

APPENDIX A

SLOUGH SAFEGUARDING VULNERABLE ADULTS PARTNERSHIP BOARD

ANNUAL REPORT

APRIL 2009 TO MARCH 2010



Final

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INTRODUCTION

Councillor Chrissy Small, Commissioner for Health & Wellbeing

Whichever way we look at it, abusing a person who is unable to protect him or herself because of frailty, illness or a disability, is simply wrong.

Abuse of people, who for no fault of their own are 'vulnerable' and may be dependant on others for their care and support, takes many different forms. Abuse can be about the exploitation of a person's pension or benefits by someone on whom they are dependant. It could involve causing physical harm when a person is too frail or unwell to defend or protect his or herself; it is as much about not doing the right thing, where someone is intentionally failing or neglecting to provide the right care. Abuse can and often does happen behind closed doors where we least expect or imagine it to be happening. It is for these reasons, I believe that we must all work together to tackle abuse and quickly raise the alarm when we believe it is happening.

Building upon our half year interim report published in February 2010, I am now delighted to introduce the first full year report of the Slough Safeguarding Vulnerable Adults Partnership Board. The Partnership Board has been set up to promote the voice of people who are unable to speak out because they are vulnerable and improve the way local agencies and services work, together, to protect them from abuse and harm.

It has been a busy first year and this report sets out the work undertaken so far, the challenges and achievements, and the improvements put in place to help safeguard our most vulnerable residents. As the Commissioner for Health & Wellbeing and the Older People's Champion it has been a pleasure being a member of the Board over the past year and seeing what has been achieved.

I look forward to being part of the Board in the year ahead and I know that by working together we will achieve even more.

If you want more information about anything in this report please do not hesitate to contact Derek Oliver (Assistant Director: Community and Adult Social Care) at Slough Borough Council, Town Hall, Bath Road, Slough, SL1 3UQ

Or visit our website <http://www.slough.gov.uk/services/17702.aspx>

REMEMBER ADULT ABUSE IS WRONG.

**If you have a concern that someone is being abused call
01753 690444 or The Emergency Duty Team (out of hours) on 01344
786543**

**If you wish to report anti social behaviour in your neighbourhood
contact the Anti Social Behaviour Hotline on 01753 875298**

KEY MESSAGES

Nick Georgiou, Independent Chair Slough Safeguarding Vulnerable Adults Partnership Board

This is the first full Annual Report of the Slough Safeguarding Vulnerable Adults Partnership Board, building on the interim report published in February this year. Whilst some of this information is familiar, this full report represents a full overview of the year from the 1st April to 31st March 2010.

The Board has to ensure that at a time of increasing pressure on public bodies the agencies continue to build their partnership working in Slough to safeguard vulnerable people. We have built a good base and in this report you will see good examples of the agencies working together in both individual cases and in the way they have responded to particular situations.

As a Board we have now developed a work plan of the priorities for the partner agencies to ensure that our Safeguarding strategy and actions are both directed and sustained over the next three years.

Although Slough Borough Council has the lead responsibility for ensuring that safeguarding is effectively delivered in the borough, I want to emphasise that the Board is an independent body and that my role is to challenge all the agencies, individually and collectively to promote strong partnership working and best practice.

The Board's primary responsibility is to ensure that the agencies working in Slough, statutory and independent sector, develop together a clear strategic direction and strong and clear policies and procedures to ensure as strong and effective safeguarding practice for Slough's citizens as possible. We have made a good start in delivering this but this is work that requires constant vigilance and application, I want to promote this further as the Board progresses.

Nick Georgiou

EXECUTIVE SUMMARY

Jane Wood, Strategic Director Community & Wellbeing

It has been an important first year of the Slough Safeguarding Vulnerable Adults Partnership Board. Established in the spring 2009, with the full support of the Leader of the Council, Commissioner for Community and Wellbeing, and Cabinet Members, The Board quickly identified ways in which local safeguarding arrangements could be strengthened, to better protect the most frail and vulnerable residents in our communities.

The Board, consisting of senior members of the Council, Local Health Services, Thames Valley Police, LINks and local Voluntary Sector Services, has met regularly since April 2009, to share ideas and agree the improvements to be made, and has successfully appointed its first Independent Chair, Nick Georgiou, to guide the Board in its work.

Working together is paramount. There are many reasons why a vulnerable person may need to be safeguarded from abuse, exploitation or harm, and abuse can take many different forms and occur in different settings, often hidden from direct view.

Increasing awareness of abuse and information about how to report a concern is essential to safeguarding. But safeguarding is not only about abuse. It is also about tackling poor standards of care and protecting our most vulnerable residents from situations such as repeated anti social behaviour particularly where this threatens the person's safety and wellbeing. Tackling these issues requires that agencies and support services share the same objectives, work in a coordinated way, and operate to agreed standards and arrangements.

This, the first full annual report of the Board summarises the measures taken during its first year. The report identifies the improvements that have been made to local safeguarding arrangements and the impact these improvements are beginning to deliver to local practice. These include:

- Increased awareness of abuse
- Increase in the number of staff in local services trained to identify and report safeguarding concerns
- Improved working arrangements between safeguarding services and community safety teams
- Strengthened responses to poor care practice

The above have all contributed to more vulnerable people being identified during the year, and supported through the appropriate multi agency responses; this has been more so than in any previous years

The achievements in 2009-2010 provide a firm basis on which to make further improvements in the year ahead. There is still much to do and the Board's priority areas for improvement for the second year will be no less important than in the first.

SETTING THE SCENE

The report, 'No Secrets (2000)', set out guidance to local authorities and other statutory agencies relating to the protection of vulnerable adults. This was landmark guidance. Key recommendations included the setting up of Adult Protection Committees (now called Safeguarding Boards) to oversee the strategic leadership of the protection of vulnerable adults and that these committees or Boards should produce an annual report:

“Lead officers from each agency should submit annual progress reports to their agency’s executive management body or group to ensure that adult protection policy requirements are part of the organisation’s overall approach to service provision and service development”. (DH 2000, Section 3.13)

Slough Borough Council has the lead responsibility for co-ordinating multi-agency procedures that address allegations or suspicions of the abuse of vulnerable adults, as well as leading the Safeguarding Board arrangements. Work with local agencies ensures that effective processes and appropriate support is offered to an individual should they be the subjected to abuse or at risk of it.

In 2008 The Department of Health undertook a consultation on the review of 'No Secrets', at a national policy level to strengthen safeguarding awareness and practice. The review identified the need for more powers and duties for Councils and statutory agencies and the possibility of new legislation to better establish safeguarding. Slough Borough Council and local organisations in the Borough participated in the consultation. The formal outcome of this key review is expected to be available in 2010. At the time of this report the new government has made no reference to this policy area.

The Slough Safeguarding Vulnerable Adults' Partnership Board has previously produced an Interim report covering April 2009 through September 2009. This report is the first full annual report of The Board covering a twelve months period 1st April 2009 to 31st March 2010.

ABOUT THE BOARD

Strategic Leadership, Governance & Priorities

The Slough Board – An Overview

Up until 2009, there were two Safeguarding Boards covering the six Councils across Berkshire:

- East Berkshire Safeguarding Board (Slough, Bracknell Forest and Windsor & Maidenhead)
- West Berkshire Safeguarding Board (West Berkshire, Reading and Wokingham)

Slough, like other Councils was concerned to strengthen leadership and accountability for safeguarding at a local level. Following discussions across the east of Berkshire and with the then Commission for Social Care Inspection (now Care Quality Commission), the 3 East Berkshire local authorities agreed that boards should be convened, within each local authority area. The Slough Safeguarding Vulnerable Adults Partnership Board came into being in April 2009.

It is important to emphasize that the Board is independent of all the statutory agencies represented on it. It is the responsibility of the Independent Chair to promote joint strategies and working between these agencies and their partners in the independent sector in their delivery of purposeful and effective safeguarding practice to protect and support the citizens of Slough.

The Board has three main functions:

- Ensuring common policies, interpretation of safeguarding and consistent identification and action on safeguarding practice
- An information sharing function to disseminate national, regional and local developments in respect of Adult Safeguarding to local organisations and the people they serve.
- Setting and owning the strategic direction for multi-agency developments and improvements in practice across services in adult safeguarding work;

How The Board Links To Key Governance Structures And Forums

With the new Board came new governance and reporting arrangements. The Slough Safeguarding Adults Partnership Board reports to the following:

- The Safer Slough Partnership and Health and Well Being Partnership Delivery Group
- Sub groups of the Local Strategic Partnership, and to the Health Scrutiny Panel.

These groups consist of senior officers from health, the Police, and voluntary sector representatives, and lead the implementation of agreed strategic priorities.

The Health Scrutiny Panel is made up of ward Councillors of the Council, nominated by the Council's political parties and provides political scrutiny and public accountability for the Board's work.

Terms of Reference

Under the Terms of Reference of the Board (*see Annexe page 32*) each agency and organisation representative is accountable for the work programme of the Board, acting on behalf of a service area or the organisation they represent. The constituent organisation the member represents further monitors and endorses the work through their relevant executive board or committee within their own organisation. The Slough Safeguarding Board has developed links with other important partnership boards and operational groups, which support the development and championing of improvements in safeguarding practice in other key areas of community activity (e.g. Anti-Social Behaviour Repeat Victims Group).

The Board has engaged with its counterparts in Windsor and Maidenhead and Bracknell Forest to establish a network across East Berkshire on shared issues such as staff training, commissioning, and the Berkshire Safeguarding Procedures. This will ensure consistency of approach for larger organisations that operate across local authority boundaries for example, NHS Berkshire East, Berkshire East Community Health Services, Heatherwood and Wexham Park NHS Foundation Trust, Berkshire NHS Foundation Trust and Thames Valley Police.

Early Work Of The Board

The Board agreed to meet every six to eight weeks in the first year, in order to develop the necessary momentum to establish and implement its work programme, identify areas for improvement and define strategic priorities.

The Board has agreed a set of **Quality Standards** (*Annexe Page 51 & 52*). These set out the proposed standards by which the Board and representative organisations will operate in developing multi-agency strategic leadership and in the delivery of safeguarding practice by front line staff.

An **Independent Chair**, Nick Georgiou, was appointed in July 2009, and formally took over chair at the Board meeting on 9th October 2009.

Since its inception the Board has also discussed and explored important safeguarding issues. This has assisted the Board to shape and define local safeguarding priorities. Key topics have included:

- The implications of No Secrets and the No Secrets Review
- The role of the new Safeguarding Team
- Lessons learnt from national inquiries into safeguarding incidents and its relevance to inform improved practice in Slough.
- The engagement of professional staff and interested parties in safeguarding
- The relationship of safeguarding with community safety
- The promotion of safeguarding awareness across all communities

In addition the Board has been appraised of key issues in the locality and has contributed to the Law Commission national consultation on the legal reform of adult social care, which includes adult safeguarding.

Board Membership

The Board strives to ensure that its membership provide strong leadership and a clear focus on tackling priority areas for improvement in safeguarding arrangements for vulnerable people across the borough.

For a full list of board membership please see Appendix 1

REVIEW OF ACHIEVEMENTS FOR 2009 - 2010

The Board has identified its shared priorities for improvement.

As a Board, four priority areas for improvement have been identified and four sub-groups set up. These are:

- Governance and Quality Assurance (Lead - Slough Borough Council)
- Community Safety and Crime & disorder (Lead - Slough Borough Council via LSP Partnership Deliver Group)
- Workforce development and public awareness (Lead - Slough Borough Council)
- Commissioning (Lead – East Berkshire PCT)

Governance and Quality Assurance : Work to date

Much of the work in this area has been undertaken through Slough's Safeguarding Improvement Plan, although the oversight of this work is being incorporated within the work of the Governance and Quality Assurance subgroup of the Board.

The focus is on improving operational responses, practices and standards, and monitoring and performance reporting arrangements across all agencies.

The sub group has developed the Quality Standards in Safeguarding – Strategic Principles (page 51). This sets out the standards by which all agencies will work. Both Windsor and Maidenhead and Bracknell Forest Safeguarding Adults Partnership Boards have adopted this document. Slough Borough Council has also developed a Summary of Practice Standards (page 52) setting clear principles by which teams of social work staff will respond to safeguarding alerts. Berkshire East Community Health Services have developed complementary practice guidance for its own staff, and Heatherwood and Wexham Foundation NHS Trust have developed procedures and guidance on safeguarding to support staff and working practices in the acute hospital setting.

Significant work has also been undertaken across Slough Borough Council and NHS Berkshire East Trust in dealing with safeguarding cases in residential and nursing care homes. This has been in response to concerns about care standards. Working alongside the enforcement team of the CQC (Care Quality Commission) safeguarding interventions have been implemented in 5 nursing and residential homes with a view to improving the quality of care practice and the quality of life of service users.

The example below summarises the interventions of Slough agencies to address safeguarding concerns to improve care quality, in one home.

CASE EXAMPLE 1:

This case illustrates the importance of sustaining people in the community in their own tenancies. The right to choice and control over living arrangements is a key part of personalisation agenda.

D is a person with learning disability living in his own tenancy in block of flats where there had been 3 burglaries in two weeks. Safeguarding process engaged police, community safety team, housing association and support provider to ensure that security was improved. This involved local neighbourhood warden patrols, individual safety / security advice and the building and gardens had cover and foliage cut back to deter opportunistic burglaries. As a result there have been no further incidents and service users feel more secure in a block of flats they enjoy living in.

Safeguarding Achievements for 2009-2010:

- ❖ Written procedures that reflect and formalise best practice in responding to care providers where quality standards are a cause for concern and could impact upon the safeguarding of individuals being care for.
- ❖ Review of Serious Untoward Incidents, Critical Incidents, and Safeguarding procedures to ensure the delivery of learning to practice within clinical and social care settings.
- ❖ The establishment of a greater individual user or patient perspective on safeguarding process; where people feel safer and know where to turn for help.
- ❖ The publication of the Board's Interim Annual Report and full report
- ❖ The development and implementation of a more outcome orientated safeguarding process into local practice that better reflects the views of service users who have been involved in the safeguarding process.
- ❖ Improved strategic links across neighbouring councils to consolidate local practice standards and learning
- ❖ Substantially improved liaison across other placing boroughs during safeguarding alerts and process
- ❖ Investment in key council wide, cross cutting community initiatives that firmly establish the role of safeguarding across the community
- ❖ A significant local media campaign to engage the public with safeguarding

Community Safety, Crime and Disorder

In the Interim report of January 2010, three emerging themes were identified by the Community Safety, Crime and Disorder subgroup of the Safeguarding Board. These are:

- ❖ Working with people who have chaotic lifestyles and present challenging behaviours along with safeguarding concerns.
- ❖ Ensuring the protection of vulnerable adults who have a neighbour with a chaotic lifestyle or who are victims of anti social behaviour
- ❖ How to increase understanding by local residents of the impact of challenging behaviour and hate crime on vulnerable people.

Findings from national serious case reviews (SCR's) involving high risk individuals living in the community makes clear the need for the Slough safeguarding sub group to dovetail it's work programme with the work of community safety, victim support services and the Safer Slough Partnership; the ultimate aim being to put in place practical steps that help agencies to work more effectively together in identifying and reporting safeguarding concerns.

Achievements for 2009-2010 include:

In conjunction with Safer Slough partners, the sub group has:

- ❖ Increased support for victims: appointment of an Anti Social Behaviour (ASB) Victims' Champion to work as a member of Slough's Community Safety Services. This new role will support victims of ASB and get people in touch with other services in the Borough that may also be able to provide support, for example Age Concern, MENCAP, Crossroads Care for Carers and Women's Aid.
- ❖ Rolled out multi-agency case meetings to respond to concerns about 'chaotic tenants'. These meetings include representation from the Slough Safeguarding Team to ensure safeguarding issues are identified and responded to as appropriate.
- ❖ Improved joint working arrangements: a new multiagency task group has been set up to develop better joint working between agencies with a particular focus on improving responses and support to people who are vulnerable and experiencing repeated incidents of anti-social behaviour. The Service Manager of the Safeguarding Adults Team is a member of this group.
- ❖ Supported training of Community Safety Workers: provided safeguarding awareness training to services working within the community safety, crime and disorder arena. This includes Community Wardens, CCTV staff, and staff working in the Drug Action Team.
- ❖ Revised Policies and Procedures: to include vulnerable adult definitions and safeguarding referral protocols within relevant 'community safety' policies and procedures for example the anti social behaviour (ASB) policy.
- ❖ Extended multi-agency case meetings held for ASB cases: these have been extended to include concerns relating to tenants and who may present safeguarding concerns to themselves or others. This has resulted in early

identification and prevention in instances where a vulnerable person(s) is involved or affected, as the example below illustrates.

- ❖ Improved information to workers: on the range of services that can support people who are victims of ASB and how to raise an alert to the Safeguarding Team.
- ❖ Promoted regular safeguarding input on the local multi-agency risk and public protection strategic meetings

In addition the sub group is:

- ❖ Supporting Thames Valley Police in their work to improve training of police officers across the force.
- ❖ Designing public information about the services available in the Slough area and how to contact them, particularly for people who are vulnerable and are experiencing hate crime and anti social behaviour. This will be available later in 2010.

The Safer Slough Partnership has also:

- ❖ Continued to sponsor the Hate Crime Initiative. A project designed and delivered across local schools to promote zero tolerance of hate crime against people because of their frailty or disability. The project has worked with over 870 young people in 4 schools across Slough, in excess of 100 students accessing further education, 175 member of our community and 185 people who use learning disability services
- ❖ Established a third party reporting site, for people to report incidents of hate crime and bullying.

Workforce Development and Public Awareness

A major programme of staff development and training in safeguarding commenced for all staff across the Borough, within Slough Borough Council and partner organisations. During 2009-2010 in excess of 930 staff have been trained directly by Slough Borough council. Further to this in excess of 2200 NHS staff have received an appropriate level of adult safeguarding training.

The Board has endorsed the Slough Borough Council Safeguarding Adults Workforce Development Strategy. The strategy sets out the training available to staff from all agencies that support adults who may be at risk of abuse. A synopsis of the training programme is set out on page 54.

In addition, all Slough Borough Council Elected Members have received training as part of their mandatory training programme. NHS Berkshire East is delivering awareness training to its Executive and Non Executive Directors of their Board. Work is in hand to combine Council Member training with the Primary Care Trust training and achieve an integrated training programme across both agencies.

During the period of this report a significant amount of work has been undertaken to raise public awareness of adult safeguarding and to inform the public of the appropriate actions to take should they identify a concern. There have been two distinct phases of the campaign:

- ❖ In July 2009 there was a campaign to highlight the issue of adult abuse. The campaign focused on using 'advertising' space on local buses, to communicate the issue to the general public. There was an increase of 33% in the number of alerts received compared to the previous year.
- ❖ The second phase of the campaign was in February 2010 when information materials were distributed to over 250 locations across the borough; this was complemented by articles in the local printed media and on local radio. Both phases of the campaign were supported by the use of member organisations internal communications systems.

CASE EXAMPLE 2:

This case concerns the financial abuse of a senior member of the Community living in a local care home.

A family friend was taking money from the person. The recent safeguarding publicity had raised the local profile of where people should go for help. The person made her concerns known to the home manager who then contacted the Slough AS team. At the safeguarding meeting the family friend actually confessed to taking the funds and the police are taking action accordingly. The person has had her funds protected by local financial safeguarding arrangements where she has consented to help from local care home staff.

Nationally it is recognised that adults who may be at risk of abuse or neglect still largely goes unreported or is hidden from sight. The success of the two phases of the publicity campaign has contributed significantly to this increase.

Achievements for 2009 - 2010 include:

- ❖ In excess of 2500 people who support adults who may be at risk of harm have received adult safeguarding training
- ❖ Integrated training opportunities across the agencies, to promote improved joint working practices.
- ❖ The development of bespoke training for providers of services that support adults who may be at risk of abuse.
 - ❖ The two phases of the public awareness campaign which included the use of local radio, local media and web based information printed.

Commissioning

It is important that local commissioning arrangements across the health and social care economy are properly informed by the principles of safeguarding. Therefore the Board established this group to lead on this area of work on behalf of Slough. However it was agreed that the group take a collaborative approach across Berkshire East, making good use of existing Berkshire wide networks such as Berkshire Contracts Group, Berkshire Monitoring Officers Group and the ADASS commissioning and contracts group.

The group is developing its revised terms of reference that will reflect the following objectives:

- ❖ Ensure that adult safeguarding requirements are clearly set in contracts for commissioned services, including updated legal and policy guidance.
- ❖ Ensure that monitoring mechanisms are well articulated and fulfilled.
- ❖ Agree what sanctions will be in place should the above be breached
- ❖ Agree joint approaches wherever possible
- ❖ Agreeing a process for sharing concerns
- ❖ Agree the role of lead commissioners with regards to safeguarding adults who may be at risk of harm
- ❖ Agree how a collective response to safeguarding concerns in commissioned services would be taken
- ❖ Agree a shared commissioning policy on acceptable quality ratings for purchase of registered Care
- ❖ Agree what the joint organisational response should be to safeguarding issues in commissioned services. This to include a description of the responsibilities for taking remedial action and the triggers for action.
- ❖ Develop co-ordinated care governance processes including the development of a formal method of risk assessment.

The Contribution and Achievements of the Partners

The work undertaken separately and together, by each of the Slough partner agencies and organisations, is of paramount importance to the wellbeing of vulnerable people and improvements that can be made to local safeguarding arrangements.

The section below summaries some of the work undertaken by local services and the work planned for the forthcoming year.

NHS Organisations.

Slough is served by four NHS Trusts. Heatherwood and Wexham Park Hospitals NHS Foundation Trust, which provides acute hospital inpatient services. Berkshire Healthcare NHS Foundation Trust which provides both community and in-patient mental health services and Berkshire East Community Health Services, which provides community based health services. NHS Berkshire East commissions all healthcare services across the east of Berkshire. Slough is also served by South Central Ambulance Service NHS Trust

Achievements for 2009 - 2010 include:

- ❖ In excess of 2200 Slough based NHS staff have received adult safeguarding training commiserate to their job role.
- ❖ Increase in the number of alerts being raised by NHS staff working within single agency settings.
- ❖ Launch of internal Safeguarding steering groups within NHS organisations to lead organisational developments.
- ❖ Appointment of Non Executive Board member lead for both Adult and Children's safeguarding.
- ❖ Development of both Core and Quality Contracts to ensure they are 'safeguarding compliant'.
- ❖ Review of internal governance arrangements within trusts to ensure that safeguarding activity is captured and reported on, in line with other areas of activity.
- ❖ Adoption of the Slough Borough Council Safeguarding documentation
- ❖ Berkshire Healthcare Foundation Trust also participated in two audits of safeguarding work within their joint funded services.
- ❖ Review of NHS based Safeguarding polices and practice guidance.

Areas of work planned for 2010-2011

- ❖ Targeted training for specific wards and health care settings.
- ❖ Further increase the safeguarding awareness within specific service areas (to maintain reporting)
- ❖ Allocate a Manager within Mental Health Services to lead, on behalf of the Slough locality, on all safeguarding activity to further improve compliance with agreed practice standards.
- ❖ Develop a Risk Register within NHS Berkshire East

- ❖ Continued implementation of Mental Capacity Act and Deprivation of Liberty safeguards (DoLS) training across healthcare settings.
- ❖ To further understand the data set requirements of trusts to evidence the impact of training on alert activity.
- ❖ Support the development of Safeguarding within GP practices via specific training (to be implemented during 2010 -2011).

Slough Borough Council and Thames Valley Police

As the lead agency for co-ordinating safeguarding responses and arrangements, Slough Borough Council has benefitted from highly productive local relationships with Slough Police.

Achievements for 2009 - 2010 include:

- ❖ 700 members of Slough Borough Council staff have received training during 2009-2010; this covers staff from across the council. Further to this 95% of staff working in the Community and Adult Social Care Division have received adult safeguarding training commensurate to their role.
- ❖ The development of a performance management framework to inform senior managers of adult safeguarding activity and compliance with published policy.
- ❖ Development of internal performance indicators. The indicators reflect both the timeliness and the quality of safeguarding interventions
- ❖ The development of the Safeguarding Team
- ❖ Increase in the number of alerts received that related to adults who were at risk of harm from the Indian or Pakistani communities.

As has been previously highlighted the Community Safety, Crime and Disorder group have been working with Thames Valley Police to support the force's understanding of the adult safeguarding agenda. Thames Valley Police currently have a Vulnerable Adult Co-coordinator who supports front line officers and partner agencies to ensure that a robust and effective response is provided by Thames Valley Police. The force also provides an overview of adult safeguarding to all new staff as part of its induction programme.

Areas of work planned for 2010-2011

Thames Valley Police describe the following as priority areas for the coming year.

- ❖ Development of Adult Safeguarding Policy.
- ❖ Development of referral process.
- ❖ Development of workforce training strategy

Voluntary Sector and Board Member Organisations

The Board recognises the value of local partnership working and whilst collectively the Board is responsible for driving the strategic direction of adult safeguarding work, each member organisation is also responsible for its own practice and development. During 2009-2010 Member organisations have made significant progress in their workforce training and in their ability to identify and respond to safeguarding issues.

Slough communities are supported by a large number of voluntary organisations; it would not be possible for all organisations to be represented on the Board. However the Board is keen to ensure that the voluntary sector is represented on the board; Crossroads, Slough Mencap, LINKS and Parvaaz are all members of the Board.

Achievements for 2009-2010 include:

- ❖ Training for staff and volunteers across organisations
- ❖ Review of recruitment process to ensure they are 'safeguarding compliant'
- ❖ Review and publicising organisational safeguarding policy to staff, volunteers and users of services.
- ❖ Focussing organisational thinking on adult safeguarding and adults who may be at risk of abuse

Areas of work planned for 2010-2011

- ❖ Ensuring all new projects are subject to Equalities Impact Assessments, this includes adult safeguarding issues.
- ❖ To fully implement safeguarding policy across organisations
- ❖ To further develop working relationships with relevant stakeholders to ensure a joined up response to adult safeguarding issues.
- ❖ To further develop organisational recording systems to ensure they capture adult safeguarding concerns.
- ❖ To support all institutional members to have an awareness of safeguarding and be clear how to both alert and respond

CASE EXAMPLE IN PRACTICE:

The following case summaries provide examples of the work undertaken by Slough services in response to reported safeguarding concerns. Names and locations have been changed to ensure the anonymity and protection of those affected.

CASE EXAMPLE 1:

The first concerns the allegation of sexual assault by a male resident in a nursing home. The allegation has been investigated by the Police in line with Safeguarding Procedures and is being considered by the Crown Prosecution Service. Significant work, led by the Assistant Director of Community and Adult Social Care jointly with the organisation that runs the home, CQC, the PCT, and Thames Valley Police has been undertaken to safeguard against recurrence of an incident of this nature.

CASE EXAMPLE 2:

The second concerns allegations of financial abuse by care staff in a service supporting people with a learning disability in their own homes. Once reported, the safeguarding investigation identified that financial abuse had taken place. The Police have successfully taken the case to court, with one staff member prosecuted, and 3 other managers dismissed for poor managerial practice and not protecting people appropriately. All practices in the service relating to the handling of tenants' money have been reviewed. Slough Borough Council is now working together to identify other ways the service can be improved.

CASE EXAMPLE 3:

Mr B is a senior member of the local community. Although born in the UK Mr B lived the majority of his adult life in Africa, returning to the UK in his 90's. Mr B lived with his son in a one bed roomed flat and expressed concern to his Social Worker about the manner in which his son supported him and his lack of money. On assessment it was discovered that Mr B had been physically, emotionally and financially abused by his son. Mr B who retained capacity to decide how his needs should be met was supported to move into residential accommodation: this was done in partnership with Thames Valley Police. Following his admission to residential care Mr B requested that the council refer the matter to the Office of the Public Guardian to investigate the mismanagement of the lasting power of attorney. This has resulted in the power being revoked and the matter being referred to the Police for criminal investigation. Mr B continues to be supported through care management and Slough Borough Council will support Mr B to manage his finances.

CASE EXAMPLE 4:

A Police Community Support Officer (PCSO) reported to Slough Safeguarding Team that a known class A drug user (who was heavily involved in the Slough drug supply and use) was visiting a supported housing scheme for vulnerable people with mental health problems. The care manager's visited the same day and the police spoke to the alleged perpetrator making clear that they knew of her visits and the potential risks she presented to the service users. The support provider worked effectively with the service users on maintaining their personal security. The outcome being that there have been no further problems reported.

CASE EXAMPLE 5:

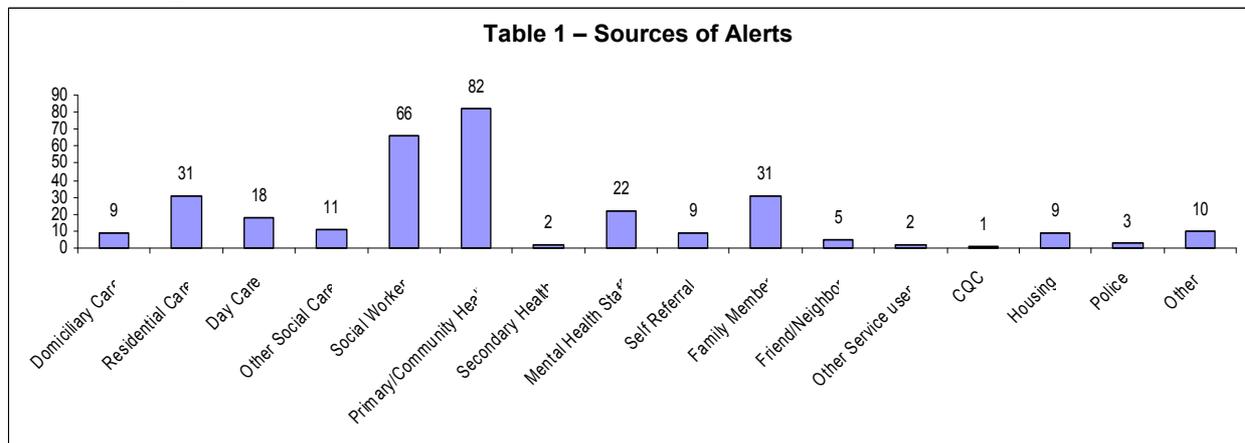
Following a contracts monitoring visit to a provider care home, concerns were raised about staff practice within the service. Following a strategy meeting the provider produced an improvement plan to address staff failings and in doing so uncovered more poor practice (staff sleeping on duty) that eventually led to disciplinary procedure and suspension. The service has significantly improved that Slough contracts and adult services' team are regularly monitoring.

SUMMARY OF SAFEGUARDING ADULTS DATA

Local authorities are invited to submit Adult Safeguarding activity data to the Department of Health (DH) on a half yearly basis. Slough has volunteered it's own returns which helps compare local activity and practice across comparator authorities. The first return covered October 2009 – March 2010 and the DH are yet to publish any information regarding the submitted returns. This statistical information has been broken down into three key areas of activity.

- ❖ Information relating to alerts
- ❖ Timeliness of response
- ❖ Outcome for the individual and alleged perpetrator

Info relating to alerts/referrals

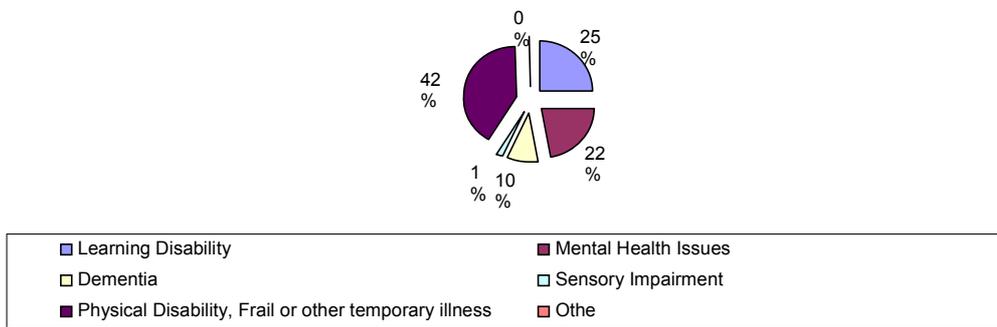


This table identifies the source of alerts and demonstrates that 77% of all alerts are from either NHS or Social Care staff; this demonstrates the impact of the workforce development strategy that SBC has launched in partnership with the NHS and other statutory agencies. However there are pockets of under-reporting within these groupings particularly domiciliary care staff and numbers of referrals from Secondary health are also low, further interrogation of this data is required to fully understand why this is. However it is positive to note that 31% of all referrals came from the NHS.

15% of all referrals come from local citizen's (i.e. self referral) family, friends or neighbours. This shows the impact of the publicity campaign undertaken by SBC during 2009-2010.

It should be noted that current systems do not allow multiple sources of referral to be recorded for the same service user. This may well explain the low numbers from CQC and the Police.

Table 2 - Reason for vulnerability



Citizens with a physical disability or age related frailty make up 42% of people subject to safeguarding alerts. This is as expected as this particular group of citizens is the largest group of people supported by Adult Social Care Services. People with a learning disability are statistically over represented when compared to the overall referrals received. However due to the complexity of need within this group of people it is unsurprising that they are highly represented. Nationally there has been an under reporting of safeguarding concerns for people with mental health issues, however in Slough 32% of alerts relate to people with a mental health issue (including dementia) this is a positive figure and again is evidence of the partnership working, between both the statutory and voluntary sectors, as well as the due seriousness with which mental health services in Slough have engaged with the Safeguarding agenda

Table 3 - Relationship between alleged abuser and victim

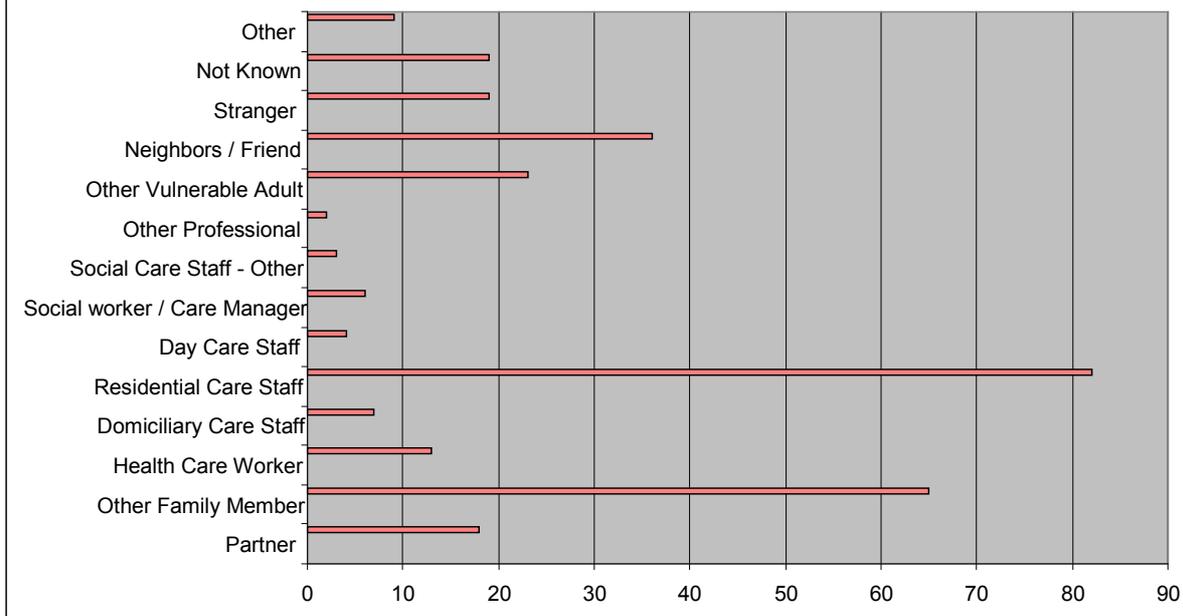


Table 3 demonstrates that the largest group of alleged perpetrators is paid staff within residential care. Statistically, this is likely to be as a direct result of the 5 safeguarding interventions undertaken by Slough Borough Council, CQC and Thames Valley Police, in major residential providers.

27% of alleged abusers were in a personal or family relationship with the 'victim'. This indicates that closer links with Domestic violence services are required to ensure that the rate of repeat victimization dose not increases.

The fourth largest group of alleged perpetrators is strangers. This underlines the need to continue in the development of our links between Safeguarding and community safety.

The current level of reporting from the domiciliary care sector appears lower than would be expected. This may be due to current systems not being able to record more than one source of alert per services uses and it is often the case that people in the community are receiving support from a number of difference agencies. However further work is required with domiciliary care providers to gain reassurance that robust systems are in place to raise safeguarding alerts where needed.

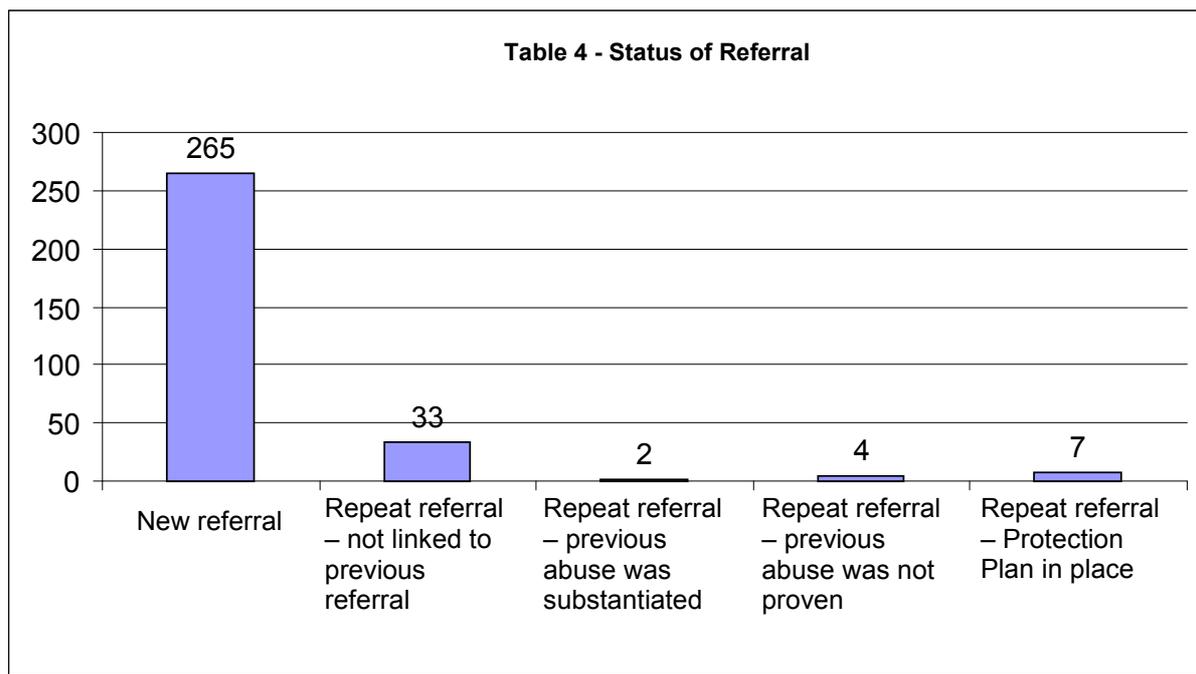
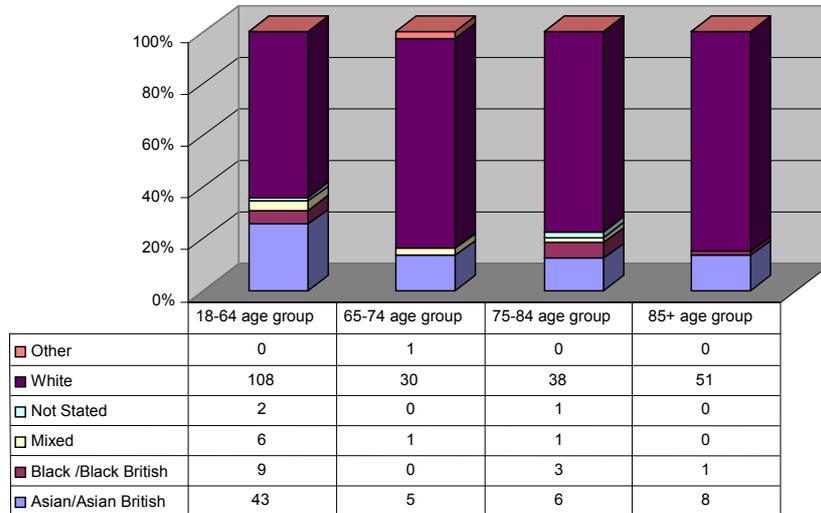


Table 4 demonstrates that 85% of safeguarding alerts were new (i.e. the adult at risk of harm or abuse has not been subject to safeguarding procedures before). Of the remaining referrals, 4% were linked to a previous referral or where a protection plan was in place but had not removed the risk of repeat incidents of abuse. Therefore this information suggests that 96% of safeguarding interventions had successfully removed or reduced the safeguarding risk.

Table 5 - Ethnicity of Victim by Age

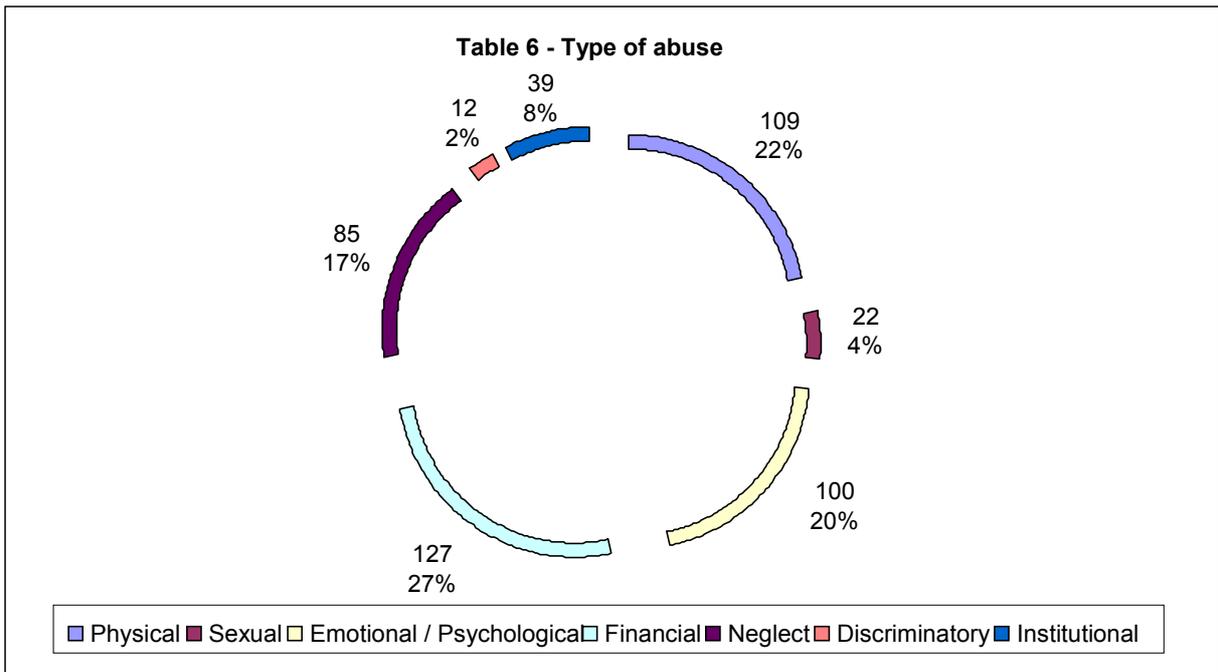


Detailed analysis of this table has been undertaken to ensure that it is accurate and possible to compare it to the 2001 census for the Slough Area. Whilst there is concern locally regarding accurate census data not take into account the transient nature of the slough population, it is the only available validated source of local population broken down by age and ethnicity. Furthermore the number of alerts received is statistically low compared to the general population and therefore exact comparisons will not be possible.

However broadly speaking the percentage of alerts by age group and ethnicity are in line with the results of the 2001 census with the exception of the Asian/Asian British grouping for the ages of 18-74, which are slightly lower than expected, but this is only by the equivalent of 4 alerts.

Those who described the ethnicity as either Black/ Black British or Asian/Asian British are over represented within the 75-84 age group are over represented but by the equivalent of 3 alerts for each group.

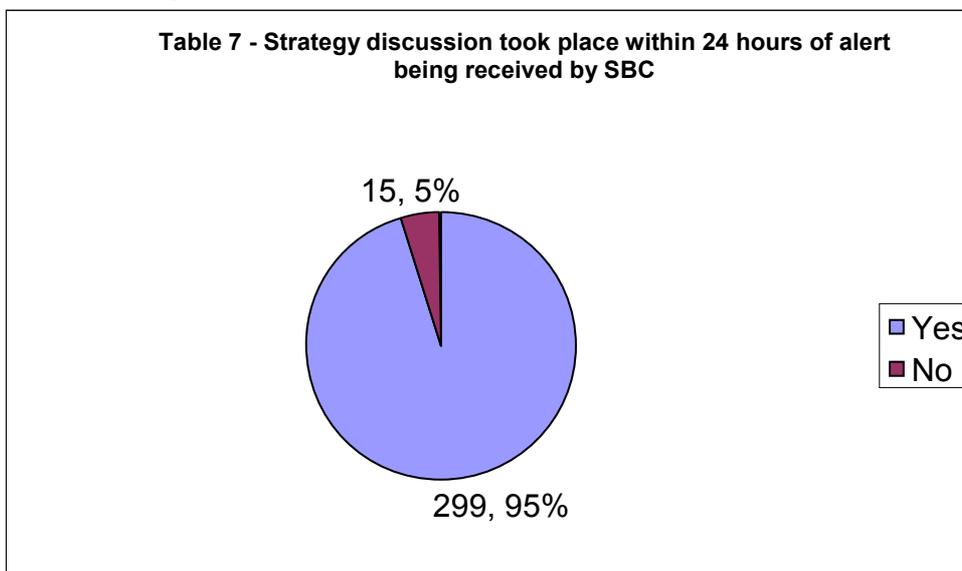
Statistically there is an over reporting for people over the age of 85 who describe their ethnicity as Asian or Asian British and this equates to 5 alerts. Following analysis of the figures this is linked to the concerns within some 5 regulated services that the Council and statutory partners have responded too.



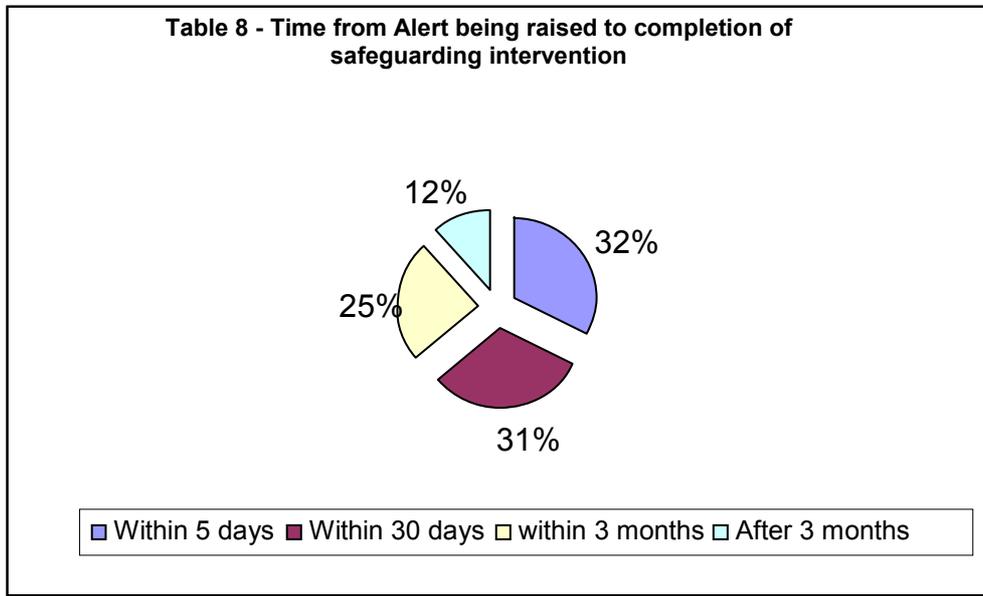
It is not possible to undertake comparison with other years due to this being the first full year of this data being provided in this format. The DH data return may well provide useful comparisons across other Local Authorities. However when comparing the data with the interim annual report (covering the first 6 months of this report) there are some slight changes. In the first 6 months of this report 11% of alerts were in relation to institutional abuse. However over the whole year this figure is only 8%. Clearly the biggest category of abuse is financial abuse, which totalled 27%. However it should be noted that one safeguarding issue involving multiple service users had a disproportionate impact on this category.

Emotional abuse is the next highest category followed by physical. This may well be due to the fact that multiple categories of abuse can be recorded; statistics show that over a third of all victims were subjected to more than one form of abuse.

Timeliness of Response



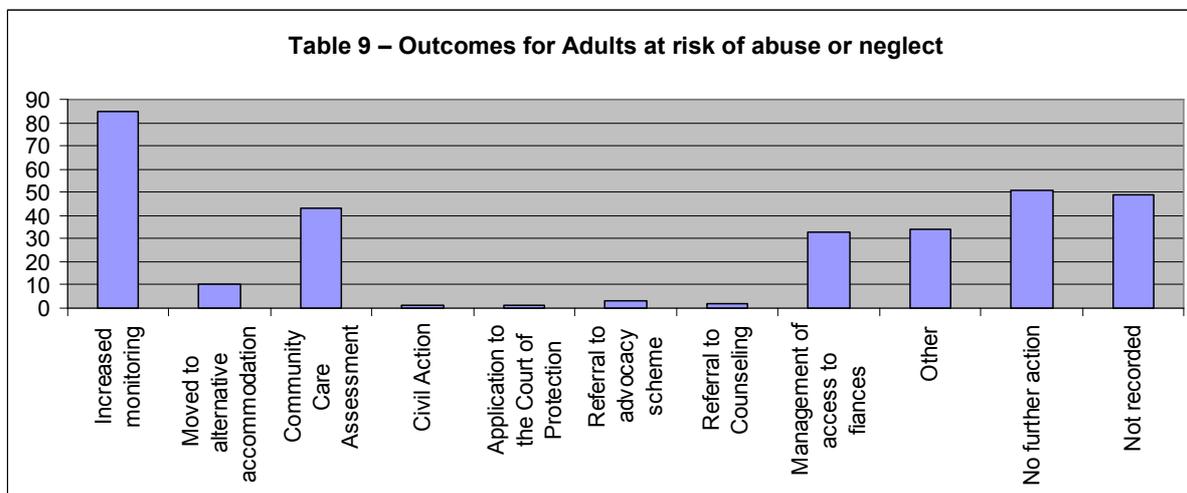
This information shows the priority that safeguarding alerts are given and the timelessness of the decision making process. The report evidences that on 95% of occasions staff held a strategy discussion within 24 hours of receiving the alert. The strategy discussion is the first opportunity for critical scrutiny of the presenting concern by qualified and experienced staff to and senior operational managers to ensure that the appropriate response is provided.



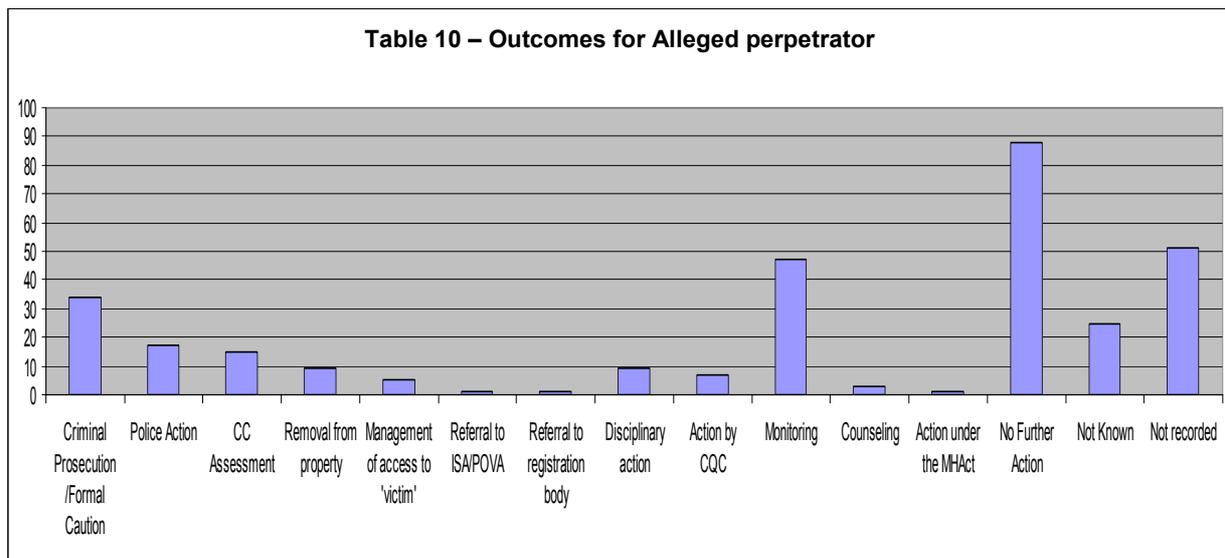
The overall objective of the safeguarding process is to support the individual to remain or regain their autonomy and safety as soon as possible. It is not desirable to see interventions remaining open for prolonged period of time, as this would indicate that the risks have not been reduced to an acceptable level.

It is positive to note that 63% of safeguarding interventions are completed within 30 days, and that only 12% of interventions lasted longer than 3 months. In part this may well be due to other process (i.e. criminal justice system, disciplinary processes or complexity of issue in focus).

Outcome for the individual and perpetrator



Increased monitoring or a community care assessment contributes to 43% of outcomes for vulnerable adult. This is positive as it indicates that support continues to be provided to the vulnerable adult and their social network. Furthermore it is also positive to note that there is a limited reliance on moving the vulnerable person to alternative services. The largest category of abuse is financial. A significant amount of work has been done by professionals involved in safeguarding interventions to manage access to vulnerable adult's finances. The report for "no further action," indicates that further work is needed to ensure that appropriate alerts are passed through the safeguarding process where there are clearly defined risks and a measurable outcome.



16% of perpetrators have been referred to the criminal justice system. This is encouraging and is indicative of the close working relationship between Slough Borough Council and local Police colleagues. Further to this 15% of perpetrators access to a vulnerable adult is being monitored, with a further 5% receiving a community care assessment. Again this is a comparatively positive figure as it demonstrates practitioners working collaboratively with perpetrators to reduce or remove the risk of further indicants of abuse whilst supporting the individuals to continue with the relationship.

The positive working relationship practitioners have developed with the area CQC inspector is also evidenced by the number of outcomes being achieved by CQC. 3% of alleged abuser had disciplinary actions taken against them however it should be remembered that 37% of alleged abusers were paid staff. It is the case however that only one outcome can be recorded per perpetrator so if a staff member has been subject to criminal prosecution then it may well be that it shows up in that column rather than the disciplinary action.

Further work is needed with staff across the Council and in partner organisations to improve identification and reporting of safeguarding concerns within non health and social care services. Again this is particularly crucial in light of personalisation where individuals will have greater access to universal services rather than being in receipt of directly provided services from statutory agencies. The issue of individual

confidence in local service providers is a key element of successful, local brokerage and market development. However all local authorities need to work up viable procedures for enabling both eligible and self funding service users to make use of providers who have had some sort of checking.

PLANNED PRIORITIES FOR 2010 - 2011

KEY STRATEGIC THEME	KEY AREAS OF WORK
1. Prevention	Develop a common definition and understanding of safeguarding and it's relationship to community safety.
	Public Information about support services for vulnerable people who are victims of the anti-social behaviour of others will be made available in a range of formats and languages.
	Develop a safeguarding prevention strategy common to all key partners.
2. Risk	Raise awareness of safeguarding and choice with vulnerable people who are self funders or who have statutory funded support delivered through a personalised route
	Work across agencies and through the safeguarding partnership to develop a comprehensive approach to safeguarding and personalisation, embracing positive risk-taking that balances risk and personal choice.
3. Partnership Working	Build on existing partnership arrangements to develop strong links with organisations Berkshire wide or at a local level that promote the safeguarding agenda.
	Develop processes for sharing and collection of safeguarding information across partner organisations.
	The Board supports and empowers partner organisations to develop robust safeguarding arrangements and the development of a lead safeguarding role.
4. Supporting the safe delivery of support to vulnerable people	Development and adoption of common safeguarding standards for contract documentation
	Agreement of triggers for intervention and de-escalation
	Working with domiciliary care providers to gain reassurance that robust systems are in place to respond to safeguarding alerts where needed.
	Host an annual Safeguarding Conference to engage providers of services, users of services, people directing their own support and other relevant stakeholders in the safeguarding agenda

KEY STRATEGIC THEME	KEY AREAS OF WORK
5. Improving Awareness and Community Engagement	Improve public awareness of the Board's role.
	Development of targeted and general public awareness campaigns to achieve engagement across all communities.
	Working specifically with Slough's diverse communities to raise the profile of safeguarding and how communities can seek support, advice and assurance on issues of concern.
	Continue with information and publicity campaigns to ensure that all citizens of Slough are provided with accessible information that empowers them to keep safe and raise concerns if they need to.
	Work with health colleagues & GPs to improve awareness, identifying early signs of safeguarding or abuse
	Development of service user engagement to better inform safeguarding developments and responses through experts by experience
6. Workforce Development	Review of current Workforce Development Strategy to ensure that it is applicable to all agencies, professionals and practitioners that support or work with vulnerable adults who maybe at risk from harm
	Workforce Development Strategy to reflect changes in support delivery through personalisation so safeguarding principles are maintained
	Review and validation of training across all partners to measure its impact in the delivery of improved outcomes and safe support to vulnerable people.
	Better engagement of private, not for profit and voluntary sector services in awareness training programmes, its development and validation.
	Identify the developments required to improve opportunities for joint training between agencies, better engagement of care organisations in training and specially tailored training.
	Develop and implement a combined training package for Council Members, NHS Berkshire East Executive and Non Executive Directors and Constituent Board Members Committee Members to achieve an integrated training programme across all agencies.

KEY STRATEGIC THEME	KEY AREAS OF WORK
7. Improved processes, actions and delivery of the Board's work	The Board will consolidate its sub group structure to deliver on strategic themes and ensure cross agency engagement in the safeguarding agenda
	Work to formulate and publish necessary processes that aid partnership working and deliver the Board's work (e.g. Serious Case Review, Serious Untoward Incidents etc)
	Review the Berkshire Safeguarding procedures to ensure they are fit for purpose.
	Engagement in the review the Berkshire Safeguarding procedures to ensure they remain fit for purpose.
	Ensure the Board monitors and drives performance and is appraised of standards across Berkshire to enable meaningful comparisons

Annexes

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SLOUGH SAFEGUARDING PARTNERSHIP ADULTS BOARD

TERMS OF REFERENCE

1. BACKGROUND

Why do we need a Slough Safeguarding Adults Board?

- 1.1 The Department of Health document “No Secrets” (March 2000)¹ recommended the establishment of Adult Protection Committees to oversee multi-agency scrutiny of the protection of vulnerable adults from abuse. Until 2008 Windsor & Maidenhead, Slough and Bracknell have operated an East Berkshire wide Safeguarding Adults Board.
- 1.2 On-going developments and work with government regulators - Commission for Social Care Inspection (CSCI) - reinforce that the statutory lead for Safeguarding remains with each local authority. To meet this requirement and be responsive to its local population, Slough along with the other unitary authorities, will have its own Safeguarding Adults Board from 2009.

2. PRINCIPLES AND AIMS OF THE BOARD

The context in which the Board will work

- 2.1 It is recognised and accepted that all adults:
 - Have the right to live their life free from violence, fear and abuse.
 - Have the right to be protected from harm and exploitation
 - Have the right to independence, which involves a degree of risk.
 - Have the right to be listened to, treated with respect and taken seriously.
- 2.2 The role of all statutory agencies, their partners, carers and users of services within the Borough of Slough have a duty to ensure that these principles are upheld and take action where these rights are infringed.
- 2.3 The Safeguarding Adults Partnership Board (The Board) recognises and adopts the approach to adult protection as specified under “No Secrets”, the Mental Capacity Act and other related legislation and policy. In line with the key principles set out in the Berkshire Policy and Procedures (p12), member organisations of The Board will:

¹ No Secrets (March 2000) Guidance on Developing and Implementing Multi-Agency Policies and Procedures to Protect Vulnerable Adults from Abuse’ (March 2000)

- Reaffirm their commitment to a policy of zero tolerance of abuse within each of their member organisations.
 - Take seriously the duty placed on public agencies under Human Rights legislation to intervene proportionately to protect the rights of citizens.
 - Act on the principle that any adult at risk of abuse or neglect should be able to access public organizations for advice, support and appropriate protection and care interventions, which enable them to live without fear and in safety.
 - Recognise that except where the rights of others would be compromised, citizens have a right to make their own choices in relation to safety from abuse and neglect. Interventions will be based on the presumption of mental capacity unless it is determined that an adult does not have the ability to understand and make decisions about his or her own personal well-being and safety.
 - Recognise the right to privacy. Information about an adult who may be at risk of abuse and neglect will only be shared within the framework of the Safeguarding Adults Information – Sharing Protocol.
 - Recognise their public duty to protect the human rights of all citizens including those who are subject of concern but who are not covered by the Safeguarding Adults Procedures. This duty falls on each of the Board's member organisations who will offer signposting, advice and support, as appropriate to their organizations.
- 2.4 The Board is positively committed to opposing discrimination against people on the grounds of race, religion, gender, age, disability, marital status or sexual orientation
- 2.5 The role of The Board will be to work as a multi-agency group that has:
- Strategic and operational leadership and stewardship in maintaining these principles, working as a multi-agency group
 - Effective strategic governance of safeguarding at senior management level across partner organisations
 - Public accountability for safeguarding arrangements and outcomes.
 - Informs and support East Berkshire and cross boundary safeguarding arrangements.
 - Addresses poor practice, robustly acting in ensuring these principles are maintained, taking actions wherever and whenever necessary.

3. OBJECTIVES

What will the board do

3.1 As a multi-agency Board of senior representatives, the Board will carry out the follow key functions:

- Oversee the development of effective interagency policies & procedures for safeguarding and promoting the welfare of these adults within the Slough Borough
- Provide support and guidance to communities and organisations to ensure that in Slough we are actively identifying and preventing the circumstances in which neglect and abuse occurs, promoting the welfare and interests of vulnerable adults.
- Develop a robust overarching strategy for Safeguarding in Slough, within which all agencies set their own strategy and operational policy.
- Raise awareness, knowledge and understanding of abuse and neglect in order that communities and organisations know how to respond effectively and coherently where issues arise
- Engage and encourage dialogue with Borough Partnerships (within Slough and where appropriate across Berkshire) with responsibilities for the safety and welfare of all adults so that we are all able to respond effectively to vulnerable adults.
- Ensure that vulnerable adults who use services we provide or commission are safe and their care and treatment is appropriate to their needs.
- Ensure that each organisation has systems in place that evidence that they discharge their functions in ways that safeguard vulnerable adults
- Become a Board that together learns and shares lessons from national and local experience and research
- Develop systems to audit and evaluate the impact and quality of safeguarding work that enables for continuous improvement of interagency practice, including lessons learned from practice
- Develop and maintain a strong and evolving network of stakeholders including vulnerable adults, their carers and advocates.
- Promote best practice in prevention and investigation by learning from and contributing to national research and policy development, ensuring that this is acted upon.

- Undertake joint serious case reviews where a vulnerable adult when it is confirmed or there is strong evidence to suggest that an adult has died, been significantly harmed or put at risk as a result of abuse or neglect
- Ensure coordinated and timely operational processes, for identifying and investigating any incidents of abuse and protect vulnerable people.

3.2 In order to achieve these objectives, organisations and agencies agree to:

- Work together on the prevention, identification, investigation and treatment of alleged suspected or confirmed abuse of vulnerable adults
- Ensure that vulnerable adults have the same rights as others in the prosecution of criminal offences and pursuit of civil remedies
- Develop and implement policies and procedures within a multi agency framework to protect vulnerable adults;

4. MEMBERSHIP

Who will attend

4.1 The core membership of The Board will be:

- Commissioner (Elected Slough Borough Council Member) - Health and Wellbeing
- Commissioner (Elected Slough Borough Council Member) - Opportunities and Skills
- Strategic Director Community & Wellbeing (DASS)
- Assistant Director, Community & Adult Care
- Thames Valley Police - Public Safety Unit
- Head of Service, Green and Build (Community Safety & Safer Slough Partnership)
- Assistant Director, Learning, Skills and Cultural Services
- Director Berkshire East PCT
- Assistant Director, Heatherwood & Wexham Park Foundation Trust
- Assistant Director Berkshire Mental Health Foundation Trust
- Assistant Director Housing Strategy/People First
- Royal Berkshire Fire and Rescue Service
- Commission of Social Care Inspection – Lead Inspector for Safeguarding
- Age Concern - Chief Executive,
- Mencap - Chief Executive,

- East Berkshire MIND - Director
 - Berkshire Care Association
 - Slough Cross Roads Care Scheme - Chief Executive,
 - South Central Ambulance Service
 - Crown Prosecution Service
 - Local Involvement Networks (LINKs)
- 4.2 Appendix 1, “Statement of Commitment”, sets out the role, function and responsibilities of being a Board Member.
- 4.3 **Constituent Agencies:** Partner organisations will recognise the importance of securing effective leadership by nominating persons who are of seniority to be Board members, acting on their behalf.
- 4.4 **Co-opted members:** As determined and required by the Board, it may co-opt other members as necessary. This will include:
- Senior lead for Safeguarding, and Safeguarding Co-ordinator to support the work of the board (NB these posts are under review and development).
 - Chairs and nominated members of the Slough Safeguarding Partnership working groups, and other subgroups of The Board.
 - Secretariat support for The Board, to be provided by the Directorate of Community and Well Being, Slough Borough Council.
 - Named officers, speakers, and organisations relevant to achieving the key priorities of the Board.
- All attendees will be invited in a consultative capacity.
- 4.5 **Observers:** Subject to the approval of the Chairperson, the Board may agree to observers being in attendance.
- 4.6 **Chair and Vice-Chair:** The Director of Adult Social Services retains the statutory responsibility for the functioning of The Board. The Slough Safeguarding Adults’ Partnership Board will appoint an Independent Person as Chair, who will act with impartiality and will not be a member of The Board. The person appointed will occupy the ‘office’ for two years. A Vice Chair will be agreed as necessary.

5. GOVERNANCE

- 5.1 The Board will report to the Safer Slough Partnership (subgroup of the Local Strategic Partnership) to the Health Scrutiny Panel every six months or more frequently if required. (See Appendix 2)

- 5.2 The Chairperson of the Board will be responsible for ensuring that an annual report of the Board is prepared concurrent with the municipal year and made publically available
- 5.3 The annual report shall be made published on the Council's website. It is the responsibility of all partner agencies to present the Annual Report to their respective senior management teams and constitute decision making body within 3 months of the report publication.

6. RELATIONSHIP TO OTHER BOARDS

How the Board and other groups and forums link up

- 6.1 The Board will ensure that there are appropriate representatives on the following boards and forums to represent and champion safeguarding:
- Slough Safer Neighbourhood Partnership
 - Slough Children's Safeguarding Board
 - Slough Domestic Violence Forum
 - Slough DAAT
 - MAPPA
 - Slough Mental Health Local Implementation Team
 - Slough Older Peoples, Physical Disability, Learning Disability and Carers partnership boards.
 - The individual Partnership Boards for Older People; Physical Disability; Learning Disability; Carers.
 - Health and Wellbeing Policy Development Group
 - East Berkshire Joint Commissioning Board
- 6.2 It is the role of representatives to identify matters significant to the achievement of local safeguarding developments, represent the views and priorities of the Board, and report back milestones and outcomes.

7. BOARD SUBGROUPS AND REFERENCE GROUPS

- 7.1 The following shall be established as subgroups groups of The Board, with the Chair and membership recommended by The Board (and may be redefined as necessary by the Board):
- Workforce Development and Training Subgroup
 - Communications and Public Awareness Subgroup
 - Performance and Audit Subgroup

7.2 The subgroups will be accountable to the Board. Work undertaken will be commissioned by the Board and progress against targets set and outcomes will be reported to the Board. The role of the groups will include:

- To consider new practice, policy and procedural issues and to propose and initiate appropriate action plans to address those issues.
- To analysis data and compile and present to the Board a quarterly quantitative and qualitative performance report.
- To consider the resource implications of safeguarding and make recommendations to the board.
- To set up time-limited task groups or individuals to undertake specific tasks on policy, procedure and practice matters as necessary.
- To evaluate information presented through statistics, user surveys, DoH inspections, etc, and propose alterations to policies, procedures and practice to the Board for approval.
- To review procedures in partnership with the East Berkshire partners
- To monitor the effectiveness of public information and communication regarding adult protection and to find ways of communicating to all.
- To monitor the effectiveness of training in increasing awareness, and in improving the effectiveness of protection planning and safeguarding interventions.
- To seek and collate the views of user and care stakeholders to inform best practice.

7.3 In addition, the Board will establish two reference groups for the purpose of capturing feedback from key stakeholders and informing developments:

- User and Carer Experience Reference Group
- Provider Reference Group

8. FREQUENCY OF BOARD MEETINGS & MEETING MINUTES

8.1 The Board will meet at least 4 times in every year at such times as may be determined by the Chairperson. Dates will be set a year in advance.

- 8.2 The Board will nominate subgroups to meet more regularly on behalf of the Board. Representatives of the major constituent agencies will be nominated to serve on the subgroups.
- 8.3 Minutes of the meetings of The Board shall be taken by a secretary of the Directorate of Community & Well-Being, Slough Borough Council.
- 8.4 The Chairperson of the meeting shall move that the minutes of the previous meeting shall be approved as a correct record.
- 8.5 Minutes of the Board and the Annual Report will also be forwarded to the Chairs of the following strategic planning forums, to advise on issues arising and inform cross strategic planning as set out in 6.1 above:

9. SERIOUS CASE REVIEW (SCR)

- 9.1 It will be the responsibility of the Board to set up a serious case review investigation and review panel, for serious case incidents occurring within the Borough boundary. The Board will elect the independent chair to the SCR panel, agree panel membership to be of sufficient seniority and expertise, and define and agree the terms of reference for the review.
- 9.2 The Board will receive interim and final reports of the SCR panel and agree actions to be taken to implement the SCR findings and recommendations. The Board will monitor implementation of agreed actions and share lessons learned with members of the East Berkshire Safeguarding Board.
- 9.3 The Chair of the Board and Strategic Director Community and Wellbeing will present the review findings, recommendations and agreed actions to Health and Social Care Scrutiny Panel

Appendix 1 - Statement of Commitment

Appendix 2 – Confidentiality Statement (To be finalised)

Appendix 3 – Structure of Board within the wider governance framework

Serious Case Review Protocol (In development) will be added when completed

APPENDIX 1 - STATEMENT OF COMMITMENT

Each member of the Slough Safeguarding Partnership Board (The Board) gives a commitment to the following:

Representation

Represent an agency, organisation or representative group of people with full authority.

In doing so to raise issues on their behalf, contribute to discussion and debate and ensure a dissemination of information back to that representative group, agency or organisation.

To ensure that the representative group, agency or organisation they represent engages with the Safeguarding and Adult Protection agenda and embeds safe practice in their organisation, agency or representative group ensuring positive leadership and stewardship of the issues

Values

Upholding the values statement of the Board as set out in the Terms of Reference, ensuring that vulnerable adults are protected from abuse, working with partners to safeguard them through strategic leadership within the representative group, agency or organisation they represent

Attendance

To attend every Board meeting or to arrange for a suitable representative to act on their behalf (and who is able to act with full authority) at any meeting they are unable to attend

Developments and Work Programme

To be involved in developments and where necessary contribute to the subgroups of The Board so there is a diverse and richness of input to the work and outputs from The Board

Annual Report

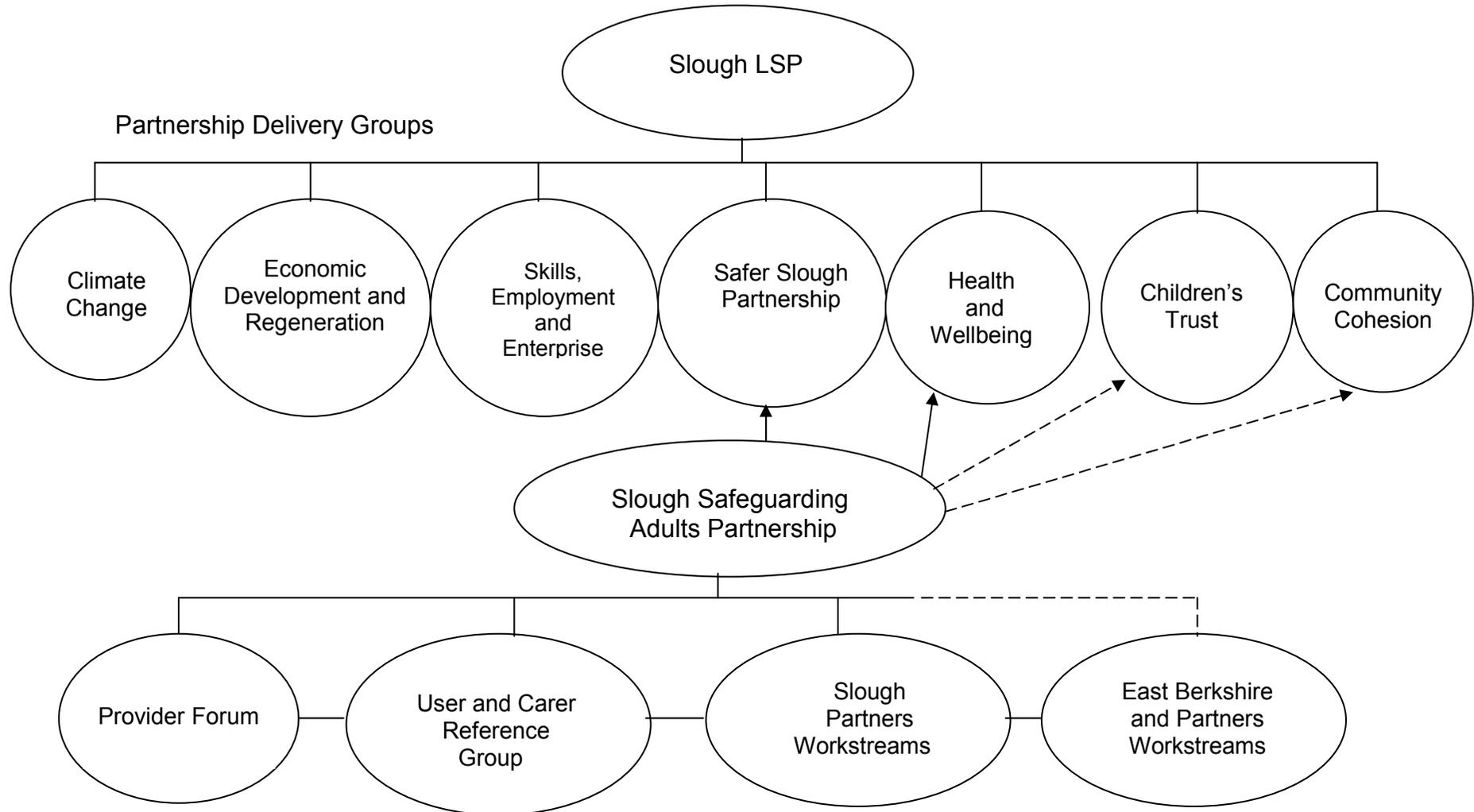
Make a contribution, as necessary, for the Board's Annual Report

APPENDIX 2 - CONFIDENTIALITY STATEMENT

The Board is convened under “no secrets” guidance and will conform to equal opportunities and anti discriminatory criteria. All people attending must respect the confidentiality of the issues discussed and in particular where case examples are discussed these issues are confidential and should not be disclosed to other people without the expressed permission of the Chair.

It is noted that for wider learning information discussed at The Board does need to be shared within the wider community but this must always be done retaining anonymity in relation to named individuals, services or agencies. Where board members are uncertain as to what can be shared this needs to be determined at The Board and agreed as part of the minutes.

APPENDIX 3 – RELATIONSHIP TO SLOUGH LOCAL STRATEGIC PARTNERSHIPS



CONSTITUTION OF THE SLOUGH SAFEGUARDING ADULTS PARTNERSHIP BOARD

1. AIMS AND OBJECTIVES

1.1 The Safeguarding Adults Partnership Board of Slough is a multi-agency initiative to serve the local population. The aims of the Board are to:-

- Ensure robust strategic partnerships and leadership arrangements for safeguarding adults in Slough.
- Provide effective governance of safeguarding at senior management level across partner organisations, and public accountability for safeguarding arrangements and outcomes.
- Inform and support East Berkshire and cross boundary safeguarding arrangements.

1.2 The desired outcomes of the Slough Safeguarding Adults Partnership Board are complementary to the strategic aims set out in Berkshire Safeguarding Adults Policy and Procedures 2008 (A5, p11). The outcomes include:

- A Slough partners safeguarding vulnerable adult strategy.
- Local partnership plans that deliver agreed strategic priorities.
- Coordinated and timely operational processes, for identifying and investigating any incidents of abuse, and that protect vulnerable people.
- Development of preventative measures to lessen the likelihood of abuse
- Robust protection planning through effective joint working arrangements
- A competent workforce
- Effective monitoring and performance management systems and the delivery of performance improvement.
- Raised awareness and reporting of all forms of abuse amongst the general public, service users, and voluntary workers, as well as those within member organizations
- Involvement of service users in the development of policy and practice
- Positive outcomes for service users, and improved quality of life as a result of safeguarding activity
- A framework for continuous improvement of interagency practice, including lessons learned from practice.

1.3 Working principles. The Board recognises and adopts the approach to adult protection as specified under national policy in “No Secrets”, the Mental Capacity Act and other related legislation and policy. In line with the key principles set out in the Berkshire Policy and Procedures (p12), member organisations of the Slough Safeguarding Adults Partnership Board:

- Recognise that it is every person’s right to live their life free from violence and abuse.
- Reaffirm their commitment to a policy of zero tolerance of abuse within each of their member organizations.
- Take seriously the duty placed on public agencies under Human Rights legislation to intervene proportionately to protect the rights of citizens.
- Act on the principle that any adult at risk of abuse or neglect should be able to access public organizations for advice, support and appropriate protection and care interventions, which enable them to live without fear and in safety.
- Recognise that except where the rights of others would be compromised, citizens have a right to make their own choices in relation to safety from abuse and neglect. Interventions will be based on the presumption of mental capacity unless it is determined that an adult does not have the ability to understand and make decisions about his or her own personal well being and safety.
- Recognise the right to privacy. Information about an adult who may be at risk of abuse and neglect will only be shared within the framework of the Safeguarding Adults Information –Sharing Protocol.
- Recognise their public duty to protect the human rights of all citizens including those who are subject of concern but who are not covered by the Safeguarding Adults Procedures. This duty falls on each of the Board’s member organizations who will offer signposting, advice and support, as appropriate to their organizations.

The Safeguarding Adults Partnership Board is positively committed to opposing discrimination against people on the grounds of race, religion, gender, age, disability, marital status or sexual orientation

2. MEMBERSHIP

2.1 The core membership of the Safeguarding Adults Partnership Board is as follows:

Commissioner, Health and Wellbeing
Commissioner, Opportunities and Skills
Strategic Director Community & Wellbeing (DASS)
Thames Valley Police
Head of Service Green and Build (Community Safety & Safer Slough Partnership)
Assistant Director, Health and Social Care
Assistant Director, Learning, Skills and Cultural Services
Director Berkshire East PCT
Assistant Director, H&WPH Foundation Trust
Assistant Director Berkshire Mental Health Foundation Trust
Assistant Director Housing Strategy/People First
Senior Officer Royal Berkshire Fire and Rescue Service
Regulation Inspector, Commission of Social Care Inspection
East Berkshire MIND - Director
Chief Executive, Age Concern
Chief Executive, Mencap
Representative Berkshire Care Association
Chief Executive, Slough Cross Roads Care Scheme.

2.2 Selection of Members by Constituent Agencies

All partner organisations will recognise the importance of securing effective co-operation by nominating persons who are of seniority. The nominee will have sufficient authority to speak on their agency's behalf and make key strategic decisions to a level set out in this constitution and commit resources where required.

Nominations for membership to the Board will be made in writing to the Chairperson of the Board. Membership of the Safeguarding Vulnerable Adults Partnership Board will be reviewed annually.

2.3 Attendance by non Board Members:

As determined and required by the Board:

- Head of Service (Safeguarding), and Safeguarding Co-ordinator to support to work of the board.
- Chairs and nominated members of the Slough Safeguarding Partnership working groups.
- Secretariat support for the Slough Safeguarding Adults Partnership Board, to be provided by the Directorate of Community and Well Being, Slough Borough Council.
- Named officers, speakers, and organisations relevant to achieving the key priorities of the Board.

All attendees will be invited in a consultative capacity.

2.4 Observers

Subject to the approval of the Chairperson, the Board may agree to observers being in attendance.

2.5 Chair and Vice-Chair

- a) The Slough Safeguarding Adults Partnership Board will make appointments to the Chair and Vice-Chair. The persons elected will occupy the 'office' for two years.
- b) The Chairperson and Vice-Chairperson shall not be an *officer* of Slough Borough Council.

3. **DECISION MAKING OF THE BOARD**

3.1 Members of the Safeguarding Adults Partnership Board of Slough will have delegated to them by their agency or organisation, authority to make decisions in relation to:

- Strategic development of Safeguarding in Slough.
- Policy, procedure and practice in adult protection.
- Performance management and improvement.
- Workforce, to include the commitment of staff and time and other resources as required.
- Governance arrangements, to include regular reporting of the Boards work programme, and safeguarding performance and activity data, through respective agency or organisation. governance and public accountability arrangements.
- Investigations under serious case review arrangements.

3.2 Decisions and recommendations made by the Board will be reached by consensus where at all possible. Where this can not be achieved the Chair will invite members to vote.

3.3 It is recognised by all members that some key decisions proposed by the Board may require resolution by the organisations constitute decision making body. For example, Cabinet, NHS Board.

4. **GOVERNANCE**

4.1 The work of the Slough Safeguarding Adults Partnership Board will report to the Safer Slough Partnership , subgroup of the LSP and to the Health Scrutiny Panel 6 monthly, or more frequently if required.

4.2 The Chairperson of the Board will be responsible for ensuring that an annual report of the Board is prepared concurrent with the municipal year.

4.3 The annual report shall be made published on the Council's website. It is the responsibility of all partner agencies to present the Annual Report to their

respective senior management teams and constitute decision making body within 3 months of the report publication.

5. RELATIONSHIP TO THE EAST BERKSHIRE SAFEGUARDING ADULTS PARTNERSHIP BOARD

- 5.1. The East Berkshire Safeguarding Partnership Board consists of members from the three East Berkshire Councils, Heatherwood and Wexham Park NHS Foundation Trust, East Berkshire Primary Care Trust, Berkshire Mental Health NHS Foundation Trust, Thames Valley Police and partner agencies, and established to:
- Compile and review the Berkshire Multi-agency Safeguarding Procedures.
 - Ensure the effective workings of the multi-agency procedures.
 - Identify shared training needs.
 - Identify lessons learned and share good practice.
 - Act as a consultative forum.
 - Make recommendations to the East Berkshire Councils and partner agency bodies for decision.
- 5.2 The responsibility for the appointment of the Chair of the East Berkshire Safeguarding Adults Partnership Board rests with the Director of Adult Social Services of the Borough Council in conjunction with the Directors of Adult Services for Bracknell Forest Council, and The Royal Borough of Windsor and Maidenhead.
- 5.3 The nominated Slough Lead Officer on East Berkshire Safeguarding Adults Partnership Board representing the Council, will also be a non voting member of the Slough Safeguarding Vulnerable Adults Partnership Board and support the work of the Board.
- 5.4 A progress report on the work of the East Berkshire Safeguarding Adults Partnership Board will be made by the Lead Officer and be a standing item at each Slough Safeguarding Adults Partnership Board.
- 5.5 The Slough Safeguarding Adults Partnership Board will receive and consider all recommendations, and other matters for decision, referred by the East Berkshire Safeguarding Adults Partnership Board and that require local ratification in line with the constitution of the Slough Safeguarding Vulnerable Adults Partnership Board.
- 5.6 Minutes of the East Berkshire Safeguarding Adults Partnership Board will be circulated to members of the Slough Safeguarding Adults Partnership Board and visa versa.

6. RELATIONSHIP TO OTHER BOARDS

- 6.1 The Slough Safeguarding Adults Partnership Board will ensure that there are appropriate representatives on the following boards and forums to represent and champion safeguarding:
- Slough Safer Neighbourhood Partnership
 - Slough Children's Safeguarding Board
 - Slough Domestic Violence Forum
 - Slough DAAT
 - MAPPA
 - Slough Mental Health Local Implementation Team.
 - Slough Older Peoples, Physical Disability, Learning Disability and Carers partnership boards.
- 6.2 It is the role of representatives to identify matters significant to the achievement of local safeguarding developments, represent the views and priorities of the Board, and report back milestones and outcomes.

7. FREQUENCY OF MEETINGS & MEETING MINUTES

- 7.1 The Slough Safeguarding Adults Partnership Board will meet at least 6 times in every year at such times as may be determined by the Chairperson.
- 7.2 The Board will nominate subgroups to meet more regularly on behalf of the Board. Representatives of the major constituent agencies will be nominated to serve on the subgroups.
- 7.3 Minutes of the meetings of the Slough Safeguarding Adults Partnership Board shall be taken by a secretary of the Directorate of Community & Well-Being, Slough Borough Council.
- 7.4 The Chairperson of the meeting shall move that the minutes of the previous meeting shall be approved as a correct record.
- 7.5 Minutes of the Board and the Annual Report will also be forwarded to the Chairs of the following strategic planning fora, to advise on issues arising and inform cross strategic planning:
- Slough Safer Neighbourhood Partnership
 - Slough Children's Safeguarding Board
 - Slough Domestic Violence Forum
 - Slough DAAT
 - MAPPA
 - Slough Mental Health Local Implementation Team
 - Slough Older Peoples, Physical Disability, Learning Disability and Carers partnership boards.
 - East Berkshire Safeguarding Adults Partnership Board

8. LEGAL ADVICE

- 8.1 A Legal Adviser will be provided by Council when appropriate. The Adviser will normally attend meetings of the Board and the Subgroups only when required.
- 8.2 It may be appropriate for non Council Board members also to seek legal advice from and on behalf of the agencies and organisation they are representing.

9 BOARD SUBGROUPS AND REFERENCE GROUPS

- 9.1 The following shall be established subgroups groups of the Slough Safeguarding Adults Partnership Board (and may be redefined as necessary by the Board):
- Workforce Development and Training Subgroup
 - Communications and Public Awareness Subgroup
 - Performance and Audit Subgroup
- 9.2 The Chair and Members of these subgroups will be nominated by the Slough Safeguarding Adults Partnership Board and may also be members of the East Berkshire Safeguarding Partnership Board Working Committee or Subgroups.
- 9.3 The subgroups will be accountable to the Board. Work undertaken will be commissioned by the Board and progress against targets set and outcomes will be reported to the Board. The role of the groups will include:
- To consider new practice, policy and procedural issues and to propose and initiate appropriate action plans to address those issues.
 - To analysis data and compile and present to the Board a quarterly quantitative and qualitative performance report.
 - To consider the resource implications of safeguarding and make recommendations to the board.
 - To set up time-limited task groups or individuals to undertake specific tasks on policy, procedure and practice matters as necessary.
 - To evaluate information presented through statistics, user surveys, DoH inspections, etc, and propose alterations to policies, procedures and practice to the Board for approval.
 - To review procedures in partnership with the East Berkshire partners
 - To monitor the effectiveness of public information and communication regarding adult protection and to find ways of communicating to all.
 - To monitor the effectiveness of training in increasing awareness, and in improving the effectiveness of protection planning and safeguarding interventions.
 - To seek and collate the views of user and care stakeholders to inform best practice.
- 9.4 In addition, the Board will establish two reference groups for the purpose of capturing feedback from key stakeholders and informing developments:
- User and Carer Experience Reference Group
 - Provider Reference Group

9.5 To avoid duplication the views of statutory sector stakeholders for example care managers, the police and health practitioners will be captured through the East Berkshire Partnership Board and related working committee.

10. SERIOUS CASE REVIEW

It will be the responsibility of the Board to set up a serious case review investigation and review panel, for serious case incidents occurring within the Borough boundary. The Board will elect the independent chair to the SCR panel, agree panel membership to be of sufficient seniority and expertise, and define and agree the terms of reference for the review.

The Board will receive interim and final reports of the SCR panel and agree actions to be taken to implement the SCR findings and recommendations. The Board will monitor implementation of agreed actions and share lessons learned with members of the East Berkshire Safeguarding Board.

The Chair of the Board and Strategic Director Community and Wellbeing will present the review findings , recommendations and agreed actions to Health and Social Care Scrutiny Panel

QUALITY STANDARDS IN SAFEGUARDING - STRATEGIC PRINCIPLES -

Protecting vulnerable people in our community and those people who use community care services is a top priority for Slough Borough Council (SBC) and its partners. We will all aim to provide support that is professional, sensitive and timely through the following:

1. PARTNERSHIP WORKING AND LEADERSHIP

- ❖ All agencies in Slough will work together in partnership to protect and safeguard vulnerable adults from abuse and will respond accordingly if an alert is forthcoming
- ❖ The Safeguarding Board will have strategic oversight of safeguarding work, ensuring agencies work and fulfil a collective responsibility. Members of the Board will take responsibility for their organisation's active contribution to the work plan of The Board.
- ❖ Safeguarding Adults is a whole council priority within SBC, with strategic leadership and management from Elected Members and Senior Officers across the council.
- ❖ SBC will lead the safeguarding adults' process through a multi-agency Safeguarding Board.
- ❖ SBC and partner agencies will ensure that all staff:
 - ♦ Have the appropriate skills, knowledge and training relevant to their role
 - ♦ Be service user focussed in their response
 - ♦ Provide safe support and appropriate responses when abuse is identified
 - ♦ (NB Staff refers to all officers who deliver services for the council and those who work in partner agencies be they direct employees, volunteers or contract workers.)

2. BY WORKING TO PROTECT

- ❖ The safety and wellbeing of the vulnerable adult is paramount and we will respond promptly, effectively and proportionately, ensuring that the person is safeguarded appropriately.
- ❖ When support is needed, it will be accessible, provided by people with expertise and knowledge and provided in a timely way.
- ❖ All allegations of abuse received will be taken seriously, action will be taken to protect those at immediate risk of harm and that their needs are addressed.
- ❖ Written records will be kept and standards of record keeping will be consistent and of good quality.
- ❖ There will be scrutiny and performance management of the safeguarding process to provide systematic support for managers. This will involve a robust analysis of the quality of the service and practice

3. BY INVOLVING THE PEOPLE THAT USE OUR SERVICES

- ❖ Information will accessible and be available when needed, and will be adapted by learning from the experience of people who use it.
- ❖ We will listen to the people during and after any safeguarding issue, and respond accordingly to the issues they raise.
- ❖ When a safeguarding issue is resolved, we will follow up with the service user and carer afterwards to ensure we learn by their experience and inform them of any outcomes.
- ❖ Independent support (including advocacy) will be offered to any person involved in a safeguarding process.
- ❖ There is an allocated staff member from the council that will act as the link person throughout any safeguarding process.

QUALITY STANDARDS IN SAFEGUARDING

A SUMMARY OF PRACTICE STANDARDS IN ACTION IN SLOUGH BOROUGH COUNCIL

TIMELINESS OF RESPONSE

- ❖ All alerts will be risk assessed and issues of urgent concern will be acted upon immediately.
- ❖ Immediate risk assessments and protection plans will be put in place upon referral.
- ❖ All alerts will be responded to within 24 hours.
- ❖ A multi agency strategy meeting will take place within 5 days.
- ❖ Assessment and planning process will take place within 28 days.
- ❖ All protection plans reviewed within 6 weeks.

ALLOCATION OF CASE WORKER

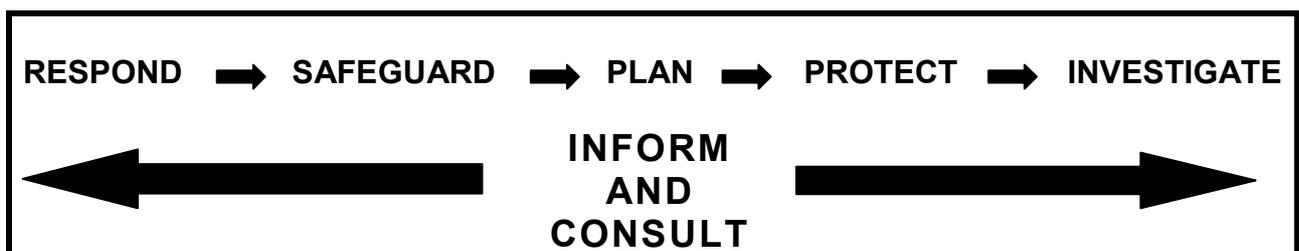
- ❖ All cases will be assigned a case worker, who will remain the same worker through the process, and will only change in exceptional circumstances.
- ❖ The case worker will speak to the person subject of an alert within 4 hours of picking up the referral.

ALLOCATION OF MANAGER

- ❖ A Manager will be assigned to oversee practice within the case.
- ❖ The manager will monitor the case through regular supervision with the case worker and ensure adherence to policy, standards and that the Audit/Quality Assurance tool is completed as the case progresses.
- ❖ All case files will be audited by the Manager and random samples will be audited by the Head of Service.

WORKING WITH USERS AND CARERS

- ❖ The service user and carer will be kept informed of all issues promptly and regularly.
- ❖ Carers and/or advocates will be informed where the service user needs assistance to understand the process and actions being taken.
- ❖ There will be a process agreed by the Case Worker at the outset of the referral as to how users and/or carers/advocates will be kept updated on progress, information and outcomes and this will be recorded on the file so consistency is maintained should another person need to pick up the case



SUMMARY OF WORKFORCE TRAINING STRATEGY

LEVEL ONE – COMPETENCY OUTCOMES

- Recognise an Adult who may be Vulnerable to being abused
- Recognise evidence and indicators of abuse
- Recognise factors which may increase the risk of abuse
- Report concerns about abuse using appropriate systems
- Work in a manner that minimises the risk of vulnerable adults being abused
- Understand the principles and values which underpin all safeguarding adults activity

Target audience

- Staff at all levels, Service users, carers and volunteers
-

LEVEL TWO – COMPETENCY OUTCOMES

- Understand and use Berkshire Multi-agency safeguarding adults policy and procedures as well as local processes
- Understand the different roles and responsibilities of all agencies involved in investigations
- Engage in a positive way to the multi agency approach to safeguarding adults
- Monitor existing and identify new risks during the investigation
- Conduct investigative/assessment activity
- There are two levels of training – general and specialist.

Target audience

- Those who work regularly with community care service users/carers to identify and assess and address concerns
-

LEVEL THREE - COMPETENCY OUTCOMES

- Make sound and consistent decisions as part of implementation the safeguarding policy and procedures
- Co-ordinate the safeguarding decision making assessment/investigation and protection planning process
- Chair and convene safeguarding adults meetings or discussions
- Effectively risks assess and manage any actions as part of the safeguarding adult's process, particularly at all stages of safeguarding adult's procedures.

Target audience

- Those with particular responsibility for safeguarding adults – managers.

Currently the training programme focuses on paid staff; however, plans are being developed to ensure that information is available in a range of formats and settings to people who use health and social care services. One of the methods of delivering this will be structured awareness rising sessions.

GLOSSARY

Abbreviation	Explanation
DMT	Adult Social Care Divisional Management Team
CASSR	Council with Adult Social Services responsibility
CMHT	Community Mental Health Team
CMHT (E)	Community Mental Health Team for Older Adults
CSWT	Community Social Work Team
CQC	Care Quality Commission
CTPLD	Community Team for People with a Learning Disability
DAAT	Drug and Alcohol Action Team
LSCB	Local Safeguarding Children's Board
MARAC	Multi Agency Risk Assessment Conference
MAPPA	Multi Agency Public protection Arrangements
Mental Health LIT	Mental Health Local Implementation Team
SSVAPB	Slough Safeguarding Vulnerable Adults Partnership Board

Appendix 1

The Board membership consists of senior officers from the statutory agencies serving Slough communities, and representatives from local voluntary sector organisations with key interests in and responsibilities for working vulnerable adults. Two local Councillors are also substantive members of the Board. A representative from the Care Quality Commission and LinkS and a non executive of the Berkshire East Primary Care Trust Board attend in an observer or advisory capacity.

Membership of the Board from 1st April 2009 to 31st March 2010 comprises:

Independent Chair	
Commissioner (Elected Slough Borough Council Member)	Health and Wellbeing
Commissioner (Elected Slough Borough Council Member)	Opportunities and Skills
Strategic Director Community & Wellbeing (DASS)	Slough Borough Council
Assistant Director, Community & Adult Social Care	Slough Borough Council
Service Manager (Safeguarding and Governance)	Slough Borough Council
Detective Inspector of Public Protection	Thames Valley Police, Berkshire East Base Command Unit
Head of Service, Green and Built (Community Safety & Safer Slough Partnership)	Slough Borough Council
Assistant Director, Learning, Skills and Cultural Services	Slough Borough Council
Assistant Director – Adults and Older People	Berkshire East Primary Care Trust
Deputy Director of Nursing	Heatherwood & Wexham Park Foundation Trust
Assistant Director of Operations	Berkshire Healthcare NHS Foundation Trust
Chief Executive	People First (Almo)
Local Area Manager	Care Quality Commission
Chief Executive	Age Concern
Chief Executive	Slough Mencap
Director	East Berkshire MIND
Scheme Manager	Slough Cross Roads Care Scheme
Clinical Development Manager	South Central Ambulance Service
Development Manager	Local Involvement Networks (LiNKS)
Project Manager	Parvaaz
Safeguarding Adults Lead	East Berkshire Community Health Services
<i>To be confirmed</i>	<i>Royal Berkshire Fire and Rescue Service</i>