

## **MEMBERS HANDBOOK**

**2017**

**OXFORDSHIRE SAFEGUARDING ADULTS BOARD  
(OSAB)**

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## Introduction

Dear colleague,

*Oxfordshire Safeguarding Adults Board Governance arrangements*

Enclosed in this membership pack are a set of documents that clarify the governance arrangements, and set out the accountability and responsibilities of partner agencies in discharging their duties in relation to membership of the OSAB.

The set of documents is designed to assist members in interpreting their role in and contribution to the OSAB, so that we can achieve our objective of securing effective inter-agency arrangements to safeguard and promote the welfare of adults. The set is not complete and will be added to as the new structural arrangements are put into place. Terms of reference for all OSAB groups will need to be agreed by individual groups and be responsive to the business plan.

It will be reviewed as part of the annual reporting and business planning cycle and further documents will be made available as required.

The governance documents should be retained by your agency and passed to your successor should you step down from your current role.

## The Statutory Basis

The OSAB is established under [section 43 of the Care Act 2014](#). Detailed guidance on Safeguarding Boards, issued under the Care Act, is contained in chapter 14 of the [Care and Support Statutory Guidance 2014](#).

## Purpose

The key role of OSAB is to coordinate and ensure the effectiveness of local arrangements and services to safeguard and promote the welfare of adult. The OSAB will undertake work mindful of the diverse needs of adults with care and support needs and will promote equality and opportunity.

The OSAB will speak with an independent voice, in the context of a strong working relationship within the wider Health and Wellbeing arrangements within Oxfordshire.

In order to promote high standards of safeguarding the OSAB will foster a culture of constructive challenge and continuous improvement by and between member organisations.

The Care Act guidance clearly states that *“A Safeguarding Adults Board may do anything which appears to it to be necessary or desirable for the purpose of achieving its objective.”*

## Strategic Relationships

The Chair of the OSAB will routinely report on the Board’s achievements to the Health and Wellbeing Board and will challenge them on the Board’s behalf on how it is fulfilling its safeguarding responsibilities.

The OSAB will be a formal consultee on the review of the Joint Strategic Needs Assessment (JSNA). The OSAB Business Plan will fit within the strategic objectives of the JSNA.

The relationships between all the various strategic partnerships, such as the Health & Wellbeing Board, the Community Safety Partnerships and the Oxfordshire Safeguarding Adult’s Board are all outlined in the Joint Working Protocol document agreed in 2016.

## Governance

The OSAB Business Plan will be agreed by the Board and made available to member relevant bodies. The role of such bodies is to hold their organisation and its offices to account for their contribution to the effective functioning of the OSAB.

It is the responsibility of the Chief Executive (Head of Paid Service) to appoint or remove the OSAB Chair with the agreement of a panel including OSAB partners. The Chief Executive, drawing on other OSAB partners and, where appropriate, the Lead Member will hold the Chair to account for the effective working of the OSAB.

The Chair will be accountable to the Chief Executive for the effectiveness of the OSAB and will submit an annual report to the Chief Executive, Leader of the Council, the local police and crime commissioner, the local Healthwatch and the Chair of the health and wellbeing board.

The independent Chair is appointed for a term of two years and this will be reviewed by the Executive and Director.

## The Structure of OSAB

The main Board will be supported by six subgroups. They are as follows:

- Executive Group
- Training Subgroup
- Performance, Information & Quality Assurance (PIQA) Subgroup
- Policy and Practice Subgroup
- Safeguarding Adult Reviews Subgroups
- Vulnerable Adults Mortality Subgroup

The work of OSAB will be supported by staff employed by Oxfordshire County Council acting as the lead agency.

The Business Manager is responsible for ensuring day-to-day business support, the implementation of the business plan, coordination and monitoring/evaluation work.

The Business Unit, co-ordinated by the Business Manager, is to provide organisational and administrative support for the Board, its subgroups and the Business Manager.

## Principles

The following principles will underpin the work of the OSAB.

The Board will:

- keep the safeguarding and welfare needs of adults with care and support needs at the centre of everything it does
- utilise its unique statutory role effectively by consistently monitoring its own performance
- maintain its independence from all agencies and structures including the Health & Wellbeing Board and the Adult Social Services Directorate, Oxfordshire County Council
- be open and transparent in its dealings with the population of Oxfordshire
- be a learning body seeking continuous improvement
- develop strong working relationships with strategic partners and position itself within the partnership geography as a challenge and scrutiny body
- operate a challenge function to both member and external agencies

## **The Role and Objectives of OSAB**

The role of OSAB is principally to safeguard and promote the welfare of adults with care and support needs.

The core objectives of the OSAB are set out in Section 43 of the Care Act 2014 and can be defined as:

- The objective of an Safeguarding Adult Board (SAB) is to help and protect adults in its area.
- The way in which an SAB must seek to achieve its objective is by co-ordinating and ensuring the effectiveness of what each of its members does.
- An SAB may do anything which appears to it to be necessary or desirable for the purpose of achieving its objective.

The statutory members of an SAB are:

1. the local authority,
2. any clinical commissioning groups in the local authority's area,
3. the chief officer of police for a police area in the local authority's area,

The membership of an SAB may also include such other persons as the three statutory members consider appropriate.

A local authority, having consulted the other members of its SAB, must appoint as the chair a person whom the authority considers to have the required skills and experience.

Each member of an SAB must appoint a person to represent it on the SAB; and the representative must be a person whom the member considers to have the required skills and experience.

## *Funding and other resources*

Members of an SAB are expected to make payments towards expenditure incurred by, or for purposes connected with, the SAB:

1. by making the payments directly, or
2. by contributing to a fund out of which the payments may be made.

A member of an SAB may provide staff, goods, services, accommodation or other resources for purposes connected with the SAB.

The Board's budget is a pooled partnership budget belonging to all funding members of the partnership, no one organisation can make decisions regarding the funding nor treat Board funds as their own money.

Funding not spent in year will be held in reserve to account for the unpredictability of an incident occurring requiring a Safeguarding Adult Reviews.

## *Strategic plan*

An SAB must publish for each financial year a plan (its "strategic plan") which sets out—

1. its strategy for achieving its objective (see section 43), and
2. what each member is to do to implement that strategy.

In preparing its strategic plan, the SAB must—

1. consult the Local Healthwatch organisation for its area, and
2. involve the community in its area.

## *Annual report*

As soon as is feasible after the end of each financial year, an SAB must publish a report on—

1. what it has done during that year to achieve its objective,
2. what it has done during that year to implement its strategy,
3. what each member has done during that year to implement the strategy,
4. the findings of the reviews arranged by it under section 44 (safeguarding adults reviews) which have concluded in that year (whether or not they began in that year),
5. the reviews arranged by it under that section which are ongoing at the end of that year (whether or not they began in that year),
6. what it has done during that year to implement the findings of reviews arranged by it under that section, and
7. where it decides during that year not to implement a finding of a review arranged by it under that section, the reasons for its decision.

The SAB must send a copy of the report to—

1. the chief executive and the leader of the local authority which established the SAB,
2. the local policing body the whole or part of whose area is in the local authority's area,
3. the Local Healthwatch organisation for the local authority's area, and
4. the chair of the Health and Wellbeing Board for that area.

The OSAB will discharge these functions by:-

1. Ensuring it has an effective monitoring, evaluation and audit function.
2. Communicating and raising awareness of wider safeguarding issues with practitioners and the community.
3. Undertaking a broader remit for Safeguarding policy and procedures.
4. Creating multi-agency safeguarding procedures.

The scope of the OSAB's role includes safeguarding and promoting the welfare of adults in three broad areas of activity:

1. Work in the area of **promotion** – this covers areas that affect all adults and aims to prevent maltreatment. For example:
  - mechanisms to identify abuse and neglect wherever they may occur;
  - work to increase the understanding about issues to do with safeguarding adults in the professional and wider community;
  - work to ensure that organisations working or in contact with adults operate recruitment and HR practices that take account of the need to safeguard and promote the welfare of adults;
  - monitoring the effectiveness of organisation's implementation of their duties under the Care Act 2014;
  - ensuring adults know who they can contact when they have concerns about their own safety and welfare.
2. **Targeted** work that aims to target particular groups. For example:
  - developing/evaluating thresholds and procedures for work with adults who aren't eligible for services or who refuse to engage with services and are at risk of but not yet suffering significant harm.
  - Adults subject to modern slavery.
3. **Responsive** work to protect adults who are suffering or at risk of suffering maltreatment including:
  - adults abused and neglected within the community
  - adults abused and neglected by professional carers, within an institutional setting, or anywhere else where adults are cared for away from home
  - adults abused by strangers
  - adults abused by other adults
  - adults who are trafficked and/or exploited

## The Functions of the OSAB

There are five main functions of the OSAB each will take account of the need to promote equality of opportunity and to meet the diverse needs of adults. These are:

## **1. *Developing policies and procedures***

The OSAB is responsible for developing policies and procedures for safeguarding and promoting the welfare of adults in Oxfordshire, including policies and procedures in relation to the actions to be taken where there are concerns about an adult's safety or welfare, including thresholds for intervention for s.42 of the Care Act 2014.

It is only through clear thresholds and processes and a common understanding of them by local partners that inappropriate referrals will be reduced, the effectiveness of joint work will be improved and resources will be used more efficiently.

### **Continuously monitoring where policies need development**

The OSAB will keep a watching brief on other aspects of safeguarding which may need policy development. These will include: attendance at CP conferences; attendance at Family Group conferences; involvement of adult and families in the adult protection process; use of advocates, handling complaints, and others which arise from time to time.

## **2. *Training***

The OSAB ensures that single and multi-agency training on safeguarding and promoting welfare is provided. It sets priorities for the provision and development of training, linked to workforce strategies and assures the quality of training provided.

## **3. *Communicating and raising awareness***

The OSAB will be responsible for communicating to individuals and organisations in Oxfordshire issues about safeguarding and promoting the welfare of adults. They will also be responsible for raising awareness about how this can best be done and encouraging them to follow best practice.

This will involve OSAB in contributing to public campaigns of a general nature; campaigns aimed at specific target groups, for example faith and minority communities and 'harder to reach' groups; consultation on an on-going basis with adults and receiving feedback in a systematic way from users of the safeguarding system.

## **4. *Monitoring and Evaluation***

The OSAB has a wide remit for monitoring and evaluation. This is both internal to OSAB and external to it. Principally this function is to assess the effectiveness of what is done by the Board partners to collectively safeguard adults.

Specifically, the OSAB will ensure the achievement of high standards in safeguarding and promoting welfare. This will be done through a system of organisational self-evaluation and peer review to an agreed quality assurance framework designed to assess how well agencies perform to safeguard and promote the welfare of adults. The frameworks will take account of inspection standards and the effectiveness of joint working as well as internal functioning.

Self-evaluations will be sent to the Board and reported on annually. Multi-agency work will be subject to joint audit of case files which will assess quality of work undertaken. Learning will be shared with all relevant agencies.

The OSAB is committed to continuous improvement. It will therefore make recommendations for improvements and developments and, wherever possible, assist relevant organisations to improve their practice. Such recommendations are likely to arise from any of the monitoring functions outlined above.

## **5. *Safeguarding Adult Reviews and work in relation to unexpected adult death***

The OSAB will undertake reviews of cases where a adult has died or has been seriously harmed in circumstances where abuse or neglect is known or suspected, and identify lessons to be learned and acted upon by relevant agencies.

### **Vulnerable Adults Mortality Panel**

In addition to the above, the OSAB has an agreed duty relating to reviewing adult deaths. The Vulnerable Adults Mortality Panel (VAMP) is a formal subgroup of the Board and has two distinct duties:

- To undertake the retrospective review of LD deaths as outlined in the LeDeR programme.
- To review all future deaths of those with LD or those whose death is called as unexpected or suspicious.

The VAMP is accountable to the OSAB Chair.

## Subgroups

The business of the Board will be driven and monitored through an Executive Group.

The OSAB has established working groups or subgroups. These will be based on the functions of the board: Procedures, Training, Safeguarding Adult Reviews, Performance, Information & Quality Assurance, and Vulnerable Adults Mortality Panel.

Other groups will be established to address specific issues, on a short term basis if appropriate. These groups will be established by the OSAB and report to it. They will have agreed terms of reference and work plans which support those of the main board. Sub group members will be knowledgeable and sufficiently skilled to contribute to the relevant subject area.

## Resources & Budget

The OSAB will need an adequate budget and sufficient other resources to enable it effectively to carry out its role and function and to comply with guidance. The budget covers staffing costs, training costs, accommodation, publishing costs and day-to-day running expenses.

The Care Act 2014 empowers statutory board members to make payments towards expenditure incurred by, or for purposes connected with, the OSAB, either directly, or by contributing to a fund out of which payments may be made and may provide staff, goods, services, accommodation or other resources for purposes connected with the OSAB.

Contributions will be based on a formula to be agreed. Income may also be generated through charging for training, conferences and publications as appropriate.

## Strategic Plan and Annual Report

The OSAB is committed to ensuring that its work is properly planned and reviewed. Its priorities and objectives will inform and be informed by the Joint Strategic Needs Assessment. The OSAB will agree, on a bi-annual basis, a clearly defined business plan which includes identified work streams, responsible member and sub groups, and a priority rating for the activity.

Each year an annual report will be published, it will include an evaluation of the effectiveness of the safeguarding arrangements by all Board Member agencies within Oxfordshire, it will outline key achievements and the challenges that remain and need to be addressed.

## Appendices

### *Appendix 1 – OSAB Independent Chair Role Description*

**This position reports to:** County Director and Head of Paid Service, Oxfordshire

#### **Main Activities**

- Oversee the development and implementation of an overall strategy and annual business plans and to ensure that this reflects learning from investigations and any Safeguarding Adult Reviews and other areas of work.
- Ensure that performance management is integrated into the role and function of the Adult Safeguarding Board and its sub-groups to deliver improved outcomes for vulnerable adults and their carers.
- Oversee the performance management of the Board's work plan and ensure that the plan maintains a clear focus on outcomes.
- Ensure the Board works collaboratively and effectively by encouraging and supporting the development of partnership working between the partner members of the Adult Safeguarding Board and its sub-groups.
- To promote the area's Adult Safeguarding Board's ability to independently fulfil statutory objectives of monitoring, challenging and scrutinising the effectiveness of inter-agency adult safeguarding work.
- Through the Board, ensure that partner organisations are held accountable for effective safeguarding activity and for delivery against the Board's priorities.
- To ensure the Board promotes an awareness of Safeguarding adults with care and support needs in the local community and that the voices of adults with care and support needs and their Carers are well represented in the work of the Board.
- To ensure that the authority's Adult Safeguarding Board operates independently of its member agencies.
- To ensure the Board reports to all members' and other appropriate governance structures at required intervals.
- To chair meetings of the Full Board and Executive groups.
- To act as the public representative for the Board, in consultation with relevant Board Members for any media communications.
- To provide independent arbitration as necessary when conflicts of interest arise within the Board. Liaise with the appropriate managers to ensure the timely and effective management of Board business within agreed budgets.
- To oversee the completion of the Annual Report of the OSAB
- Link nationally and regionally to ensure that the Partnership's activities are aligned with national policy expectations and other developing practice.

- To continually review, with other agencies, the Safeguarding Adults Board's membership and sub groups to ensure it is effective and representative.
- To ensure that the work of the Board is managed in line with the principles of promoting equality and respecting diversity for all.
- To work co-operatively with neighbouring Safeguarding Adults Boards as required.
- To foster close co-operation with the Local Safeguarding Children's Board.
- To adhere to confidentiality and ensure the Safeguarding Adults Board business documents are kept safe and secure at all times.
- To comply with any other duties as may be jointly agreed from time to time as necessary and appropriate to the role.

### **Accountability**

To the Oxfordshire Strategic Partnership through their Adults Health & Wellbeing Partnership Board.

To elected members through the lead member reporting mechanism and scrutiny committee, whose roles are to hold the Safeguarding Adults Board to account.

## *Appendix 2 – OSAB Member – Role Description*

### **JOB DESCRIPTION**

**JOB TITLE** Member of Oxfordshire Safeguarding Adult Board

**LOCATION** Oxfordshire

**RESPONSIBLE TO** OSAB Chairperson

### **PURPOSE OF THE JOB**

To contribute to the effective working of the OSAB by sharing responsibility with other members of the Board for ensuring that organisations collaborate effectively to co-ordinate and promote the Safeguarding agenda in Oxfordshire.

1. To attend OSAB meetings on a consistent basis. Meetings include at least four Full Board meetings and the OSAB development day.
2. To prepare for Board attendance:
  - Reading papers in advance of meetings.
  - Contributing to discussion and to the decision making process within meetings in accordance with the Members Handbook
  - Providing regular updates as requested to the Board on the performance of own agency in relation to safeguarding and promoting the welfare of adults.
  - Nominating a suitable alternative representative in the event of the nominated individual being unable to attend a meeting
3. To ensure that key issues and developments within own agency are brought to the attention of and considered by the Safeguarding Adult Board.
4. To ensure they represent the OSAB and its activities within their own organisation ensure staff know the role and function of the OSAB and that they are the representative for their organisation and why and how and when they should contact them.
  1. To ensure that the agency is contributing to the OSAB training programme appropriately and that trainers are provided and supported.
  2. To contribute to any reviews of the membership of the Safeguarding Adult Board and ensure that it is both representative and effective.
  3. To agree any response to media enquiries with other members as appropriate.

4. To participate in discussion about the OSAB budget and to ensure that agency contribution to the Board (financial and otherwise) is adequate and appropriate.
5. To ensure decisions made by the Board are enacted within own agency especially work relating to the business plan and work programmes. This should include establishing a process for disseminating information from the Board within own agency and for implementation.
6. To field appropriate agency representatives to work on OSAB subcommittees.
7. To ensure agency resources are made available for Safeguarding Adult Reviews as required.
8. To respect confidentiality of sensitive information provided by the constituent agencies of the Safeguarding Adult Board.
9. To contribute to the continuous development of an effective Safeguarding Board.
10. To keep up to date with relevant literature, legislature and developments in the Safeguarding Adults Arena.
11. To liaise with a range of groups and personnel: statutory, voluntary and independent groups, council officers and members. This may include a responsibility to represent the Board at a variety of conferences, key meetings and events.
12. To ensure that the Partnership promotes Equality of Opportunity through policies and practice.
13. To discharge any power delegated from the Chair of the Board.
14. To be accessible to The Chair of the Board and Business Manager by phone, e-mail or in person between meetings or by prior arrangement.
15. To support the work of subgroups by acting as a sponsor and maintaining regular contact with the subgroup Chair.

## Notes

- i. The OSAB reserves the right to add, amend, or otherwise alter the responsibilities shown in the Job Description providing that the changes are commensurate with the status of the post.

## *Appendix 3 – Protocol for Managing Poor Performance by Members*

### OXFORDSHIRE SAFEGUARDING ADULT BOARD

#### **Protocol for Managing Poor Performance**

There is a clear expectation that the Oxfordshire Safeguarding Adult Board (OSAB) will respond to inadequate performance by individuals or member organisations. This could relate to policies, practice or the allocation of resources.

Where an individual or agency is not performing effectively and the OSAB is not convinced that any planned improvements are adequate, the chair will write to the designated person outlining the reasons for the concerns. A meeting should then be held between the chair and designated person to discuss the issues in detail and develop a plan for improvement. Usually this will be with 'the most senior individual' in the partner organisation. If necessary, these concerns will be communicated to the relevant inspectorate and to the relevant Government Department.

Failure to perform could be identified in a number of ways, including the audit arrangements undertaken by the **Performance, Information & Quality Assurance Subgroup**, and might emerge from developing performance management arrangements or other processes. Such failings could include:

- Failure to attend OSAB meetings or contribute to OSAB processes
- Failure to pay due attention to safeguarding in the preparation and presentation of service plans.
- Failure to ensure appropriate attendance at adult protection conferences and associated meetings, involvement in adult protection plans or persistent poor practice as evidenced by case file monitoring or concerns raised by other agencies.
- Failure to provide adequate adult protection training for staff or to ensure attendance at OSAB training events to a reasonable level.
- Failure to provide basic services set out as expectations in The Care Act 2014 and the associated guidance document.
- Failure to address such issues as safe recruitment, proper management of allegations, or safe working practices.

#### **Process**

Where serious concerns arise about the performance of an individual or organisation in relation to their safeguarding responsibilities or involvement and commitment to the OSAB, it is clearly not appropriate for this to wait for the next meeting of the OSAB, nor for the whole OSAB to discuss the matter and debate the appropriate action.

Where such concerns arise they should be brought to the attention of the OSAB chair, who will consult with the Director of Adult's Services in order to determine what should be done. This could be a

direct approach to the relevant OSAB board member or chief officer. Where it is not considered that any planned improvement is adequate, the relevant inspectorate should be approached.

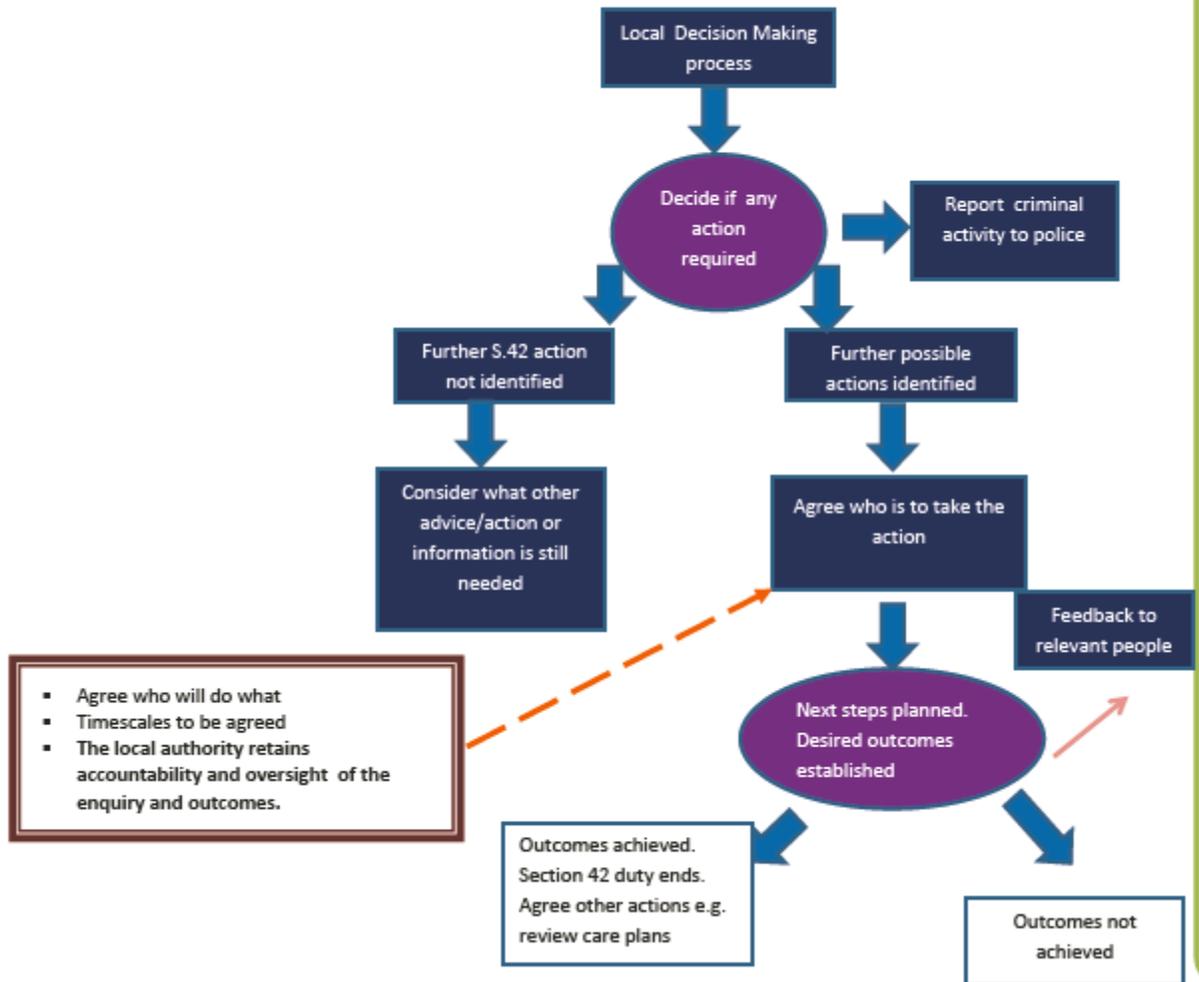
Where the concern relates to the Director of Adult Services, the chair will consult with the Chief Executive. Where the concern relates to the Local Authority as a whole, and the Chair does not believe that planned improvements are adequate, an approach will be made to the relevant inspectorate, or to the relevant Government Department.

Where the concern relates to an adult care organisation that is not a member of the OSAB the chair will arrange for an approach to the chief executive or senior manager of the organisation. If this is not successful an approach will be made to the relevant regulatory body.

In the event of any concern being identified there should be an auditable process comprising the following steps:

1. Chair meets with board member/chief officer to discuss the concerns and agree restorative action
2. Chair writes up the conclusions and writes to the organisation concerned setting out required actions and timescales.
3. Progress is reviewed at a further meeting.
4. Where progress is insufficient the agencies relevant escalation policy will be followed and may also include a formal notice which will be served on the organisation setting out required changes, time scales and consequences of non compliance.
5. Where progress is still insufficient the chair will notify the appropriate regulatory body/Government Department.

An important part of joint working is openness and shared responsibility, so that consideration should be given to how the management of such concerns is reported to the OSAB. This will need to be carefully managed, as it is important that confidence between partners is not compromised. Therefore the discussion between the OSAB chair and the board member or Director of Adult Services will include how the matter will be shared. It may be that this will be included in the Chair's regular report to OSAB on activity, with or without the organisation being identified.



### Principles

- Empowerment - Presumption of person led decisions and informed consent.
- Prevention - It is better to take action before harm occurs.
- Proportionate and least intrusive response appropriate to the risk presented.
- Protection - Support and representation for those in greatest need.
- Partnership - Local solutions through services working with their communities.
- Communities - have a part to play in preventing, detecting and reporting neglect and abuse.
- Accountability and transparency in delivering safeguarding.
- Feeding back whenever possible

