

West of Berkshire Safeguarding Adults Board

Induction Pack for New Board Members

September 2016

Welcome

I am very pleased to welcome you to the West of Berkshire Safeguarding Adults Board (SAB). Thank you for taking on this very important role. This induction pack has been developed to provide new Board Members with an introduction to their roles and responsibilities and to provide an overview of the functions of the SAB.

The role of the Safeguarding Adults Board is fundamental to ensuring the health, wellbeing and safety of adults in our community. Your role as a Board Member is crucial to the SAB being able to meet its statutory duties and it is important that you feel able to contribute at Board meetings, to be in a position to promote the aims of the SAB, to hold your own organisation to account, to commit resources, to make decisions on policy and practice and to have an understanding of the issues facing front line practitioners.

We hope that you find this pack useful, and look forward to working with you to support adults at risk in our local communities.

In the meantime, if you do have any questions please contact:

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Brian M Walsh

Independent Chair

West of Berkshire Safeguarding Adults Board

1. Function of the Safeguarding Adults Board

The SAB works in partnership to safeguard and promote the well-being and independence of adults living in the local authority areas of Reading, West Berkshire and Wokingham who are experiencing, or are at risk of, abuse or neglect.

Cases of suspected abuse or neglect are treated very seriously and all partner agencies work closely together, using the same policies and procedures, to make sure that all cases of suspected abuse are investigated fully and that vulnerable adults are protected from harm. The SAB is responsible for developing strategies to protect adults from abuse or neglect, and to respond effectively when abuse or neglect occurs.

The safeguarding duties apply to any adult who:

- has needs for care and support (whether or not the local authority is meeting any of those needs); and
- is experiencing, or is at risk of, abuse or neglect; and
- as a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of, abuse or neglect.

The work of the Board is governed by the following principles:

Empowerment - presumption of person led decisions and informed consent.

Prevention - it is better to take action before harm occurs.

Proportionality - proportionate and least intrusive response appropriate to the risk presented.

Protection - support and representation for those in greatest need.

Partnership - local solutions through services working with their communities. Communities have a part to play in preventing, detecting and reporting neglect and abuse.

Accountability - accountability and transparency in delivering safeguarding.

The Care Act 2014 requires local authorities to set up a Safeguarding Adults Board (SAB) in their area, giving these Boards a clear basis in law for the first time.

2. Structure and work of the Board

The Care Act 2014 says that the Safeguarding Adults Board must do certain things:

That the Board should include the Local Authority, the NHS and the Police and that these organisations should meet on a regular basis to discuss and act on local safeguarding issues. The West of Berkshire Safeguarding Adults Board includes representatives from these and other partner organisations and they meet four times a year to discuss local safeguarding issues.

That Safeguarding Adults Boards should develop shared plans for safeguarding, working with local people to decide how best to protect adults in vulnerable situations. The West of Berkshire Safeguarding Adults Board has a three year Strategic Plan and an annual Business Plan.

That Safeguarding Adults Boards should publish their plans and annual reports so that different organisations can make sure they are working together in the best way. The West of Berkshire Safeguarding Adults Board

produces an annual safeguarding report detailing its work over the last twelve months.

The Strategic Plan, Business Plan and Annual Report can be found on the Board's website at:

http://www.sabberkshirewest.co.uk/board-members/priorities-plans-and-reports/

The Care Act 2014 also states that Safeguarding Adults Boards must carry out Safeguarding Adults Reviews (SARs) and publish them on their websites. SARs are undertaken when an adult at risk dies, and abuse or neglect is suspected to be a factor in their death. The aim of a SAR is for all agencies to learn lessons about the way they safeguard adults at risk and prevent such tragedies happening in the future. The West of Berkshire Safeguarding Adults Board has a Safeguarding Adults Review Panel that oversees this work which meets regularly to consider significant cases that may meet the criteria for a Safeguarding Adults Review. There is a supporting guidance document and process for SARs.

http://www.sabberkshirewest.co.uk/board-members/safeguarding-adults-reviews/

Terms of Reference

The SAB has terms of reference which set out the aims and objectives of the Board, and expectations of its members. See Appendix A.

Constitution and Memorandum of Understanding

The Board has a <u>Constitution</u> which includes a Memorandum of Understanding setting out roles and responsibilities for Board members. These documents are reviewed and signed annually and area available on the Board's website at

http://www.sabberkshirewest.co.uk/board-members/about-the-board/

Subgroups

There are four subgroups that report to the Board on a quarterly basis and are responsible for delivering streams of work as detailed in the Business Plan. Their terms of reference can be found on the Board's website at: http://www.sabberkshirewest.co.uk/board-members/subgroups/

Effectiveness Subgroup The Effectiveness Subgroup assists the Board in promoting good quality safeguarding practice.

Performance and Quality Subgroup The purpose of the Performance and Quality Subgroup is to oversee performance information related to adult safeguarding activity in the West of Berkshire. Areas of weakness will be identified so that strategies developed to make improvements when the need arises.

Communication and Publicity Subgroup

The purpose of the Communication and Publicity Subgroup is to support the messages that safeguarding is everyone's business and that good communication is the responsibility of all partners sitting on the Safeguarding Adults Board. The overall aim of the Communications Strategy is to improve people's understanding of the work in relation to safeguarding adults in the area.

Learning and Development Subgroup

The purpose of the Learning and Development Subgroup is to develop, implement, review and update the multiagency Workforce Development Strategy for the protection of adults at risk. The aim of this Strategy is to provide an effective, coordinated approach to learning in order to support all agencies to prevent abuse and respond to safeguarding concerns with timely, proportionate and appropriate action.

Pan Berkshire Policy and Procedures

The four SABs in Berkshire have jointly produced Multi-agency Safeguarding Adults Policy and Procedures.

http://www.sabberkshirewest.co.uk/practitio

ners/berkshire-safeguarding-adults-policyand-procedures/

There is a group responsible for overseeing the upkeep of the Policy and Procedures on behalf of the four SABs which includes representatives from the Boards, the six Local Authorities and the CCGs.

Frequency of Board meetings and minutes

The Board meets at least four times a year and at other times as may be determined by the Chair, for example the Board may meet to consider learning from a SAR and there is an expectation that all members will attend these exceptional meetings. Dates for standard quarterly meetings will be set a year in advance.

Minutes of the meetings of the Board are approved as a correct record at the subsequent Board meeting and published on the website.

Chairing Arrangements

The Independent Chair is responsible for ensuring that the SAB meets its obligations and reports on the discharge of its functions. The Chair provides independent leadership and strategic vision to the SAB and ensures that the SAB has an independent, objective and authoritative identity. The Chair's role includes the requirement to challenge partner agencies at a senior level where there are concerns about safeguarding performance or systems. The Job Description of the Independent Chair is attached in Appendix B.

The Chair is responsible for chairing all main West of Berkshire SAB meetings. The Chair will agree the agenda and correct and agree the minutes. The Chair will represent the Board at formal meetings with other partnerships and scrutiny bodies.

The Chair will present an Annual Report of the West of Berkshire SAB's activities, including an assessment of the effectiveness of the local safeguarding arrangements and the challenges for the next year, to relevant statutory bodies.

Board members will be consulted on the appointment of the Chair and review the appointment annually to consider how effective the current arrangements are and whether the objectives of the Board are being met under the current Chair.

The role of the Independent Chair is held for a period of two years to ensure consistency and continuity. Thereafter, a review of employment should be undertaken and members consulted on the continuation of the Chair.

Membership of the Board

Statutory organisations

Berkshire West Clinical Commissioning Groups Reading Borough Council Thames Valley Police West Berkshire District Council Wokingham Borough Council

Non-statutory organisations

Berkshire Healthcare Foundation Trust
Community Rehabilitation Service for Thames
Valley

Emergency Duty Service
National Probation Service
Royal Berkshire Fire and Rescue Service
Royal Berkshire NHS Foundation Trust
South Central Ambulance Trust
HealthWatch Reading
The voluntary sector is represented by
Reading Voluntary Action, Involve Wokingham
and Empowering West Berkshire.

3. Responsibilities of Board members

Board members are senior managers within their organisations who hold strategic roles in relation to safeguarding adults and can speak for their organisation, commit it to action and hold it to account. All board members are committed to working together in order to achieve continuous improvement in practice and positive outcomes for adults. As a Board member, you will:

- Attend all Board meetings and contribute to debate and decisionmaking. If you are unable to attend, a suitable representative must be found.
- Represent your organisation and speak for the organisation with authority.
- Commit your organisation on agreed policy and practice matters.
- Hold your organisation to account for the quality of safeguarding work.
- Promote safeguarding work within your organisation.
- Contribute in person or nominate appropriate staff to participate in Subgroups and task groups as appropriate.
- Ensure the production of reports as required by the SAB.
- Contribute to the Board's Annual Report.
- Act on any concerns raised through the Quality Assurance Framework.
- Ensure a dissemination of information back to your organisation.

Lay members will operate as full members of West of Berkshire SAB, participating in associated activities to:

 Support stronger public engagement in local safeguarding issues and contribute to an improved

- understanding of the West of Berkshire SAB adult protection work in the wider community.
- Challenge the SAB on the accessibility by the public, adults and carers of its plans and procedures.
- Help to make links between the West of Berkshire SAB and community groups.

Personal Development

All SAB members must undertake Foundation Level Training on Safeguarding Adults within their own organisations and will also have access to Intermediate and Advanced level training upon request.

All SAB members are expected to maintain an up-to-date knowledge of statutory, national and regional developments in Safeguarding Adults, including examples of good practice.

Confidentiality statement

All members must respect the confidentially of the issues discussed at Board meetings 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 by the Board does need to be shared with 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 meeting and agreed as part of the minutes.

It is recognised that, where there are issues relating to clinical and professional accountability, then individual Board members may need to raise this within the agency they represent. It is expected that

where this situation arises it will be raised and agreed by the Board as part of the business of that meeting.

All Board members are required to uphold this confidentiality statement.

4. Accountability and links to other forums

The SAB is accountable to the Chief Executives of the Councils in respect of its governance. However, the SAB acts independently in respect of monitoring safeguarding arrangements and it is within its remit to scrutinise the safeguarding arrangements of all responsible organisations within the West of Berkshire.

The SAB has a separate identity and is not subsumed within other strategic bodies. The Board will form a view of the quality of safeguarding locally, challenge organisations when necessary and have an independent voice. However, the Board will strive to develop useful relationships with other strategic bodies and open channels of communications.

The Board is committed to working with other local forums and boards to ensure efforts are not duplicated and that there are no gaps in policy or practice. The Board continues to strengthen its links with HealthWatch,

Local Safeguarding Children's Boards, the Community Safety Partnerships, Domestic Abuse Forums and the Health and Well-being Boards. A <u>Protocol</u> has been agreed with the Health and Well-being Boards to ensure there is an on-going and direct relationship with regular communication.

5. Finances and Resources

The SAB member agencies contribute annually towards resources at an agreed level, having regard to the differing size, resources and responsibilities of each agency. Reading Borough Council administers the budget on behalf of the Board and has the authority to act as the Board's budget holder for the authorisation of payments. Members may, in addition, be required to provide resources such as staffing and accommodation.

6. Further information

Further information can be found on the Board's website which is maintained by the Business Manager

http://www.sabberkshirewest.co.uk/

The following link is a briefing pack for councillors on safeguarding adults produced by the Local Government Association. It outlines the roles and responsibilities of council members in relation to safeguarding. Councillors Briefing 2015 Safeguarding Adults

TERMS OF REFERENCE

Purpose of the Board

The SAB is a multi-agency strategic partnership made up of senior officers within adult social care, criminal justice, health, housing, community safety, voluntary organisations and service user representative groups. It coordinates the strategic development of adult safeguarding across the West of Berkshire and ensures the effectiveness of the work undertaken by partner agencies in the area.

The West of Berkshire Safeguarding Adults Board (SAB) is established in line with duties set out in Section 43 and Schedule 3 of the Care Act 2014 as the statutory mechanism for agreeing how partner agencies cooperate to protect adults at risk, prevent neglect and abuse and promote the wellbeing of adults in its area.

The SAB has a unique statutory role in ensuring that partners have effective safeguarding arrangements in place and are cooperating and assisting with the planning and delivery of services for adults who may be in need of care and support. The Board must be able to form a view of the quality of local activity, challenge organisations as necessary and speak with an independent voice.

The overarching aims of the Board are to

- Hold to account those organisations with safeguarding responsibilities.
- Ensure that partner agencies have preventative measures in place to lessen the likelihood of abuse occurring.
- Ensure mechanisms are in place to raise awareness of safeguarding issues amongst the general public, carers, service users, voluntary and paid workers.
- Assure itself that frameworks are in place so that whenever abuse or neglect is suspected or reported there is an effective and coordinated multi-agency response which is consistent across the West of Berkshire.
- Ensure that there is a coherent, single, strategic multi-agency safeguarding policy and procedures in place which are adhered to by organisations working to safeguard adults.
- Provide a framework for inter-agency development of safeguarding policy, including lessons learned from practice across West of Berkshire and nationally.
- Ensure that the partnership develops effective links with other local and strategic partnerships and that safeguarding adults work links with other partnership initiatives, in particular those aimed at enabling all adults to have access to healthy, active and fulfilling lives. These include, but are not exclusive to, Community Safety Partnerships, Domestic Abuse forums, Local Safeguarding Adults Forums, Local Safeguarding Children's Boards, Health and Wellbeing Boards.

Core Duties

The core duties of the SAB are set out in chapter 14 of the Care Act Guidance, issued under s78 Care Act 2014 which requires that Boards:

- Publish a Strategic Plan for each financial year detailing how it will meet its main objectives and what the members will do to achieve this.
- Publish an Annual Report detailing what the SAB has done during the year to achieve its
 main objectives and what each member has done to implement its Strategic Plan. The
 Annual Report will also set out the findings of any Safeguarding Adults Review
 completed during the year and the subsequent actions arising from the reviews.
- Conduct any Safeguarding Adults Reviews, in accordance with s44 Care Act.

Functions of the Board

The Safeguarding Adults Board will work to:

- Raise public awareness of adult abuse, neglect and safeguarding adults work, including an understanding of the right of every person to live their life free from abuse and exploitation.
- Establish ways of analysing and interrogating data on safeguarding notifications and completed enquiries which increases the SAB's understanding of the prevalence of abuse and neglect locally that builds up a picture over time.
- Hold partners to account and gain assurance of the effectiveness of their arrangements for safeguarding adults.
- Determine its arrangements for peer review and self-audit.
- Establish mechanisms for developing policies and strategies for protecting adults which should also take account of the views of adults who have needs for care and support, their families, advocates and carer representatives.
- Assure itself that preventative strategies to reduce instances of abuse and neglect are developed by member organisations.
- Support the development of effective communication mechanisms within and between other strategic partnership boards across the West of Berkshire in order to share information and deliver a consistent approach for all service users.
- Assure itself that safeguarding matters are embedded into the commissioning of all services.
- Ensure that multi-agency training is developed and delivered in accordance with a workforce
 development strategy and agreed standards, so that staff and volunteers have the
 appropriate knowledge to confidently carry out their roles in accordance with safeguarding
 requirements.
- Identify mechanisms for monitoring and reviewing the implementation and impact of policy and training.
- Analyse and review the safeguarding activities of agencies through consistent and timely data collection.
- Ensure mechanisms are in place to include the voices of service users and carers within the safeguarding process across all agencies.
- Undertake Safeguarding Adults Reviews (SAR) in line with agreed criteria and processes; share the findings and lessons to be learned from any SAR across partner agencies and

monitor the progress made by organisations or individuals towards completing recommendations made from a SAR.

- Identify and disseminate to agencies and individuals, best practice in prevention and investigation, by learning from local and national policy and research, national and local reviews.
- Establish a number of key subgroups and task groups to undertake specific activities on behalf of the Board. These groups to be reviewed and updated as appropriate.
- Co-ordinate a local response to national research in matters relating to safeguarding adults.
- Evidence how SAB members have challenged one another.

Membership

Core membership of the Board is as follows:

Clinical Commissioning Groups (CCGs)

Community Rehabilitation Service for Thames Valley

Berkshire Healthcare Foundation Trust

Emergency Duty Service

HealthWatch Reading

National Probation Service

NHS England Thames Valley Area Team

Reading Borough Council

Royal Berkshire Fire and Rescue Service

Royal Berkshire Hospital NHS Foundation Trust

South Central Ambulance Service, Berkshire Division

Thames Valley Police

West Berkshire Council

Wokingham Borough Council

The Board meetings are chaired by an Independent Chair.

Membership may alter according to current circumstances, legislation and political agendas.

Members of the Board should have sufficient authority within their organisation to take strategic and operational decisions. Members should be able to speak for their organisations with authority on policy and practice matters; have a strategic role in relation to safeguarding and promoting the wellbeing of adults within their organisation and have the authority to hold their agency or organisation to account, precipitating and influencing change where appropriate.

Members of the Board are accountable to their respective management Boards. If members wish to submit a confidential item for the agenda, the individual must make clear to the Business Manager that it is a confidential item and agree how it is to be presented.

Meeting Frequency and Protocol

The Board will meet quarterly. Frequency will be reviewed as appropriate. The Board will also meet to discuss the findings from Serious Case Reviews as and when required.

Papers to be presented to SAB are required to be submitted at least one month before the quarterly Board meeting with a summary attached of its contents and relevance to the Board in order to be processed and disseminated appropriately. Papers received after the deadline will be considered in exceptional circumstances.

Co-ordination of papers, meetings and minutes are the responsibility of the Business Manager.

Each meeting is quorate if a minimum of 3 organisations are represented, in addition to the Chair and / or Business Manager.

Subgroups of the Board and their Purpose

Effectiveness

- Provide a forum for sharing best practice and to facilitate learning across the West of Berkshire in relation to the Safeguarding of Adults in the prevention of abuse, responding to concerns of abuse and responding to abuse when it occurs.
- Create pathways for obtaining service users views on the safeguarding process, including their experiences where appropriate.

Communication and Publicity

- Improve communication from and to the Board and establish a consistent approach across the West of Berkshire.
- Raise the profile of Board, its function and purpose.
- Improve engagement with a wider range of stakeholders, service users and carers on behalf of the Board.
- Assure the Board that partners are aware of the need to promote awareness and that opportunities are taken to prevent abuse.

Performance and Quality

• Develop robust mechanisms which assure the SAB that good practice to safeguard vulnerable adults is delivered consistently by partner agencies.

Learning and Development

- Ensure that the Berkshire Multi-agency Safeguarding Adults Policy and Procedures (the Procedures) are used within training.
- Develop and regularly review the training standards.
- Promote best practice and support the Board to raise awareness of safeguarding adults through training.
- Provide advice and guidance to support a range of learning solutions to meet identified learning needs.

Safeguarding Adults Review Panel

- Ensure that the SAB has in place sound mechanisms for identification of potential Safeguarding Adults Reviews.
- Ensure that proper processes are followed in each case.
- Ensure that learning from local, regional and national cases is embedded across the partnership.

Appendix B

Safeguarding Adults Board Independent Chair

JOB PURPOSE

- 1. To provide independent leadership and strategic vision to the West of Berkshire Safeguarding Adults Board (WBSAB) and to ensure that the WBSAB has an independent, objective and authoritative identity.
- 2. To chair the WBSAB and ensure that it has the capacity to operate effectively and exercise its functions as set out in relevant legislation and guidance.
- 3. To challenge and scrutinise the WBSAB and local safeguarding arrangements in order to ensure delivery of the agreed Business Plan and Strategic aims
- 4. To drive forward the continuous development of the WBSAB in recognition of the broader safeguarding agenda and the growing understanding of safeguarding to promoting the welfare of adults in the West of Berkshire.

MAIN DUTIES AND RESPONSIBILITIES

- 1. To facilitate the smooth running of the WBSAB by chairing, ensuring appropriate preparation of board agendas and papers with the Business Manager, and ensuring that actions are followed up. The post holder will also oversee the board's constitution and membership, meeting with and assisting the induction of new members of the Board.
- 2. To ensuring appropriate chairing and accountability of the WBSAB sub groups: Effectiveness Subgroup, Performance and Quality Subgroup, Governance Subgroup, Communication and Publicity Subgroup and Learning and Development Subgroup.
- 3. To work with council/partner officers to ensure that the WBSAB is kept updated with social policy, legislation and good practice in respect of safeguarding adults.
- 4. To ensure that systems are in place to monitor progress and delivering of the WBSAB's Business Plan and Annual Report presenting the Annual Report to each Local Authority's Health and Wellbeing Board.
- 5. When required, offer leadership to the implementation of Safeguarding Adult Reviews, contributing to the decision making process and maintaining strong links with HM Coroner's Office.
- 6. To be a member of regional and national safeguarding networks. Networking to ensure that the partnerships activities are aligned with national policy expectations and other developing practice.
- 7. Engage in active consultation and dialogue with services users, carers and other people in adult safeguarding risk groups, so that these groups can inform the work of the Board and the review and evaluation of its work programme.
- 8. Through the Board, ensure that partner organisations are held accountable for the effective deployment of resources in relation to safeguarding activity and for their work to safeguard vulnerable adults in accordance with relevant legislation and guidance.
- 9. To lead the Board's media activities. Working with WBSAB partners to develop a strategy for communicating

with the media on any matters relevant to the objectives and functions of the WBSAB and to represent the WBSAB in media interviews, ensuring statements are agreed by partners.

- 10. Contribute to regulation, inspection and corporate assessment processes as required by all agencies within the WBSAB partnership.
- 11. To meet with and formally report to the Chief Executives and Directors of Adults Social Services for Reading, Wokingham and West Berkshire either individually or jointly and with Chief Executives of other partner organisations or their nominated Deputies as necessary.
- 12. Organising and chairing annual public 'open meetings' to audit progress, performance and perception of the Board's work.
- 13. Respect confidentiality of sensitive information provided by the partners of the WBSAB and ensure that the work of the WBSAB is managed in line with the principles of promoting equality and respecting diversity for all.
- 14. Demonstrate independence from each of the partners of the WBSAB and declare any potential conflict of interest with other relevant roles, so that these might be addressed appropriately.
- 15. To ensure the WBSAB budget is managed to reflect its priorities.
- 16. To undertake any additional tasks deemed relevant to the role of Independent Chair.

PERSON SPECIFICATION

Qualifications/Education/Training:

- 1. Hold an academic and/or professional qualification, or the equivalent standard of police training, that relates to any of the disciplines that are represented through the statutory members of Safeguarding Adult Boards for example professional Social Work or Occupational Therapy qualification.
- 2. Have a sound grasp of key strategic developments and challenges in the area of safeguarding Adults with Knowledge of and guidance legislation relevant to community care, in particular Mental Capacity Act and The Care Act.
- 3. Best Interest Assessor Qualification (or willingness to complete qualification).

Experience:

- 1. Experience of working at a senior, strategic level within a statutory, voluntary or independent organisation in the context of safeguarding adults.
- 2. Experience of chairing complex partnership meetings, demonstrating an ability to summarise discussions in order to clarify and highlight the most pertinent factors to achieve resolution and clear decisions
- 3. Evidence of ongoing training and development in safeguarding
- 4. Experience of actively managing and assessing risk.
- 5. Experience of managing budgets.

Skills & Abilities:

- 1. Leadership and influencing skills.
- 2. Ability to prioritise and make decisions within a busy and demanding environment.
- 3. Negotiating and problem solving skills with the ability to influence and negotiate with partners at a senior/strategic level across agencies and across political structures
- 4. Skills in time and workload management.
- 5. Effective communication, presentation, analytical and problem solving skills, especially in handling diverse

- perspectives which can arise in multi-agency partnerships.
- 6. Proven commitment to, and experience in, implementing Equal Opportunities as a provider of services to the public.
- 7. Proven ability to work across organisational boundaries in support of the development and delivery of multiagency initiatives and the ability to work with other Boards and Chairs across regional networks.
- 8. Ability to chair meetings effectively.
- 9. Self- motivated with initiative.
- 10. Commitment to engaging with members of the public and vulnerable adults
- 11. Ability to scrutinise and challenge multiple and complex organisational safeguarding arrangements
- 12. The ability to challenge unsatisfactory practice and poor participation at a senior level.

Specific working requirements:

- 1. As this is an independent role candidates must not be employed by or affiliated to any local organisations
- 2. An objective focus on safeguarding without bias or constraint
- 3. Seen by partners to be fair and impartial in the WBSAB's function to challenge agencies
- 4. A confident, effective broker/intermediary within the partnership where there may be conflict or perceived lack of influence
- 5. Politically experienced and astute and able to work effectively with elected members and non-executives
- 6. Flexible in terms of time commitment to ensure that periods of increased activity maintain the benefit of consistent leadership
- 7. Be committed and accountable for their own personal development in relation to the role of WBSAB Independent Chair and willing to undertake training and briefing as required
- 8. Satisfactory Disclosure and Barring Service check and Protection of Vulnerable Adults check.