
Brighton & Hove
Safeguarding Adults Board:

Information for Lay Members

December 2016



Welcome from the SAB Chair

Welcome to the Brighton & Hove Safeguarding Adults Board (SAB), my name is Graham Bartlett and I am chairperson of the SAB. I, like you, am independent of all of the agencies who make up the board. Our independence means that we are free to challenge organisations on the quality of their services to and I can hold them to account.

Brighton & Hove SAB is a group of statutory, private, voluntary, and independent organisations across Brighton & Hove who work together to empower and protect some of the most vulnerable members of our community. Our purpose is to raise awareness and promote the welfare of vulnerable adults by the development of an effective co-operative. We are committed to ensuring that the work done effectively brings about good outcomes for adults so that people live safe and secure lives.

The SAB became a statutory requirement in 2014, and this is an exciting time to join the Board and make a real contribution to developing the safeguarding partnership throughout the city. The SAB is one of the key mechanisms for the city to ensure that all efforts to keep our vulnerable adults safe are effective and joined up.

Lay Members have been part of our associated Board, the Local Safeguarding Children Board, for a number of years, and this has allowed the LSCB arrangements to be opened up to increased public scrutiny. The Board truly benefits from these local representatives, who add a great deal of value to otherwise exclusively professional discussions. Lay Members provide a public voice on the board, bringing diverse perspectives and local concerns to discussions.

A real benefit of lay membership that I have witnessed is independence of the role, giving you, like me, the freedom to ask questions that often other people might be thinking but not saying because of constraints of their role. You will also be vital in helping call us out on the use of organisational jargon in our meetings and in our publications.

Thank you for your interest in joining the board as a lay member and I hope you will work with me, and the wider board, to promote greater awareness that every member of our society is entitled to feel safe and be protected from abuse and neglect

I do hope you find this induction pack useful in helping you to become familiar with what is a demanding, difficult and high profile agenda.

Whilst challenging, I hope you find the work of the board enjoyable and so very worthwhile.

I look forward to meeting you



Graham Bartlett, Independent Chairperson



SAB Vision & Priorities

We have three core duties we must do in order to fulfil our statutory requirements:

- develop and publish a strategic plan setting out how we will meet our objectives and how our member and partner agencies will contribute
- publish an annual report detailing how effective our work has been
- commission Safeguarding Adults Reviews (SARs) for any cases which meet the criteria for these.

We are required to demonstrate how our strategic and assurance arrangements enable us to carry out the duties and functions specified under the [Care Act](#).

The Board's vision is that we will all work together to enable people in Brighton & Hove to live a life free from fear, harm and abuse. The Board has identified five priorities that will support the vision to become a reality. These key priorities will set the strategic direction of the Board of the next three years:

Priority Area 1: Embed practice change and improvement aligned with statutory arrangements implemented from Care Act 2014 and the Mental Capacity Act 2005.

We are focusing on developing our structure and reviewing our practice because the Care Act 2014, and the Mental Capacity Act 2005, mark a shift in how adults are safeguarded and require a change of approach to ensure service users' choice is at the centre of all services delivered.

Outcome for Adults: Better, differentiated care which reflects choice and expectations, whilst safeguarding service users and their rights.

Priority Area 2: Develop and strengthen quality assurance

We are focusing on our ability to assure the quality and focus of practice because not only is this our statutory responsibility, but we are in a unique position to take a holistic view of the quality of services across agencies, enabling us to highlight any gaps, overlaps or misalignment of services

Outcome for Adults: Adults will be confident that through an on-going cycle of quality assurance, we are able to take an independent and critical assessment of how their needs are being met, thereby enabling us to drive up standards.

Priority Area 3: Focus on Prevention and Early Intervention

We are focusing on ensuring that agencies, and the community as a whole, focus on preventing abuse and are providing the right support at an early stage. Stopping abuse or disrupting it at an early stage results in better outcomes for adults, and prevents more disruptive, intrusive and expensive interventions further down the line.

Outcome for Adults: Their risk of being abused or neglected is minimised or, where prevention has not been possible, everything they wish to be done is done to stop it getting any worse.

Priority Area 4: Community Awareness and Capacity Building

We are focusing on raising the profile and resilience against safeguarding because the more people, especially clients and carers, know about the nature of neglect and abuse and what they can do about it the better vulnerable people can be protected.

Outcome for Adults: More people can act as their eyes and ears and provide support, and seek help and interventions should they witness or suspect abuse or neglect is taking place

Priority Area 5: Locate the work of the SAB in wider structures

We are focusing on raising the profile of the SAB and safeguarding more generally because it is important that decision makers and commissioners understand the role of the Board, the nature of abuse and neglect, enabling them to reflect their role in combatting it in their business or commissioning plans.

Outcome for Adults: The response of agencies and decision makers is consistent, and connected, to ensure that all meet their responsibilities to protect vulnerable adults from abuse and neglect.

Role of Lay Members on the Safeguarding Adults Board

We do not expect you to be ‘the community’ or ‘the public’. You represent a voice from the public on the SAB, alongside the representatives from the Community & Voluntary Sector.

We’d like you to support & encourage stronger public engagement in local safeguarding issues, contributing to a stronger understanding of the SAB’s work in the wider community.

We encourage suggestions and initiative – please tell us of any ideas you have which may improve our engagement or commitment to our communities and vulnerable adults.

We would like you to challenge the SAB on how accessible its plans & procedures are to the public, and tell us what does & doesn’t work and why. Please speak up and raise points that you consider would be of public interest. We want to explore all angles of safeguarding – it’s about the multi dimensions not the singular.

We’d love you to raise our profile & help us build links with community groups & organisations.

How can you as a new lay member do this?

Challenge – The intention is for SAB arrangements to be opened up to further public scrutiny. This is with the aim of supporting stronger public engagement in, and understanding of, safeguarding issues. It is also motivated by awareness that sometimes, local representatives can add a great deal of value to otherwise exclusively professional discussions, helping everyone to stay in touch with local realities.

Taking the above into account you will be encouraged to challenge and scrutinise members, reports or issues raised at the SAB / sub groups in particular relating to fulfilling the above expectations. This of course doesn’t preclude challenge in relation to other areas of concern.

Involvement - It is important that lay members are involved appropriately in the work of the SAB, with due regard to the confidentiality, sensitivity, and distressing nature of some of the issues that we have to consider.

Exactly how you can add most value to the work of the Board will be discussed at your six month review meeting with the Chair, once you have had some experience of how the Board operates through its sub groups. You may find it beneficial to keep notes along the way of anything in particular that stands out for you.

It may be that you can fulfil a particularly useful role by forging links with other organisations and community representatives, explaining the role of the SAB and promoting a wider understanding and awareness in respect of safeguarding.

We would encourage you to take a more active role on the board. If you feel you would like to explore this further please discuss it with your buddy or the SAB Business Manager who will tailor potential opportunities to your skill set and interests

You will be a member of the SAB, participating in the Board itself and on relevant sub groups which discuss certain issues raised at the Board meeting in greater detail. You are therefore accountable, as all board members are, for board decisions and activities.

Expectations - A Lay Membership to the Board is an active role and therefore equal to the others around the table. If you feel that your position has been compromised in anyway, be it through personal circumstance or another members bullying, harassments or advancements you should report this to the SAB Business Manager immediately.

The Induction Process

As a new lay member you will be 'buddied' up. Your 'buddy' will be on hand to support you throughout your membership. The SAB Business Manager will also be on hand for any questions, and can guide you through some of the more complex aspects of the Board.

Meeting schedule

It is suggested your 'buddy' and / or the Business Manager meets with you after your appointment to discuss how you will be supported during your time as a lay member. You may also want to meet with other members of the Board to get an understanding of how they safeguard vulnerable adults in their particular agency.

It is suggested you speak either with your buddy or the SAB Business Manager prior to any meeting you attend, this will be an opportunity to go through the agenda and discuss any papers. You do not always have to do this and can be flexible to your needs. A de-brief following the meetings you attend might also be beneficial.

Review of appointment

The SAB Chair will have a meeting with you after you have been serving for six months to discuss your contribution to date. Please do not panic if you feel you haven't said much in the meetings you have so far attended, observing is just as important. The chair will want to ascertain where your safeguarding interests lie and what future direction your role could take.

If you have any concerns or issues which have not been suitably answered by either your 'buddy' or the Business Manager you should contact the SAB Chair.

Monitoring Attendance

Attendance at sub groups and full Board is routinely monitored and challenged to ensure effective engagement and contributions. You are encouraged to attend meetings as far as is practicable. It is acknowledged that this is voluntary role and thus the contribution of individual lay members will vary according to individual experience and availability alongside other commitments.

Confidentiality

All written and verbal information shared with the lay member during their duties is strictly confidential. You will be asked to sign a confidentiality agreement prior to commencing the role. We ask that you commit yourself to upholding the highest standards of confidentiality and are accountable for this.

Expenses

The role is a voluntary one, although receipted travel expenses will be reimbursed.

Termination of appointment

If there are concerns about a lay member's behaviour, commitment or ability which cannot be resolved through discussion and correspondence, the SAB Independent Chair will decide whether to end the appointment of the lay member. You will be informed in writing and given clear reasons for the proposed termination of appointment. You will be given the opportunity to respond before a final decision is made by the SAB Independent Chair.

Contact details

SAB Chair: Graham Bartlett

graham.bartlett@southdownsleadership.co.uk

SAB Business Manager: Mia Brown

Mia.brown@brighton-hove.gcsx.gov.uk
07584 217256

SAB Administrator: Julie Cholerton

Julie.cholerton@brighton-hove.gcsx.gov.uk
01273 290597

Recommended reading

The Care Act

In April 2015 The Care Act 2014 replaced most previous law regarding people being cared for, and their carers. It is the most significant piece of legislation in our sector since the establishment of the welfare state, and builds on a patchwork of legislation built up since the 1948 National Assistance Act. It outlines the way in which local authorities should carry out needs assessments and carer's assessments; how local authorities should determine who is eligible for support; how local authorities should charge for both residential care and community care; and places new obligations on local authorities.

The Act begins by defining the primary responsibility of local authorities as the promotion of individual wellbeing. There is a shift from the duty to provide services to meeting needs, and as everyone has individual needs this means that local authorities need to move towards putting the person at the centre of their offer as a one size fits all service will not be able to comply with the Act. The Act aims to put people at the centre of their care and support and maximise their involvement.

A key part of the Act is a focus on preventing or delaying the need for support. This might mean investing in preventative services and fully utilising any existing community resources, facilities and assets to prevent people's needs escalating unnecessarily.

Carers (who are people who provide unpaid care and support, often a family member or friend) are given significant new entitlements under the Act. It's hoped that they will be supported to maintain their caring role for longer. For people who don't have someone appropriate to support them to be involved in social care the local authority must arrange an independent advocate to help them be involved in assessment, planning, appeals or safeguarding.

Needs or carers assessments must be carried out where it appears to an authority that they are necessary. The assessment should be appropriate, proportionate, person-centred and ensure a focus on the duty to promote wellbeing. The Act establishes a national minimum threshold at which people will be eligible for support. Instead of a council assessing levels of need, it will ask if people can achieve certain outcomes.

The Care Act introduced a general duty on local authorities to promote an individual's 'wellbeing'. This means that they should always have a person's wellbeing in mind and when making decisions about them or planning services.

Wellbeing can relate to:

- personal dignity (including treatment of the individual with respect)
- physical and mental health and emotional wellbeing
- protection from abuse and neglect
- control by the individual over day-to-day life (including over care and support)
- participation in work, education, training or recreation
- social and economic wellbeing
- domestic, family and personal relationships
- suitability of living accommodation
- the individual's contribution to society

Adult safeguarding is, for the first time, spelt out in the law in the Care Act. Local authorities must make enquiries if they believe an adult is, or is at risk of, being abused or neglected. They must also set up a safeguarding adults board including key stakeholders. This board will carry out safeguarding adults reviews when people die as a result of neglect or abuse and there's a concern that the local authority, or its partners, could have done more. The Act requires local authorities to promote integration with the NHS and other key partners – this will include working through local health and wellbeing boards.

 The Care Act www.gov.uk/government/publications/care-act-2014-part-1-factsheets/care-act-factsheets
www.gov.uk/government/publications/care-act-statutory-guidance/care-and-support-statutory-guidance
www.scie.org.uk/care-act-2014/video.asp

Mental Capacity Act and Deprivation of Liberty Safeguards

The Mental Capacity Act 2005 came into force in April 2007 to empower and protect people who do not have the ability to make their own decisions, especially about things like finance, social care, medical treatment and living arrangements.

Deprivation of Liberty Safeguards (DoLS) are intended to protect people who lack mental capacity from being detained when it is not in their best interests.

Having mental capacity means being able to understand and retain information and to make a decision based on that information. Someone might not have capacity because they have: A learning disability; Dementia; A mental health problem; A brain injury or a stroke.

The law aims to ensure that people who lack capacity to make decisions by themselves get the support they need to be as involved as possible in decisions about their lives. It also outlines how an assessment of mental capacity should be made, in which situations other people can make decisions for someone who cannot act on their own and how people can plan ahead in case they become unable to make decisions in the future.

There are five principles at the heart of MCA which should be used to underpin all actions and decisions taken in relation to those who lack capacity:

Principle 1: A presumption of capacity.

Every adult has the right to make his or her own decisions and must be assumed to have capacity to do so unless it is proved otherwise. Do not assume that someone cannot make a decision for themselves just because they have a particular medical condition or disability.

Principle 2: Individuals being supported to make their own decisions.

Make every effort to encourage and support people to make the decision for themselves. If lack of capacity is established, it is still important to involve the person as far as possible in making decisions.

Principle 3: Unwise decisions

People have the right to make what others might regard as an unwise or eccentric decision.

Principle 4: Best interests.

If a person has been assessed as lacking capacity then any action taken, or any decision made for, or on behalf of that person, must be made in his or her best interests.

Principle 5: Less restrictive option.

Someone making a decision or acting on behalf of a person who lacks capacity must consider whether it is possible to decide or act in a way that would interfere less with the person's rights and freedoms of action, or whether there is a need to decide or act at all.

When someone lacks mental capacity to consent to care or treatment, it is sometimes necessary to deprive them of their liberty in their best interests, to protect them from harm. The Deprivation of Liberty Safeguards are intended to:

- Protect people who lack mental capacity from being detained when this is not in their best interests;
- To prevent arbitrary detention;
- To give people the right to challenge a decision.

The legislation sets out a procedure for care homes and hospitals to obtain authorisation to deprive someone of their liberty. Without that authorisation the deprivation of liberty will be unlawful. These safeguards are intended to protect people from being deprived of their liberty unless it is in their best interests to protect them from harm and there is no other less restrictive alternative.

Making Safeguarding Personal

Developing a safeguarding culture that focuses on the personalised outcomes desired by people with care and support needs who may have been abused is a key operational and strategic goal for the SAB.

It is important that all safeguarding partners take a broad community approach to establishing safeguarding arrangements. It is vital that all organisations recognise that adult safeguarding arrangements are there to protect individuals.

We all have different preferences, histories, circumstances and life-styles, so it is unhelpful to prescribe a process that must be followed whenever a concern is raised.

Making safeguarding personal means it should be person-led and outcome-focused.

It engages the person in a conversation about how best to respond to their safeguarding situation in a way that enhances involvement, choice and control as well as improving quality of life, wellbeing and safety.

Empowerment

People are supported and encouraged to make their own decisions and give informed consent

I am asked what I want as the outcomes from the safeguarding process, and this directly informs what happens

Support and representation for those in greatest need

I get help and support to report abuse and neglect. I get help so that I am able to take part in the safeguarding process to the extent to which I want

Prevention

It is better to take action before harm occurs.

I receive clear and simple information about what abuse is, how to recognise the signs, and what I can do to seek help

Partnership

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

I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me

Proportionality

The least intrusive response appropriate to the risk presented

I am sure that the professionals will work in my interests as I see them, and they will only get involved as much as needed

Accountability

and transparency in delivering safeguarding.

I understand the role of everyone involved in my life and so do they.

The key principle of Making Safeguarding Personal is to support and empower each adult to make choices and have control about how they want to live their own life. It is about responding to safeguarding situations in a way that enhances their involvement, choice and control, as well as improving their quality of life, wellbeing and safety. Therefore outcomes should be identified and defined by each individual, but may include:

- To be and feel safer
- To maintain a key relationship
- To make new friends
- To have help to recover
- To have access to justice or an apology
- To know that this won't happen to anyone else
- To maintain control over the situation
- To have a choice and be involved in making decisions
- To be able to protect themselves in the future
- To know where to get help

 Making Safeguarding Personal – Local Government Association Guide 2014
www.local.gov.uk/publications/-/journal_content/56/10180/6098641/PUBLICATION

Safeguarding Adults Reviews

The Care Act 2014 (Section 44) requires SABs to carry out Safeguarding Adults Reviews (SARs) when there is reasonable cause for concern about partner organisations worked together to safeguard the adult and a) the adult died, and the SAB knows or suspects, that the death resulted from abuse or neglect, or if b) the adult is still alive and the SAB knows or suspects that the adult has experienced serious abuse or neglect.

The overall purpose of a Safeguarding Adults Review is to promote learning and improve practice, not to re-investigate or to apportion blame.

The objectives include establishing:

- lessons that can be learnt from how professionals and their agencies work together
- how effective the safeguarding procedures are
- learning and good practice issues
- how to improve local inter-agency practice
- service improvement or development needs for one or more service or agency

Safeguarding Adults Reviews provide an opportunity to improve inter-agency working, for onward dissemination of lessons learnt to partner agencies, the sharing of best practice and ultimately better safeguarding of adults at risk of abuse or neglect.

A Safeguarding Adults Review is a multi-agency process that considers whether or not serious harm experienced by an adult, or group of adults at risk of abuse or neglect, could have been predicted or prevented and uses that consideration to develop learning that enables the safeguarding adults partnership in Brighton & Hove to improve its services and prevent abuse and neglect in the future.

The criteria for a Safeguarding Adult Review are:

an adult dies as a result of abuse or neglect, whether known or suspected, and there is concern that partner agencies could have worked more effectively to protect the adult.

an adult has not died, but the professional knows or suspects that the adult has experienced serious abuse or neglect and there is concern that partner agencies could have worked more effectively to protect the adult.

In the context of SARs, something can be considered serious abuse or neglect where, for example the individual would have been likely to have died but for an intervention, or has suffered permanent harm or has reduced capacity or quality of life (whether because of physical or psychological effects) as a result of the abuse or neglect.

All SAB's have to publish their SARs on their websites

 <http://brightonandhovelscb.org.uk/safeguarding-adults-board/safeguarding-adults-reviews/>

 Orchid View care home: West Sussex www.westsussex.gov.uk/about-the-council/information-and-data/reports/safeguarding-adults-reviews

 Mrs A: Surrey 2014. Mrs A.committed suicide after giving evidence in a historic sexual abuse trial in which a teacher and his wife were convicted of offences against her www.surreycc.gov.uk/social-care-and-health/safeguarding-boards/surrey-safeguarding-adults-board/surrey-safeguarding-adults-board-information-for-professionals/safeguarding-adults-serious-case-reviews

 Gemma Hayter: Warwickshire 2011. This case raises wider issues nationally about community safety for single adults who may be vulnerable to disability based harassment, hate or mate crime and exploitation. www.hampshiresab.org.uk/wp-content/uploads/2011-October-Serious-Case-Review-regarding-Jemma-Hayter-Warwickshire.pdf

 Mr I: Wokingham 2016. This review examines the features of self-neglect and difficulties in how effectively the teams and agencies involved were working together www.hampshiresab.org.uk/wp-content/uploads/SAR-Mr-I-Final-Report-2016v4.pdf

 Learning from Experience Database – Hampshire Safeguarding Adults Board www.hampshiresab.org.uk/learning-from-experience-database/serious-case-reviews

Further Reading

 Brighton & Hove Safeguarding Adults Board Annual Report <http://brightonandhovelscb.org.uk/wp-content/uploads/Safeguarding-Board-Annual-Report-201415.pdf>

The Social Care Institute for Excellence have a range of resources and articles on many aspects of care, including a number of pages on the role and function of the Safeguarding Adults Board and extensive information on The Care Act

 www.scie.org.uk/care-act-2014/safeguarding-adults/safeguarding-adults-boards-checklist-and-resources/role-and-duties

Appendix A

Lay Member Conditions of Appointment and Confidentiality Agreement

This agreement sets out the conditions which apply to your appointment to and membership of the Brighton & Hove Safeguarding Adults Board (SAB).

1. Conditions of Appointment:

Independence of the Lay Member

Lay members should be and remain independent of local agencies. They should not have been an employee or a trustee of any agency represented on the Board for at least 2 years before appointment. Lay members should declare if they are related to an employee of any agency represented on the Board. For these purposes related means by blood, marriage/civil partnership or a member of the same household.

Induction & Training

Lay members will be expected to attend basic safeguarding adults training within the first three months of appointment and such other training as may be needed during the term of office.

Conflicts of interest

Lay members should avoid involvement in any business of the SAB which may conflict with any personal or financial interest they have. A potential conflict arises if an interest could be seen to affect adversely a member's capacity to act without prejudice or preference in a matter. In the case of doubt as to what is a potential conflict of interest the lay member should discuss it with the SAB Business Manager or Independent Chair.

Diversity & Equal Opportunities

The lay member must act at all times in a way that shows respect for others and an understanding of a need to avoid discrimination and to promote equality of opportunity for all.

The lay member shall not discriminate against any person on the grounds of race, colour, ethnic and national origins, sex, disability, marital status, domestic circumstances, sexual orientation, age, class or ethical beliefs.

Time Commitment

Lay Members will be required to attend day time meetings up to every three months and read background material between meetings. The Lay Member may also attend sub-groups as required. However, non attendance at SAB Board meetings (currently held quarterly) without good reason may be grounds for terminating the appointment.

Term of Appointment

Lay members will be appointed to SAB for a term of two years. The position will be re-advertised and the lay members may re-apply.

Expenses

The role is a voluntary one, although receipted travel expenses will be reimbursed.

Termination of Appointment of Lay Members

If there are concerns about a lay member's behaviour, commitment or ability which cannot be resolved through discussion and correspondence, the SAB Independent Chair will decide whether to end the appointment of the lay member. The lay member will be informed in writing and given clear reasons for the proposed termination of appointment. The lay member will be given the opportunity to respond before a final decision is made by the SAB Independent Chair.

Duty of Care

If during the course of their appointment as a lay member to the Board they become aware of information about an individual or service which causes them concern, they must discuss their concerns with the person nominated to support them, or with the SAB Business Manager or the Independent Chair. This must be done without delay.

2. Confidentiality Agreement:

As a lay member, you will have access to certain 'personal and business' information. This information may be confidential. It may be held in electronic format or on paper, or may be spoken in face to face or telephone conversations. The personal and business information held by the SAB and its constituent agencies is subject to:

- a) The common law duty of confidentiality (i.e. the information is not a matter of public knowledge, and is entrusted by an individual in confidence and there is general obligation not to disclose the information without consent).
- b) The Data Protection Act (DPA) 1998 which provides for the protection of personal information. Breach of the DPA could result in a criminal prosecution.

Personal information is information which is about or can be used to identify an individual person.

Business information is information about the finances, policies, systems, procedures and commercial interests of any company, firm or public agency within or associated with the SAB.

For the purposes of this agreement, all personal and business information is considered to be 'confidential information', unless specifically stated otherwise.

Conditions of Confidentiality

You are required to accept and comply with the following terms and conditions:

1. You will maintain confidential information in the strictest confidence and will not divulge any of it to any third party without the prior written permission of the SAB Independent Chair
2. You will not make use of confidential information in connection with any private or business activity undertaken by you or on your behalf or those of any relation or associate of yours.
3. You will not share copies of any document or other material (in whatsoever medium) embodying any of the 'confidential information' without the prior written agreement of the Board or the SAB Independent Chair.
4. If requested, you will provide a statutory declaration to the effect that no confidential information (in whatever medium) has been used or disclosed to any third party by you or on your behalf. Failure to comply with this will result in the immediate termination of your engagement as lay member and could result in civil or criminal action being taken against you.

5. These obligations of confidentiality shall continue beyond the term of your involvement as lay member of SAB. All confidential information must be returned to the officers of the LSCB on the termination of your appointment.
6. The restrictions on use or disclosure of 'confidential information' will **NOT** apply to any information which is already in the public domain (provided that this has not happened because of a breach of this agreement or any other duty of confidentiality).
7. You will store any reports or other papers, in electronic format or otherwise, securely at all times including keeping all documents in a locked filing cabinet in your home.

This document constitutes the entire agreement between you and the Board with respect to confidential information. The terms of this agreement can only be changed by a written document, agreed by the Board and signed by you. If at any time any provision of this agreement is found to be illegal, unenforceable or invalid in whole or in part, then the remaining portions of the agreement will continue to be binding and in full force and effect.

Consent

You will have been asked to sign this agreement.