Goodby, (deputising for Nancy Fontaine) Associate Director for Complex Health and Safeguarding, NNUH **(KG)**
Andy Hudson, (deputising for Sarah Jane Ward) Head of Personalisation, N&W ICB **(AH)**
James Kearns, Chief Executive Officer, BUILD Charity **(JK)**
Walter Lloyd-Smith, Board Manager, NSAB **(WLS)**
Michael Millage, Chair, ARMC and Director, NorCA **(MM)**
Mike Pursehouse, District Council Representative **(MP)**
Judith Sharpe, Deputy Chief Executive, Healthwatch Norfolk **(JS)**
Tony White, Safeguarding Lead, NFRS **(TW)**
James Butler, Board Coordinator, NSAB (minutes) **(JAB)**

GUESTS:

Paul Nicholls, Independent report author, SAR LMN **(Item 6)**
Joan Maughan, Independent consultant, NSAB **(from break)**
Claire Charlwood, Equality, Diversity and Inclusion Officer, NCC **(from break)**

Item	Minute	Action
1	Welcome and apologies for absence	
1.1	HR welcomed everyone to the meeting, introductions were made, and fire evacuation instructions given.	
1.2	Apologies had been received from Chris Balmer, Lisa Barraclough, James Bullion, Ian Callaghan, Cllr Penny Carpenter, Nancy Fontaine,	

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	Sally Hughes, Diane Hull, Trevor Key, Leon McLoughlin-Smith, Amanda Murr, Helen Thacker, Sarah Jane Ward, Alice Webster and Gary Woodward.	
2	Declarations of interest	
2.1	There were no declarations of interest made.	
3	Review of minutes & matters arising from meeting on 10 May 2022	
3.1	The minutes were reviewed and <u>AGREED</u> with no amendments.	
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.	
3.3	<p><u>Action 10.4 from 10/05/2022</u>: NSAB Comms strategy – JK asked whether his comments had been addressed re accessibility and engagement, as per paragraph 10.3 of the minutes from 10 May 2022.</p> <p>WLS advised the strategy had been revised following the previous meeting and will be re-circulated to NSAB members for sign-off electronically. The document will then be sent to the designers alongside the annual report.</p> <p>Action: NSAB Comms strategy sign-off – WLS <u>AGREED</u> to re-circulate the updated Comms strategy, for electronic sign-off by board.</p>	WLS
4	Locality Safeguarding Adults Partnerships (LSAPs) update	
4.1	<p>BB presented an update following the LSAP meetings in May; the presentation slides will be circulated with the meeting minutes for information.</p> <p>There had been good numbers of attendees in May and several new people, though continuity of attendance remains an issue.</p> <p>BB noted involvement from the Voluntary, Community and Social Enterprise (VCSE) sector varies between the localities, but there is no restriction on membership.</p>	
4.2	<p>AJC highlighted the Exploitation training for Norfolk being promoted at the July LSAP meetings, which covers exploitation at a base level and is suitable for everyone. AJC encouraged NSAB members to undertake the training and to promote through their networks. It is available via the NSAB website:</p> <p>https://www.norfolksafeguardingadultsboard.info/training/available-training/child-and-adult-exploitation/</p>	

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4.3	<p>The NSAB discussed changing methods of communication and engagement since the pandemic; there needs to be a balanced use of digital and more traditional channels. It is important to maintain a view of ever-changing populations, especially with new groups coming into Norfolk.</p> <p>TD noted the news coverage about Sir Mo Farah’s experience of exploitation. If there are children or adults in that situation in Norfolk, are we confident they will know where to go to get help?</p> <p>AJC highlighted the work of the Norfolk Anti-Slavery Network (NASN) which is commissioned by the Office of the Police and Crime Commissioner (OPCCN): https://www.norfolkantislavery.org/</p>	
5	Business Group update	
5.1	<p>AJC presented an update, and the presentation slides will be circulated with the meeting minutes for information.</p> <p>AJC recently became co-chair of Business Group with WLS. Terms of reference have been developed following a review of the way the group supports delivery of the board’s priorities. While the focus will be on delivery planning and execution, the group can also keep an eye on emerging issues and bring them in if needed.</p>	
5.2	<p>HR said the Business Group will also help to ensure close working across NSAB, the Norfolk Safeguarding Children Partnership (NSCP) and the Norfolk Countywide Community Safety Partnership (NCCSP). AJC added that the LSAP chairs and BB are also part of the Business Group, to ensure two-way interaction between the NSAB and locality partners.</p> <p>Action: Business Group terms of reference - AJC <u>AGREED</u> to share the terms of reference with NSAB members for endorsement.</p>	AJC
5.3	<p>WLS highlighted the additional key points note in the slides. WLS said that additional mental health provider representation will be explored as an opportunity to enhance the group. WLS noted that SB currently attends Business Group when she can as Chair of the Safeguarding Adults Review Group (SARG) and double hats.</p>	
6	Presentation of draft final report Safeguarding Adults Review for cases L, M and N	
6.1	<p>HR welcomed Paul Nicholls to the meeting. WLS introduced the item, noting that conducting SARs is a statutory responsibility of the board. This review focused on three young females who came to serious harm while in the care of Milestones Hospital, a private mental health provider that has since closed.</p>	
6.2	<p>Paul summarised the background and methodology to the review and Paul’s slides will be circulated with the minutes of the meeting. The</p>	

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	<p>review panel comprised lead professionals from agencies involved, including the two placing authorities in Lincolnshire and Sussex.</p> <p>The SAR panel identified four key themes using the signs of safety framework to help draw out good practice and learning; Paul recorded his thanks to the panel members for their support to the review process.</p> <p>Paul noted that open and honest conversations with 10 of the key practitioners were used to develop the key learning points. The three patients were invited to engage with the review process, but all declined. Paul also met with CQC and a former manager from the provider; both contributed to the report.</p>	
6.3	<p>Thirteen learning points were identified, and Paul highlighted 5 key points as presented in the slides. Paul noted the context of the Covid pandemic and the adverse effect on face-to-face visits and to a degree, patient behaviour. However, there were serious systemic issues identified by the report.</p> <p>Six recommendations were agreed by the review panel and the SARG, and the report has been signed-off by senior officers of agencies represented on the SAR panel. Paul presented the recommendations to the board and asked NSAB to approve the report and its recommendations.</p>	
6.4	<p>The NSAB discussed the report and key points are as follows:</p> <ul style="list-style-type: none"> a) Most of the A&E attendances related to self-harm by the three patients subject to the review. b) There were only 3 occasions where one of the patients was seen by the same doctor in A&E; the EDIS system used by the James Paget University Hospital (JPUH) and the Queen Elizabeth Hospital (QEH) A&E departments, does not provide an easy way to identify repeat attendances. c) Due to the Covid pandemic the JPUH safeguarding team did not have daily contact with the wards as it otherwise would have. d) Competitive self-harming developed between the three patients, in part because of the pandemic reducing face-to-face visits. e) Not all the 39 incidents recorded on police systems related to the three patients subject to the review; all incidents were properly discussed and reviewed at the time. f) Regarding Recommendation 2 – TD noted she is happy to support the recommendation, but we will need to engage with NHSE as part of action planning. 	

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	<p>g) Regarding Recommendation 3 – AH noted the need to consider how this is managed with national providers. As part of action planning, Paul suggested CQC could help provide a view.</p> <p>h) Regarding Recommendation 6 – SB noted that she had someone in mind within Norfolk and Suffolk NHS Foundation Trust (NSFT), to lead on developing such training.</p> <p>i) Availability of beds within-county continues to be an issue nationally, leading to out-of-area placements. There is no easy fix for this, but work must continue to reduce reliance on these placements and ensure we can develop wrap-around care for people where they live.</p>	
6.5	<p>HR asked board members whether they were happy to approve the report.</p> <p>Decision: The NSAB unanimously <u>AGREED</u> to approve the report and its recommendations, subject to the following minor amendments being made in the report:</p> <ol style="list-style-type: none"> 1) Clarification that the 39 incidents recorded by the Police, do not correlate with the 40 attendances to the JPUH A&E department. 2) Noting that the recommendations will be implemented in line with the development of the Integrated Care System in Norfolk from July 2022. <p>HR recorded thanks on behalf of the board to Paul and the review panel.</p>	
6.6	<p>WLS summarised the proposed approach to publication. Anticipating sign-off, a meeting has been arranged to begin planning communications. WLS noted there are echoes of the SAR for Joanna, Jon and Ben; WLS’s advice to board is that a press release is made on the day of publication and reactive press statements are prepared. WLS will ensure that agencies involved in the SAR are included as appropriate, in planning for publication.</p> <p>Decision: The NSAB <u>AGREED</u> to publish the report, with a target date in mid-to-late August 2022. A press release and reactive press statements will be prepared.</p>	
7	Safeguarding Adults Reviews (SARs) update	
7.1	<p>SB provided an update on the work of the SARG, and an overview of the cases deemed to have met the criteria for a SAR. There are three SARs to be opened for cases P, R and S; and two cases which will be run as joint SARs / DHRs (Domestic Homicide Reviews).</p>	

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	In addition to these formal reviews, the SARG regularly identifies actions for learning from the referrals it receives.	
7.2	<p>SB noted the SARG is a very busy group with good attendance, and regularly welcomes observers to meetings with good feedback received regarding decision-making and the way the group operates.</p> <p>The SARG oversees a Composite Action Plan (CAP) and SB suggested it would be helpful to bring the CAP to a future meeting for assurance.</p> <p>HR highlighted that she has requested that a piece of work is undertaken on recommendations that are stuck, so board can discuss them and agree whether they can be unblocked or closed as no longer achievable.</p>	
7.3	<p>The NSAB discussed the work of the group and WLS noted the unprecedented situation the board team is in, with the number of reviews underway – it's a significant shift of gear for NSAB around its review work.</p> <p>WLS also highlighted there will be a one-year-on summit for the SAR for Joanna, Jon and Ben. This will be held on Tuesday 6 September and all NSAB members are invited to participate.</p>	
	<i>BREAK</i>	
8	Norfolk and Suffolk NHS Foundation Trust (NSFT) improvement plans following CQC report publication	
8.1	HR noted that NSFT's Chief Executive was unable to join the meeting today, but she is pursuing a meeting with him and Zoe Billingham (Chair of NSFT), to discuss their plans in response to CQC's report.	
9	Annual Report 2021/22	
9.1	<p>HR presented the draft Annual Report which had been circulated in its raw state prior to the meeting.</p> <p>Highlights from the report include publication of the SAR for Joanna, Jon and Ben; the development of the LSAPs; the release of Tricky Friends and its adaptation by other boards for use in their areas.</p> <p>This year, the statutory partner narratives have been aligned under the three pillars in the NSAB strategy: preventing abuse or neglect; managing and responding to concerns and enquiries; and learning lessons and shaping future practice. Partners were also asked to comment on the effects of the Covid pandemic over the past year.</p>	

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	<p>HR noted that once the report is finalised, it will be presented to the Health and Wellbeing Board, the People and Communities Select Committee and the Cabinet of Norfolk County Council.</p>	
9.2	<p>TD said that she had no comments on the document itself, but with HR's agreement she will talk to the ICB's Chair and CEO re the report being formally received at ICB.</p> <p>Decision: The NSAB <u>AGREED</u> the content of the Annual Report for 2021/22. The report will be sent to the designers as per the usual process.</p> <p>HR thanked the NSAB business team for the huge amount of work undertaken over the past year.</p>	
10	SAR for Joanna, Jon and Ben Update on progress with local recommendations	
10.1	<p>HR thanked Joan Maughan for attending to update the NSAB on progress with the Coalition for Change.</p> <p>Joan said that the Coalition for Change sprung from several of the recommendations from the SAR for Joanna, Jon and Ben. The SAR engendered a lot of national support re the open approach to publication, especially from parents and those working as advocates for people with a learning disability and/or autism. The Coalition's approach will be based on co-production, with a focus on addressing provision for those most at risk of ending up in long-term services.</p>	
10.2	<p>Joan reported the Coalition is taking a long time to set up, with a significant delay in recruiting a Coordinator to lead it. If anybody knows of a suitable potential candidate, please contact Joan. Part of the steering group is in place, and there is a big supporter list receiving regular updates on work underway.</p> <p>Joan highlighted work being undertaken by Tricordant commissioned by NHSE East of England, and the recent Local Government Association (LGA) peer review of the Norfolk system.</p> <p>Healthwatch Norfolk are commencing a project whereby people will go out and meet people using services, to have conversations about their experiences. In addition, the Coalition is engaging with the Norfolk Autism Partnership Board, and Norfolk Learning Disability Partnership Board.</p>	
10.3	<p>Joan said that the one-year-on summit on 6 September will focus on accountability. Those working to address the recommendations have been asked to talk about what actions have been achieved to produce improvements; which actions are in progress; and what are the roadblocks to achieving them. It is hoped that the Coalition for Change will be launched at the summit.</p>	

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	HR thanked Joan for updating the board. CF noted that as a system it is important that we evidence learning and how we take back collective lessons into our own organisations, even where recommendations are not assigned to our own organisations.	
11	Presentation on anti-discriminatory practice Linked to Cawston Park SAR Recommendation M	
11.1	<p>HR welcomed Claire Charlwood to the meeting and thanked her for attending. Claire introduced herself and presented some slides which will be circulated with the meeting minutes.</p> <p>Claire reminded NSAB members of Recommendation M from the SAR for Joanna, Jon and Ben, which touches on a national issue not specific to Norfolk. Norfolk County Council has recently completed several activities to look at its own workforce and their experience of racism, and Claire summarised some of the findings.</p>	
11.2	<p>The NSAB discussed the proposal Claire put to the board re a new anti-racist policy supported by practical guidance. Key discussion points included:</p> <ul style="list-style-type: none"> a) Having a single policy across NSAB, the NSCP and NCCSP would be preferable b) While having one policy across the partnerships would be good, it needs to be supported by something meaningful to those with a cognitive impairment, their families and those working to support them c) Organisations need to be supported to respond to concerns of staff, to have proactive conversations about racism in the workplace, and to fulfil their duty of care to staff d) Consideration should be given to supporting the workforce re other protected characteristics e) In the longer term, commissioning of services could have a role to play in addressing issues ie. we would only commission those services who will support staff properly. 	
11.3	<p>HR thanked Claire for her presentation and the work undertaken so far.</p> <p>Decision: The NSAB <u>AGREED</u> to support the proposal, subject to further consideration re people with cognitive impairments and the involvement of other partnership boards.</p> <p>Action: One Norfolk anti-racist policy – HR <u>AGREED</u> to raise the idea of an overarching Norfolk policy with the Chairs of the NSCP and NCCSP.</p>	HR

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12	Any other business	
11.1	JK highlighted that he had raised some issues with WLS on behalf of a learning disability service provider, re making safeguarding referrals to the local authority and the amount of time taken to resolve. A meeting will be held with the provider and Norfolk County Council colleagues this afternoon to discuss this.	
11.2	<p>KG passed on a request from Professor Nancy Fontaine, that dial-in facilities are available for future face-to-face meetings.</p> <p>HR confirmed that future face-to-face board meetings will be held at County Hall and dial-in facilities will be available.</p>	

Representative seats, summary of information sharing:	
Acute hospitals (via NNUH)	TBC
VCSE sector (via BUILD charity)	14/07/2022

Open actions			
Date of meeting	Item	Action	Responsible
10/05/2022	11.2	Pressure sores/wound care – acknowledgement by senior nursing colleagues that this is a critical issue and a piece of work on the subject will be carried out. SJW to provide update to board on the issue after work completed. Update 12/07/2022: no update at the moment, carry forward	SJW
12/07/2022	3.3	NSAB Comms strategy sign-off – WLS <u>AGREED</u> to re-circulate the updated Comms strategy, for electronic sign-off by board.	WLS
12/07/2022	5.2	Business Group terms of reference - AJC <u>AGREED</u> to share the terms of reference with NSAB members for endorsement.	AJC
12/07/2022	11.3	One Norfolk anti-racist policy – HR <u>AGREED</u> to raise the idea of an overarching Norfolk policy with the Chairs of the NSCP and NCCSP.	HR

Actions closed during this meeting			
Date of meeting	Item	Action	Responsible
10/05/2022	6.4	Board effectiveness – board members to send any additional comments, suggestions, or feedback to HR or the NSAB business team. Update 12/07/2022: First meeting of QA subgroup held 30 June with next one scheduled for 9 August; it will report into Business Group. No other comments received. Action closed.	ALL
10/05/2022	8.7	Restrictive practice/restraint – KG will provide Dr Melanie Bruce with contact details of two of her colleagues who will be able to provide information. Melanie will pull together key people across Norfolk to meet. BB will be invited to the first working group meeting to get some ideas for the seven-minute briefing. Update 12/07/2022: KG reported Melanie is working with the NNUH colleagues. BB to follow up with Melanie re ideas for seven-minute briefing. Action closed.	KG, BB

Actions closed during this meeting			
Date of meeting	Item	Action	Responsible
10/05/2022	9.4	<p>Complex case guidance – care needs to be given as to how this is communicated, and it must be emphasised that this is not a new process. It won't be a wide dissemination; it will be about identifying the right people across the partnership and briefing them specifically. WLS will consider how this can be done.</p> <p>Update 12/07/2022: Approach to be agreed at statutory partners meeting on 28 July. WLS is identifying key colleagues in leadership roles re escalation etc, targeted approach, strengthen process. Action closed.</p>	WLS
10/05/2022	9.5	<p>Complex case guidance – SJW asked where the governance sat and whether it was explicit. BB said that she will review again and see if it can be made more explicit (but made clear that the guidance isn't any different in that sense as to what happens currently).</p> <p>Update 12/07/2022: BB advised amendments made and NSAB business team will look to soft-launch the process over summer, then run a pilot period from mid-September due to summer holidays etc. Action closed.</p>	BB
10/05/2022	10.4	<p>Comms strategy – document to be proofread/amended and circulated to board members.</p> <p>Update 12/07/2022: Amendments had been made but not circulated. The board discussed comments made at the previous meeting at paragraph 3.3 of these minutes. A separate action was identified for WLS to re-circulate the strategy for electronic sign-off. Action closed.</p>	NJ