



**Norfolk Safeguarding Adults Board**  
**Minutes of meeting held on Tuesday 9 July 2024**

**PRESENT:**

Heather Roach, Independent Chair, NSAB (chair) (HR)  
Victoria Aspinnall, Head of Safeguarding, NCH&C (VA)  
Chris Balmer, Head of Safeguarding and Investigations, Norfolk Constabulary (CB)  
Lisa Barraclough, Advanced Customer Support Senior Leader, DWP (LB)  
Rob Black, Named Nurse, Safeguarding Adults & Children, ECCH (RB)  
Becky Booth, Deputy Board Manager, NSAB (BB)  
Chris Butwright, Assistant Director Public Health Prevention & Policy, NCC (CBu)  
Tricia D'Orsi, Director of Nursing, N&W ICB (TD)  
Kim Goodby, Associate Director, NNUH (KG)  
Emyr Gough, Area Manager / Head of Prevention and Protection, NFRS (EG)  
Rebecca Hulme, Director - Children, Young People and Maternity, N&W ICB (RH)  
James Kearns, Chief Executive, Build Charity (JK)  
Cllr Mark Kiddle-Morris, County Councillor, NCC (MK)  
Walter Lloyd-Smith, Board Manager, NSAB (WLS)  
Pauline Parke-Chatten, Acting Head of Norfolk Probation Delivery Unit (PP)  
Mike Pursehouse, District Council Representative (MP)  
Judith Sharpe, Deputy Chief Executive, Healthwatch Norfolk (JS)  
Helen Thacker, Head of Service – Safeguarding, NCC (HT)  
Gary Woodward, Designated Lead Professional for Adult Safeguarding, N&W ICB (GW)  
Petra Alford, Board Co-ordinator, NSAB (minutes) (PA)

**GUESTS:**

John Mosedale, Complex Review Manager, NCC

Item	Minute	Action
<b>1</b>	<b>Welcome, apologies for absence and declarations of interest</b>	
1.1	HR welcomed everyone to the meeting and introductions were made.	
1.2	Apologies were received from Amanda Murr, Amy Askew, Anthony Deery, Carolyn Fowler, Claire Pratt, Craig Chalmers, Debbie Bartlett, Gavin Thompson, Kelly Boyce, Laura Bloomfield, Paul Benton and Trevor Key.	
1.3	There were no declarations of interest made.	
<b>2</b>	<b>Independent Chair contract extension</b>	
2.1	HR left the meeting for this item.  WLS highlighted that the independent chair, HR, has now been with the board for 3 years, during which time the board has moved forward considerably. HR is keen to continue and support the work of the board in Norfolk and has committed to another year if her circumstances don't change. If there is a change in circumstances 6 months' notice will be given. WLS therefore asked the board to formally confirm an extension of 1 year to HR's contract.	
2.2	CB was very supportive of extending HR's contract however, on a point of process, noted that the board were not offered any other options. He suggested a meeting was put in place in 6 months' time to look at the process moving forward. He would welcome HR staying on at this point but the process needs to be clear and transparent going forward.	
2.3	TD asked that it was noted that HR was, in her opinion, one of the best chairs she had worked with given her ability to bring together the right people and have the right level of conversation. TD agreed that there needed to be transparency and openness regarding the process so agreed that a meeting should be set in 6 months to put a formal process in place.	
2.4	KG queried with regard to the process, what would happen if the board had disagreed. KG queried whether, if there is the potential for HR only staying for 6 months, the process should begin in 3 months.	
2.5	GW shared that as chair of SARG he had found HR incredibly supportive.	
2.4	WLS proposed that a further extension of 12 months was made and a small number of people were brought together for the succession planning in 3 months' time. TD, KG and CB (or Nick Davison) all volunteered.  Board <b>AGREED</b> to extend the current chair's contract by 12 months. <b>Action:</b> WLS to arrange for an extension of HR's contract and set a meeting in 3 months to begin succession planning.	<b>WLS</b>
<b>3</b>	<b>Review of minutes &amp; matters arising from previous meeting</b>	
3.1	HR thanked those that attended the extraordinary board meeting in April.	

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	The minutes from 12 March 2024 were not reviewed, amendments to be sent to PA.	
3.2	HR provided an update on actions which are shown on the actions log at the end of these minutes.	
<b>4</b>	<b>LSAP Update</b>	
4.1	BB presented an update, presentation slides will be circulated with the meeting minutes for information.	
4.2	CBu queried whether, from the board perspective, there was an analysis of what themes were coming from these meetings in terms of the organisations and residents throughout the County. BB shared that more detailed information was given at business group which covered this feedback from LSAPs.	
4.3	WLS highlighted that any board members were welcome to join Business Group to understand how the group works.	
4.4	GW noted it was helpful to see thematics at a place level and queried whether membership was representative of each area. BB shared that there were around 60 people on each LSAP distribution group and those who were unable to attend the meetings have shared that they still use the information which is shared.	
4.5	GW queried whether there was any feedback on how the information shared had been used by the organisations involved. BB confirmed that an annual survey had been created to gather feedback on this across the County, some of this feedback had been shared in the annual report.	
4.6	TD queried as the place boards start to mature, how we were ensuring that the voice of safeguarding was informing the work of these boards. Highlighting that board need to think about how they align the good work being done in the LSAPs with these boards.	
4.7	It was noted that the place boards should be delivering the strategic objectives at a local level using the strength of those working in that community and the resources available in the best way for that community.	
4.8	MP highlighted that there are also health and partnership boards.	
4.9	<b>Action:</b> HR noted that it would be helpful to have an overview of local arrangements including place boards – what they look like, where they sit and how safeguarding is represented.	<b>HR</b>
4.10	RH noted the importance of bringing all of these things together if we are going to make a difference in the preventative space. We need to use all the data available however we were not great at bringing this together yet as a system.	

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<b>5</b>	<b>Business Group Update</b>	
5.1	WLS presented an update, presentation slides will be circulated with the meeting minutes for information.	
5.2	GW highlighted that the 2 <sup>nd</sup> national SAR analysis showed self-neglect as a key theme nationally although this was not being seen in Norfolk.	
5.3	<p>CB observed that there were some parallels with what NSCP were trying to do particularly around sharing learning and insights and getting the information to the front-line practitioners. He queried whether the work could be aligned to use similar vessels to share the information noting that the process children's use for this was quite successful, therefore would it be beneficial to use a common framework across both boards.</p> <p>As an example of joint up work between NSCP and NSAB, WLS confirmed that that the piece of work on transitional safeguarding was being fed into a leadership event to be held in the New Year.</p>	
5.4	JK noted that perception was a bigger issue than it was thought to be. He shared an example from his own experience regarding a concern raised 18months ago which he had only had feedback on because he had chased this with the family. He had not had any feedback following feeding this concern into the system. He noted that there will be organisations or individuals who won't refer as they don't get any response. HR confirmed that this issue would be picked up under the agenda item on MASH scrutiny.	
5.5	HT asked JK to share the details of the case with her to follow up noting that at times there can be an issue with understanding the feedback. HT shared that this was a key theme which was being worked on and does appear to have improved with the acute hospitals therefore she would like to think that this is better now than it was.	
5.6	JS noted that Healthwatch had asked Open Doors to undertake a piece of work and the group had chosen safeguarding. BB will be meeting with them in August to workshop this. JS noted that it was important to identify which vulnerable groups you want to reach as this was not an easy task.	
5.7	WLS suggested that Open Doors were invited to feedback to board next year when they publish their report. <b>Action:</b> to be added to the agenda forward planner.	<b>HR</b>
<b>6</b>	<b>Data Priorities</b>	
6.1	HR and BB presented an update, presentation slides will be circulated with the meeting minutes for information.	
6.2	CBu queried whether there were themes with vulnerable people? BB confirmed that the NSAB dashboard was currently being piloted by the Q&A subgroup but would soon be available to all board members.	

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	The main issue was that the amount of data available was vast but without an analyst working solely for the board we were limited on what we can extract.	
6.3	JS agreed that there was a vast amount of data available on the dashboard, which would take some time to analyse.	
6.4	CB shared they had the same journey with CSP and they had to employ an analyst to find the answers in the data to the questions they were being asked.	
6.5	<p>The Q&amp;A subgroup recommended to board: NSAB to seek assurance from partner agencies that safeguarding is effective within Norfolk's mental health settings.</p> <p>Proposal – That the Q&amp;A subgroup, as part of its assurance function, focus on a deeper dive into a more specific group of neglect cases where mental health is a factor, to identify if there any system or other issues behind the data that need highlighting for action.</p>	
6.6	TD queried the wording as it was not about the setting as such but for her, should be MH patients in the community.	
6.7	RH noted it was about the board understanding the relationship between mental health and vulnerabilities.	
6.8	BB shared that there was data that gives the type of abuse and where it happened but if we are concerned about neglect, as this was so large they had narrowed it down to a smaller focus.	
6.9	<p>TD suggest that the recommendation was taken to the executive board noting that as NSFT were not present today she would contact Anthony Deery, Chief Nurse, NSFT, for his view.</p> <p>It was noted that NSFT are undertaking a large piece of work on their deaths and data quality.</p>	<b>TD</b>
6.10	<b>Action:</b> Executive group to look at the wording of the recommendation.	<b>HR</b>
<b>7</b>	<b>BREAK</b>	
<b>8</b>	<b>MASH Scrutiny Update</b>	
8.1	HR presented an update on the 6 recommendations made following this piece of work, presentation slides will be circulated with the meeting minutes for information.	
8.2	<b>Action:</b> HT to follow up with SCCE on whether holding list numbers will be published.	<b>HT</b>

Item	Minute	Action
8.3	HR thanked those who had responded to her request for individual agencies to conduct a dip sample audit of the referrals made ensuring they were of sufficient quality and had received an appropriate response.	
8.4	It was noted that those agencies who hadn't responded may find this something that was helpful to look at.	
<b>9</b>	<b>National SAB chairs survey, National SAB chairs network annual report &amp; Ministerial Letter re; homelessness</b>	
9.1	The papers had been shared prior to the meeting, presentation slides will be circulated with the meeting minutes for information.	
9.2	<b>Ministerial letter</b> There were 4 actions that the board need to undertake following this guidance. <b>Action:</b> To be added to the agenda for September board to give an overview of what work is being undertaken.	<b>HR</b>
9.3	It was noted that homeless deaths are reported at SARG however this does not cover sofa surfing or deaths in hospitals. <b>Action:</b> Recommendation 4 to be picked up by SARG. Public Health to be included in the conversation.	<b>GW</b>
<b>10</b>	<b>Complex Review Manager Update</b>	
10.1	HT and JM gave an overview of the complex review manager's post and what has been achieved in the last year. Presentation slides will be circulated with the meeting minutes for information.	
10.2	The higher risk of suicide among the neuro-diverse community was highlighted as an area which may need more focus.	
10.3	GW noted that JM's work will help inform the SARG thematic overview. GW asked that it was noted that JM's work and presence has helped on SARG.	
<b>11</b>	<b>SARG Update</b>	
11.1	GW presented an update, presentation slides will be circulated with the meeting minutes for information.	
11.2	GW, on behalf of SARG, shared a recommendation for a thematic SAR covering 2 specific cases under s44(3) and s44(4) with board for their agreement.	
11.3	TD shared that NSFT were currently reviewing all of their care models. She noted that there were far too many people being supported in the community or having to go to out of county placements because there was a lack of beds. She queried what we can do as a system in response to this issue.	

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11.4	CB shared that this situation was routine in terms of people awaiting mental health beds.	
11.5	KG noted that last month there were c.40 people awaiting a mental health bed with only 6 or 7 in an acute settings so a large number in the community.	
11.6	Board <b>AGREED</b> to commission this SAR. <b>Action:</b> SAR to be commissioned and independent report writer found.	<b>GW</b>
<b>12</b>	<b>Key safeguarding messages from meeting</b>	
12.1	<ul style="list-style-type: none"> <li>• LSAPs are a valuable resource for disseminating issues and the board needs to consider how the Golden Thread of Safeguarding can link through from board to LSAP</li> <li>• Cuckooing – to be developed further with a planning meeting set in September to discuss</li> <li>• Data priorities – recommendation on data to go to the executive board</li> <li>• Mash scrutiny – HR to report back on the review of the MASH</li> <li>• Response to homelessness – HR and SARG to look at what we can link into to gain an oversight and understanding</li> <li>• Complex case manager – good to hear an overview of the work being undertaken</li> <li>• SARs – thematic SAR agreed – invaluable to link into NSFT review</li> <li>• FIREP - education programme relating to fire prevention by working with people who are arsonists</li> </ul>	
<b>13</b>	<b>Any other business</b>	
13.1	EG shared that the prevention team have been involved in setting up personal misting units for those who are at high risk of fire. This follows the fatal fire reviews. The units can be put in a room if a person is immobile and has other high risk factors.	
13.2	EG shared that the prevention team are working on an initiative called FIREP. This is an education programme for those who have been convicted of arson to enable them to become eligible for housing. This links into reducing the numbers in prison and reoffending.	
13.3	<b>Evaluation framework comms</b> BB shared the poster for the comms, see attached slides. This is a pilot with NCC, NSFT and acutes.	
13.4	<b>SARG policy</b> The revised SARG policy will be shared with board by email. Board were asked to send back any comments as soon as possible so that the document can be signed off in September.	<b>ALL</b>
13.5	<b>Transitional safeguarding</b> The report will be circulated to board shortly for further discussion in September.	<b>ALL</b>

Item	Minute	Action
13.6	<b>Safeguarding Week - November</b> The business team have a number of events planned for this which will be shared nearer the date.	
13.7	Formally thanks were recorded for Andy Coller to wish him well in his retirement and thank him for all of the work he has undertaken on behalf of the board.	
13.8	<b>Date of next meeting:</b> 10 September 2024 at 9.30am at County Hall 12 November 2024 at 9.30am - virtual	

FINAL DRAFT

Open actions			
Date of meeting	Item	Action	Responsible
12/03/2024	5	<p>DoLS update: Alison to follow up with Donna Hewitt on restrictions on health staff undertaking BIAs. Alison to query with Mark Payne whether s12 capacity is on the ICB risk register</p> <p><b>Update 09/07/2024:</b> Confirmed that s12 capacity is on ICB risk register. Norfolk and Suffolk County Council are going to be asked to attend the System Quality Group to present a DoLS update. Therefore as this is covered on the ICB risk register it will be removed from the board risk register. <b>Action:</b> ICB to bring an update paper to the board, on the impact and mitigation across the system.</p>	TD
12/03/2024	5.8	<p>HR to draft proposal for board funding of MCA work to upskill practitioners</p> <p><b>Update 09/07/2024:</b> No update as yet however WLS is working with a number of colleagues on job description for an MCA practitioner. <b>Action:</b> to be added to September agenda.</p>	HR/WLS
16/01/2024	6.5	<p>HR/WLS to liaise with LMS on the gap in the provision and support for general releases from prisons and the link to SAR X.</p> <p><b>Update 12/03/2024:</b> To be carried forward until completion of the SAR X report. HR shared that HR/WLS have quarterly meetings with prison reps. HR chairs the National SAB subgroup on criminal justice who are undertaking a survey on prison issues which she will share once completed. GW highlighted the “Reconnect” programme which helps those in prisons reconnect with Health services. LB raised an interest in this area due to the connection with DWP.</p> <p><b>Update 09/07/2024:</b> Acknowledgement of significant issues around prison populations, releases and probation reset implications. TD highlighted that this was burning issue for board. Health were seeing people being released with only 7 days of meds, no support and no GP. HR shared that the national SAB chairs criminal justice subgroup were looking at issues nationally. HR noted that the last NSAB and Norfolk prisons meeting had not been joined by any prison reps so work was needed on building relationships.</p>	

Open actions			
Date of meeting	Item	Action	Responsible
		KG shared that the acutes have ¼ly meetings with prison reps which HR could join. PP offered to raise this issue with Paul Reeve, head of resettlement.	PP
14/11/2023	5.7	<p>Safeguarding issues related to pressure sores / wound care - Lisa Sutherland to be invited to Board in 12months to update.</p> <p><b>Update 16/01/2024:</b> Carry forward</p> <p><b>Update 12/03/2024:</b> GW/HT had discussed the LA's review of s42 consideration around pressure area damage, which often occur in care homes and domiciliary settings, and how best to support non health professionals determine whether it's substantiated neglect or something of that nature. Guidance has now been released but there are issues regarding resourcing and capacity to undertake this work. HT has checked with regional colleagues who have similar issues, they want to follow the guidance but this is challenging without extra resource in Health. If funding is received from the ICB for a Health representative to sit within the LA front door this would help considerable. CF noted that this was an important area and therefore she will take this back to her colleagues and look to bring something back to Board. GW shared that he had received an email from the Deputy Director of Nursing at the Suffolk ICB who was proposing a review of their local protocol on pressure ulcers, mapped against the revised PU and safeguarding guidance, they will be doing this alongside the Suffolk Safeguarding Board, so this may be an opportunity to consider some joint work. GW to keep board updated on this.</p> <p><b>Update 09/07/2024:</b> ICB are working with NCC safeguarding team on this to support care homes and domiciliary care providers around whether this is deliberate neglect or not. Lisa presented at the last System Quality Group meeting and it was felt as a system more could be done. There had been a 'Stop the pressure' campaign a few years ago and the ICB are committed to reinvigorating the work around pressure ulcers. Lisa is being invited back in November to give an update on the work being undertaken. <b>Action:</b> schedule an update for November board.</p>	TD

Open actions			
Date of meeting	Item	Action	Responsible
14/11/2023	6.8	<p>Data priorities - HR and BB to consider looking at the overarching question on data first before looking at the self-neglect issue as the Board doesn't have assurance on this.</p> <p><b>Update 16/01/2024:</b> HR had a discussion with Chris Balmer and this was also raised with the Quality &amp; Assurance Group. BB has met with the insight and analytics team who are going to look at numbers for the top 10 types of abuse and how many of these then turn into safeguarding enquiries. This will then be brought back to the Q&amp;A group for further discussion to identify a key focus which will then be brought back to board.</p> <p><b>Update 12/03/2024:</b> Carry forward to the next board meeting in May.</p> <p><b>Update 09/07/2024:</b> executive group to agree the wording of the recommendation from the Q&amp;A subgroup.</p>	HR
14/11/2023	11.3	<p>Right Care Right Person - David Harris to be invited back to Board in the New Year to give a further update on progression and any challenges.</p> <p><b>Update 16/01/2024:</b> Carry forward, potentially to be covered in March.</p> <p><b>Update 12/03/2024:</b> This has currently been paused. HR shared that she has been invited to sit on the Home Office Oversight Panel for RCRP which is an opportunity to look at any themes, trends and learning which can be fed back into Norfolk.</p> <p><b>Update 09/07/2024:</b> On agenda to discuss at the Executive board next week. CB confirmed it has been up and running since 30 May, from a Police perspective going okay and partners meetings have been stepped down to weekly. KG agreed it was going really well, there had been some issues highlighted from the acutes which have been worked through, communication has been very good. <b>Action:</b> CB to ask Nick Davison what data can be shared. Update to be given at the end of the year.</p>	CB
16/05/2023	6.11	<p>HT to present an update on the safeguarding review in 9 months.</p> <p>Update 11/07/2023: carry forward to March.</p> <p>Update 14/11/2023: carry forward to March.</p> <p><b>Update 16/01/2024:</b> carry forward to March</p>	

Open actions			
Date of meeting	Item	Action	Responsible
		<p><b>Update 12/03/2024:</b> HT to query whether length of wait can be added to the dashboard. HT to return in 6 months to give an update on the holding lists, which will remain on the board risk register.</p> <p>Each member of the board to consider how the human factors relating to safeguarding could be built into their work as preventative safeguarding actions.</p> <p><b>Update 09/07/2024:</b> HT shared that they are able to now look at the data for medium and maximum length of wait, which has come down significantly in the last year.</p> <p><b>Action:</b> HT to update board on data in November.</p>	HT
09/07/2024	2.4	Board <b>AGREED</b> to extend the current chair's contract by 12 months. <b>Action:</b> WLS to arrange for an extension of HR's contract and set a meeting in 3 months to begin succession planning.	WLS
09/07/2024	4.9	Agenda item to be added: Overview of local arrangements including place boards – what they look like, where they sit and how safeguarding is represented.	HR
09/07/2024	5.7	Agenda item to be added: Open Doors to be invited to feedback to board next year when they publish their report.	HR
09/07/2024	8.2	MASH scrutiny - HT to follow up with SCCE on whether holding list numbers will be published.	HT
09/07/2024	9.2	<p>Agenda item to be added: Ministerial Letter – to be added to the agenda for September board to give an overview of what work is being undertaken.</p> <p>Recommendation 4 to be picked up by SARG. Public Health to be included in the conversation.</p>	HR GW

Closed actions			
Date of meeting	Item	Action	Responsible
12/03/2024	6.7	<p>GW and KB to present an options paper to board with regard to proposed changes on how SARG will run going forward.</p> <p><b>Update 09/07/2024:</b> Following the appointment of GW and KB as chair and deputy chair there have been some minor changes but there will be no major changes, board therefore agreed to close this action. HT shared that the principal social worker will be invited quarterly to SARG where the CAP is discussed to improve links for themes and learning points. <b>Action:</b> Rolling thematic to be added to SARG updates for board.</p>	GW
12/03/2024	8.1	<p>WLS asked all boards members to give one example of how they have looked at the human factors relating to their safeguarding work whether in their organisation or their network at the next meeting</p> <p><b>Update 09/07/2024:</b> Thanks were given to those who had submitted examples. It was noted that board have really helpful examples of how we are trying to improve safeguarding across the system so it would be helpful to draw these together.</p> <p><b>Action:</b> to be closed, any further examples to be emailed to WLS.</p>	ALL
16/05/2023	7.14	<p>AM to update Board on the Welsh single unified review system in November.</p> <p>Update 11/07/2023: carry forward to November.</p> <p><b>Update 14/11/2023:</b> The last meeting was stood down to await the outcome of the resource &amp; capacity issues of a Single Unified Review System (SURS) in January 2024. CB raised the link to the request for an interim SARG chair.</p> <p><b>Update 16/01/2024:</b> Carry forward</p> <p><b>Update 12/03/2024:</b> Work in progress, carry forward and monitor.</p> <p><b>Update 09/07/2024:</b> Work ongoing and in hand. CSP are looking at this in detail therefore action to be closed and monitored through national networks.</p>	AM