

**Safeguarding Adults Partnership Board  
Terms of Reference**

**Purpose of the Safeguarding Adults Partnership Board**

The main purposes of the Board are:

- To lead on the multi-agency strategic development of policy, procedures and protocols to ensure the safety of vulnerable adults from abuse and potential abuse.
- To do everything in its power to safeguard adults within the context of 'No Secrets' and the standards contained in the National Framework (ADSS).
- To develop strategic links across all other Safeguarding forums including the Community Partnership Board, the Multi-Agency Risk Assessment Conference, the Domestic Abuse Forum, the Police Community Safety Partnership Strategy Group, Local Strategic Partnership and the Safeguarding Children's Board.
- To ensure the inter-agency policy and procedures are continually developed collaboratively across all agencies, learning from past experience and incorporating new guidance and standards, with Social Services holding the lead role in co-ordinating Safeguarding Adults arrangements.
- To maintain a performance framework to set and monitor standards for safeguarding adults across all agencies.
- To ensure audit and review of practice at regular intervals to identify improvement needs.
- To maintain an inter-agency Safeguarding Adults Training strategy.
- To commission Serious Case Reviews when required and implement the recommendations of Serious Case Review Panels.

**Objectives**

- To work in Partnership with other organizations that play a key role in Safeguarding to ensure Adult Safeguarding is high quality, effective and coordinated.
- To set the priorities and Action Plan for the next 3 years
- To structure the Board's activities for delivery of its priorities via the following sub-groups, setting and reviewing Terms of Reference/ Membership for each group, and a reporting programme to receive reports about progress:
  - Learning & Development Sub-Group
  - Policy & Performance Sub-Group
  - Serious Case Review Sub-Group

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- To develop and review policy, protocols, strategies, plans, procedures, and best practice guidelines, engaging with all partners to ensure that relevant information is passed to all staff.
- To ensure that best practice in Safeguarding Adults can be implemented by all agencies through the Board being kept up to date with good practice (e.g from research/guidance from ADASS, the Department of Health and CSCI/CQC).
- To set and monitor training competencies and standards; analyse Safeguarding Adults training needs across agencies; ensure appropriate training programmes are commissioned/delivered by LBR ACS; and maintain a database of staff who need to attend and have attended LBR Safeguarding training.
- To analyse detailed Safeguarding Adults data collected by LBR ACS and all partner agencies in order to identify and address trends and patterns emerging from the data, identify priorities for action and review implementation.
- To monitor Safeguarding activity/practice to ensure that lessons are learned which informs policy, process and practice improvements and that these are implemented by all partners.
- To ensure that the Safeguarding Adults Inter-Agency Policy, Procedure and annual Work Plan cross-refers with borough-wide Strategic Plans, for example: Corporate Plan (LBRuT), Local Delivery Plan (PCT), Community Safety Partnership Plan (CSP), Local Strategic Partnership Plan, Domestic Abuse Plan, and dove-tails with Partner plans.
- To monitor implementation of the inter-agency protocol for reporting, commissioning and undertaking a Safeguarding Adults Serious Case Review.
- To share information about individual Safeguarding cases, as appropriate, with the aim of further developing LBRuT's Inter-agency approach to protecting vulnerable adults.
- To ensure effective communication of information to promote better understanding about safeguarding adults within the partnership and wider community.
- To deliver :
  - Quarterly performance reports to the CSP Strategic Stakeholder Group, and annual report to the CSP Stakeholder group. Quarterly performance reports will contain monitoring information of progress on the Work Plan and keeping up to date of academic information and abreast of changes in policy.
  - Regular reports to the PCT
  - An annual report to LBRuT Chief Executive.

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### Membership

Members to the Executive and Full SAPB will be invited from senior representatives with the appropriate level of strategic leadership/responsibility from the organizations listed below. The Membership lies with the organization/level of responsibility, not the individual. Member organizations are expected to agree to the roles, responsibilities and accountabilities listed below and in the Safeguarding Adults Inter-Agency Policy and Procedures.

#### SAPB Executive Membership

Invited Partner organizations/representatives:

Independent Chair – Director of Adult Social Services, LB Wandsworth  
CQC

LBRuT – Director of Adult and Community Services

LBRuT - Assistant Director for Commissioning Care Services

LBRuT - Assistant Director Specialist Children's Services

LBRuT - Safeguarding Adults Head of Service

LBRuT – Children's Services

NHS Richmond (Health Commissioning)

Primary Care Trust – Hounslow and Richmond Community Health  
Services (Health Providers)

Richmond Police (Vice Chair since March 2011)

South West London & St George's NHS Mental Health Trust

Richmond Council of Voluntary Services

Chair of Learning and Development Sub Group

Chair of Policy & Performance Sub Group

Chair of Serious Case Review Sub Group

Full SAPB Membership (participating in Sub Groups and twice yearly full  
SAPB meeting)

Invited Partner organizations/representatives:

Independent Chair

#### Key Statutory Sector Partners

CQC Representative

LBRuT – Director of Adult and Community Services

LBRuT – Cabinet Member for Adults Services, Health and Housing

LBRuT - Assistant Director for Commissioning Care Services

LBRuT - Assistant Director Specialist Children's Services

LBRuT - Lead Manager for Safeguarding in Commissioning Care  
Services (see Sub group Chairs below)

LBRuT - Safeguarding Adults Head of Service

LBRuT – Head of Workforce Development

LBRuT - Head of Performance and Quality Assurance, Adult &  
Community Services (see Sub Group Chairs below)

LBRuT – Community Safety Partnership Manager

LBRuT – Housing Manager

Primary Care Trust – Commissioning Lead

Primary Care Trust – Hounslow and Richmond Community Health  
Services Lead

Police Partnership Lead

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South West London & St George's Mental Health Trust – Mental Health representative

Trading Standards Manager

London Fire Service (Richmond)

London Ambulance Service (Richmond)

Probation Service

Crown Prosecution Service

### Key Strategic Voluntary Sector Partners

Older People - Age Concern,

Learning Disability - CORLD

Physical Disability - RAID

Carers - Carers Centre/Crossroads

Mental Health – Mind

Richmond Council of Voluntary Services

RUILS

### Key Provider Organization Partners

Richmond Housing Partnership

PLD Provider Forum Representative:

Older People Domiciliary Care Forum Representative

Older People Residential Care Forum Representative

Richmond Adult and Community College

Acute Health Trusts: Via links to neighbouring Safeguarding Adults Boards (London Borough of Hounslow for WMUH, Royal Borough of Kingston for Kingston Hospital),

Each representative should provide details to the Independent Chair of a nominated deputy who should attend in absence of a board member (not ad hoc substitution).

### **Independent Chair**

The Board agreed to the appointment of an Independent Chair, with responsibility for the Chairing functions of the Board.

### **Vice Chair**

The Board agreed to the appointment of a Vice-Chair, drawn from the Strategic SAPB membership, with responsibility for Chairing Richmond SAPB in the absence of the Independent Chair.

### **Roles and Responsibilities**

Each partner agency is committed to:

- Ensuring service users, carers and members of the public receive information about how to raise concerns if they suspect or experience abuse.
- Enabling staff to recognise poor practice or abuse and respond appropriately.

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- Ensuring staff receive the necessary training commensurate with their level of responsibility.
- Publishing an internal policy that clearly links to the inter-agency policy. The internal guidelines will ensure all staff, service users and relatives are aware of how to report and respond to concerns about abuse within the agency.
- Submitting monitoring information to the Safeguarding Adults Partnership Board and CQC if they are a registered provider.
- Working in a co-ordinated way to ensure information/evidence is shared and repeat interviewing of alleged victims (vulnerable adults) is avoided.
- Making recommendations for improved practice, Safeguarding and support to vulnerable adults.

See Appendix 1.

### **Accountability & Decision-making**

By consensus decision making approach, but mandatory in parts. The Board is accountable to the Community Safety Partnership and the Local Strategic Partnership.

A care Executive Group will have delegated responsibilities between meetings.

### **Structure of partnership**

Structure for accountability of the Partnership is displayed in Appendix 2.

### **Frequency of Meetings**

The Safeguarding Adults Partnership Board Executive will meet at least quarterly. The full SAPB will meet at least twice a year, in spring and autumn. This will be reviewed annually and adapted as required to ensure frequency is appropriate to meet the accountability needs of the Board.

### **Quoracy**

The Safeguarding Adults Partnership Board will be quorate when at least 3 Statutory members and the Chair or Vice Chair are present.

### **Secretariat/Administrative Support**

The Board will be supported by the Safeguarding Adults Team and LBR Business Support staff.

### **Workplan and Performance management**

The SAPB will meet annually in May each year for a workshop to review the previous year and plan future priorities. A work plan will be developed to monitor performance management. The Board will receive Performance updates from sub-groups and from the Safeguarding Adults Head of Service.

### **Financial Arrangements**

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LBR have made commitment to fund posts for 2010 - 2011, the Board will discuss and negotiate contributions from partners for delivery of the agreed workplan.

### **Communication**

A communications strategy will be developed and maintained.

### **Conflicts of Interest**

Members of the board must declare when appropriate.

### **Diversity**

All Safeguarding Adults policy development will be subject to Equality Impact Needs Assessment. Analysis will be undertaken of alerts and referrals to monitor over/under-representation of disadvantaged groups.

### **Conflict Resolution**

Safeguarding Adults should be a collaborative process. It is hoped that in most circumstances inter-agency disagreements can be prevented or resolved through effective communication and open dialogue between organisations. Every effort should be made by Managers, the Safeguarding Adults Head of Service and Safeguarding Adults Partnership Board to resolve conflicts informally. If this is not possible, the relevant complaints procedures should be used. Refer to the relevant organization's complaints procedure to make a complaint.

### **Exit Clause**

The Board is convened under Department of Health "No Secrets" guidance. The Board will respond to change of government guidance.

### **Review**

Terms of reference to be reviewed annually.

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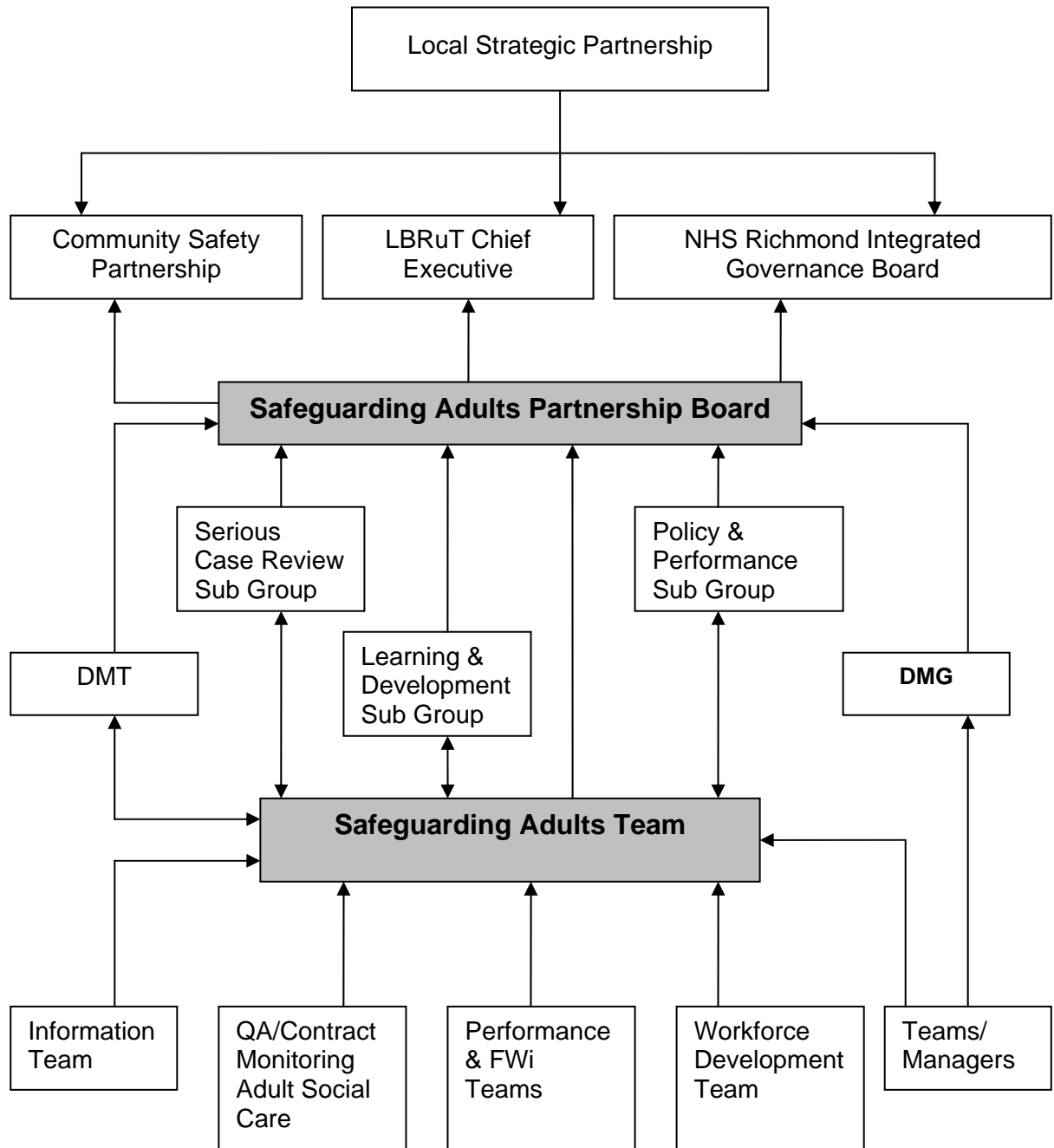
### Appendix 1

#### Partner Responsibilities

Type of Investigation or Assessment	Agency Responsible
Criminal (including, assault, theft, fraud, hate crime, domestic abuse, bogus officials, distraction burglars, wilful neglect)	Police
Fitness of a registered service provider or manager under the Care Standards Act 2000	CQC
Breach of service regulations relevant to the Service (e.g. Care Standards Act)	CQC
Unresolved serious complaint in a health setting	CQC
Breach of rights of person detained under The Mental Health Act	CQC
Breach of terms of employment or disciplinary procedures	Employer
Breach of professional code of conduct	Professional Regulatory Body
Breach of Health and Safety Legislation	Health and Safety Executive
Complaint regarding failure of service (including neglect of provision of care and failure to protect one service user from the actions of another)	Service provider, such as a manager or proprietor of service or complaints department
Breach of contract to provide care	Service Commissioner (e.g. Social Services Contracts Department, Primary Care Trust, Housing - Supporting People)
Bogus callers or rogue traders	Trading Standards Officers
Misuse of public money	Local Authority Audit
Breach of tenancy agreement (e.g. harassment and nuisance by neighbours)	Landlord/Registered Social Landlord/Housing Trust
Misuse of Enduring or Lasting Power of Attorney	Office of the Public Guardian
Misuse of appointeeship or agency status in dealing with DWP administered benefits	Department of Work and Pensions(DWP)
Inappropriate decisions about the care and wellbeing of an adult without mental capacity which are not in the adult's best interests	Court of Protection
Assessment of need for health and social care provision (service users and carers).	Social Services or Health Trust or PCT

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## Appendix 2 Safeguarding Adults Accountabilities



### Appendix 3 Terms of Reference of the Sub Groups

#### Safeguarding Adults Learning and Development (L&D) Sub-group

##### **Purpose of the Sub-group**

To develop and monitor a Safeguarding Adults Learning and Development Strategy with a managed and focused approach to developing expertise in staff who work with vulnerable adults in LBRuT

- 1) To keep the learning and development strategy under review and recommend changes to the Safeguarding Adults Board
- 2) To ensure that equality and diversity issues and the role of discrimination is understood and integrated into training courses
- 3) Establish a range of training/courses to ensure staff across all agencies, at all levels, can understand and meet their responsibilities to safeguard vulnerable adults from abuse

##### **Objectives**

- To assist each organization to include within its Workforce Development Plan competencies in relation to Safeguarding Adults
- Identify the need for wider safeguarding awareness training associated with the Local Area Agreement
- Prescribe training standards for Council Staff in other directorates
- Prescribe training standards for staff groups in the Private, Voluntary and Independent sector (PVI) and
- Review the minimum specialist skills that match required competencies for those undertaking key roles
- Specify courses that are mandatory for staff undertaking key roles
- Explore ways of establishing and commissioning joint training activities with Health, Social Services and the Police and Private, Voluntary and Independent sector.
- Quality assure all training and trainers provided either by the LBRuT or Private and Voluntary Sector
- Agree standards and competencies for the delivery of training
- Develop a clear process for recording training that is delivered by LBRuT
- Specify the type and quality of training management information that the PVI and statutory agencies must keep about their staff and the frequency with which reports will be produced.
- To provide reports to the Safeguarding Adults Partnership Board on developments on a regular basis.

##### **Membership of the L&D Sub-group**

Membership of the sub-group should be sufficiently broad to ensure the whole range of organisations/agencies involved in caring for Vulnerable Adults are represented

Group members should act as a liaison point between the Sub-group and the workforce they represent, feeding information and views from their organisation into the group and vice versa

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### **Membership of the L&D Sub Group of the Safeguarding Adults Board**

Membership should comprise representatives with appropriate training and development responsibility from the full SAPB membership e.g.:

- LBRuT Workforce Development
- Safeguarding Adults Head of Service/Coordinator
- Police
- Richmond Adult Community College
- NHS Richmond
- Hounslow and Richmond Community Health Services
- South West London and St George Mental Health Trust
- Social Care Provider Service (LBRuT)
- PLD – Care Management
- Voluntary Sector organizations (eg: CVS, RUILS, Carers, Advocacy),
- Provider Forum representative e.g. Domiciliary care, Residential/Nursing Care, PLD, Supporting People

& other partner representative of the SAPB as deemed appropriate

### **Knowledge and skills required by members**

All members must have relevant expertise and seniority to sit on the L&D Sub-group. This includes contributing to, planning, delivery, evaluation and audit of training and has the authority to advise and enable individuals within their own organisation to identify training needs.

### **Quoracy**

The L&D Sub-group will be quorate when 6 members attend.

**Frequency of Meetings.** The L&D Sub-group will routinely meet minimum 4 times per year with the expectation that additional meetings may be required in response to events or requests from the Safeguarding Adults Partnership Board Chair.

### **Secretariat/Administrative Support**

Minutes will be recorded by the Safeguarding Adults Team  
Meetings will be organised by the Safeguarding Adults Team

### **Reporting Framework**

The L&D Sub-group will routinely report to the Safeguarding Adults Board on a quarterly basis and additionally in response to events or requests from the Safeguarding Adults Partnership Board Chair.

### **Review**

Terms of Reference to be reviewed annually.

**Safeguarding Adults  
Policy & Performance Sub-Group**

**TERMS OF REFERENCE**

**Purpose**

The main purposes of the Sub-Group are:

- To ensure Inter-Agency compliance with the ADASS standards
- To ensure continuous improvement in Inter-Agency Safeguarding Adults Performance
- To ensure inter-agency and single agency Safeguarding Adults policy and procedures effectively safeguard adults through preventative and responsive practice.

**Objectives**

The main objectives of the sub-group are:

- a) To ensure all partners have relevant and up to date Safeguarding Adults Policy and Procedures.
  - To ensure each partner agency has complementary own agency procedures
  - To ensure the partnership has agreed processes for addressing difficulties in relation to delivering the 'Safeguarding Adults' procedures in particular cases, and for addressing general problems that arise.
  - To produce best practice guidance for inter-agency staff
  - To clarify/develop Safeguarding processes/procedures (including mutual expectations with other agencies)
  - To ensure continuous improvement in Safeguarding Practice by developing new policy/protocols and procedure as required.
  - To ensure the 'Safeguarding Adults' procedures are reviewed at least annually and changes are informed by quality assurance information.
- b) To ensure there are governance structures within partner organisations and agreed standards for implementation of the Policy and Procedures:
  - To ensure there is a clear ongoing process for quality assurance of the multi-agency procedures.
  - To ensure standards for recording and monitoring are relevant and implemented satisfactorily
  - To ensure there is a protocol detailing the length of time for which records are to be held in line with national requirements, and this is implemented.
  - To ensure there is an agreed process for, and resources allocated to, collecting, processing and monitoring all "Safeguarding Adults" work undertaken under the procedures.
  - To ensure this process conforms to current national requirements for individual partner agencies and the partnership (cf. work in progress DH/AEA) for the collation for information about "Safeguarding Adults" work and includes the number of referrals and their outcomes.

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- To ensure each organisation has a protocol by which to report any particular issues or difficulties and examples of good practice, and that these are communicated to the 'Safeguarding Adults' Partnership Board in a timely manner.
- c) To ensure systems exist for monitoring effectiveness of practice and performance, and assuring learning and improvement.
- To ensure each organisation keeps comprehensive records of any work that it undertakes under the "Safeguarding Adults" procedures, including all alerts it receives and all referrals made.
  - To ensure records of multi-agency work carried out under these procedures are collated.
  - To ensure that comprehensive records are kept of any multi-agency processes and outcomes that Safeguarding managers are responsible for, and this information is stored securely according to agreed procedures.
  - To ensure information about "repeat" victimisation is monitored and reported to the Crime and Disorder Reduction partnership as well as to the "Safeguarding Adults" Partnership.
  - To ensure monitoring information is collected and processed and feedback is provided to the "Safeguarding Adults" partnership on a regular basis.
  - To ensure confidence and skills are developed by sharing good Safeguarding practice and experience across partner agencies.
  - To identify issues raised by case file audits, external audits and agency practice group feedback, and make recommendations for changes to policy and practice by partners as required.
  - To raise awareness of Safeguarding practice issues including research and developments elsewhere
  - To promote LBRut and partner agency best practice groups/practitioner Champions as part of continuing professional development
  - To promote consistency and quality in Safeguarding Practice
  - To provide regular reports to the Safeguarding Adults Partnership Board on practice developments.

### **Membership**

Joint Chairs:

LBRuT Adult and Community Services Head of Performance and Quality Assurance.

LBRuT Adult & Community Services Principal Manager Commissioning Care.

Members:

LBRuT Safeguarding Adults & DoLS Head of Service/Coordinator

Performance/Operational leads from each of the statutory partner agencies:

- NHS Richmond
- NHS Hounslow and Richmond Community Health Services
- Police
- SW London & St. George's Mental Health Trust
- PLD Services
- LBRuT Housing

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Performance/Operational leads from provider partners:

- Richmond Housing Partnership
- Provider forum representatives
- RACC

Performance/Operational leads from Voluntary organizations:

- Richmond Aid
- Age Concern
- Crossroads/Carers Centre
- Corld
- RUILS
- Mind
- Voiceability

Co-Optees:

Other Quality Assurance/Performance/Operational staff will be co-opted as required to progress the work programme.

### **Roles and Responsibilities**

The Chair will submit a report to each Safeguarding Board

### **Decision-making**

Decision made by the group will be made as recommendations to the Safeguarding Adults Partnership board

### **Quoracy**

The sub group will be quorate when at least 5 partner agencies are present

### **Frequency of Meetings**

To be held at least quarterly

### **Secretariat/Administrative Support**

Minutes will be recorded by the Safeguarding Adults Team  
Meetings will be organised by the Safeguarding Adults Team

### **Work plan and Performance management**

Work plan to be developed by the Group and agreed and monitored by the SAPB

### **Financial Arrangements**

No financial contribution identified. If financial resources are required, proposals will be presented to the Safeguarding Adults Partnership Board.

### **Conflicts of Interest**

If there is a conflict of interest this to be declared at beginning of the meeting.

### **Review**

These Terms of Reference will be reviewed annually by the sub group and approved by the SAPB.

**Safeguarding Adults  
Serious Case Review Sub-Group**

**TERMS OF REFERENCE**

**Purpose**

To ensure an appropriate and effective response to Serious Incidents relating to vulnerable adults.

**Objectives**

- To ensure there is an agreed and effective multi-agency protocol for reporting any situations to the Partnership in which an adult covered by the procedures has died or been seriously harmed due to abuse or neglect..
- To ensure there is inter-agency agreement as to which other situations should be considered for a serious case review (SCR) and how the decision will be made.
- To ensure there is a clear process for commissioning and carrying out a serious case review by the partnership.
- To ensure implementation and monitoring of progress of Action Plans resulting from Serious Case Reviews.
- To decide on the terms of reference for the SCR including membership and chair of a panel, as required by the SCR protocol and as appropriate to the case.
- To report developments to the Safeguarding Adults Partnership Board as required.

**Membership**

- LBRUT - Assistant Director Commissioning Care Services
- LBRuT – Head of Service Safeguarding Adults

Representatives of SAPB partners with appropriate strategic decision-making responsibility from the following agencies;

- Richmond Police
- Community Safety Partnership
- NHS Richmond

See Conflicts of Interest.

**Roles and Responsibilities**

Chair: LBRuT Assistant Director Commissioning Care Services

Where a SCR is undertaken, the sub-group will submit a SCR report to the SAPB following completion with recommendations for an Action Plan and thereafter to update the board on progress on the SCR Action Plan.

**Decision-making**

Decisions made by the group will be made as recommendations to the Safeguarding Adults Partnership Board.

**Frequency of Meetings**

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At least annually to review compliance to the terms of reference, and as required to respond to requests for Serious Case Reviews, and to review Action Plans resulting from Serious Case Reviews.

### **Secretariat**

Minutes will be recorded by the Safeguarding Adults Team  
Meetings will be organised by the Safeguarding Adults Team

### **Work plan and Performance Management**

Work plans will be dictated by Serious Cases and agreed by the SAPB.

### **Financial Arrangements**

No financial contribution identified. If financial resources are identified this will be taken to the Safeguarding Adults Partnership Board.

### **Conflicts of Interest**

If there is a conflict of interest due to actual involvement of a board member in the case, this is to be declared and a suitable deputy or alternative Board member should replace them temporarily until the SCR has been completed and Action Plan agreed.

### **Review**

Terms of reference to be reviewed annually.