

North Lincolnshire Local Safeguarding Board

# Memorandum of Understanding



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# CONTENTS

	Page
Vision	2
Introduction	2
Purpose of Agreement	3
Our Guiding Principles and Values	3
Our Commitment	5
Roles and Responsibilities	10
Local Safeguarding Children Board Partnership Arrangements	19
Appendix 1 Scheme of Delegation	47

# VISION

## VISION AND CONTEXT

The LSCB was established in 2006 under the auspices of Section 11 of the Children Act 2004. It is the statutory body to ensure that partners co-operate to safeguard and promote the welfare of children and young people in North Lincolnshire.

The vision for children and young people is:

**‘Safe Children, Supported Families, Transformed Lives’**

The Children and Young People’s Plan 2016-2020 identifies three strategic priorities which are to ensure that at every stage of each child’s journey they:

- Feel safe and are safe
- Enjoy good health and emotional wellbeing
- Recognise and achieve their potential

The LSCB has a statutory responsibility to influence and monitor that the Children and Young People’s Partnership fulfils its safeguarding responsibilities to make sure sustained, efficient and effective safeguarding services are in place to keep children and young people safe. The LSCB has to assure itself that all children are safeguarded including those more vulnerable to abuse and exploitation.

The LSCB has a statutory requirement to ensure that services within North Lincolnshire are delivering effective safeguards for children and young people and the Children and Young People’s Partnership is tasked with ensuring sufficient and effective resources are in place to keep children safe. The LSCB is also responsible for challenging and evaluating how effective those services are in safeguarding children. Both Boards work within the vision and priorities of the Children and Young People’s Plan.

The LSCB review in the form of an annual report is presented to the Children and Young People’s Partnership, the Health and Well Being Board, the Police & Crime Commissioner to drive the commissioning of sufficient and appropriate resources to safeguard children.

The success of this activity will be measured through the current and multi agency inspections of child protection.

## **INTRODUCTION**

Safeguarding and promoting the welfare of children requires effective coordination in every local area. The Children Act 2004 required each local authority to establish an LSCB by 1 April 2006. The LSCB is the key statutory mechanism for agreeing how the relevant organisations in each local area will cooperate to safeguard and promote the welfare of children in the locality and for ensuring the effectiveness of what they do. The Children Act 2004 identifies who the key statutory agencies are that have a duty to cooperate under this Act. The LSCB Business Plan is set within the context of the Children and Young People's Plan 2016-2020, which also reinforces our roles and responsibilities. It is in this context that our Children and Young People's Plan and this partnership agreement has been developed to support the implementation of our LSCB plan as part of the framework for monitoring the delivery that children Feel Safe, and Are Safe, in the Children and Young People's Plan.

## **PURPOSE OF AGREEMENT**

Partnership working lies at the heart of our LSCB arrangements and this partnership agreement outlines our commitment to working together to fulfil our key statutory obligations and improve the safety of our children and young people.

This partnership agreement will:

- Articulate our guiding principles and core values
- Clarify our commitment to the essential features of an LSCB as the delivery mechanism for the LSCB Business Plan
- Provide clarity on the roles and responsibilities of partners and individuals
- Define our partnership arrangements including linkages with wider partnership arrangements

## **VALUES AND PRINCIPLES**

### **What young people tell us:**

Children and Young People have the right:

- To feel safe and be safe
- To a stable family life
- For their individual circumstances, background and culture to be recognised, respected and valued
- To be able to discover their strengths and reach their potential
- To contribute positively to their local community
- To services and support that meet their needs
- To be consulted on plans, interventions and services that directly affect them.

The Professor Munro Review of Child Protection 2011 highlighted the importance of early help, risk management and being able to engage with children and parents who need help, support and intervention. Safeguarding practitioners have to demonstrate professional judgement and decision making. Most children will be able to live within their families, their communities, however some who face significant harm and/or the likelihood of long term impairment of health and development will need timely intervention that secures their safety and increases the chance of them achieving

positive outcomes. The LSCB supports practitioners and managers involved in child protection and safeguarding to manage risk and enhance their ability to respond to good evidence based assessment to underpin our actions and not 'trigger events'.

The LSCB does, therefore, endorse the risk principles advocated by the Health and Wellbeing Board as follows.

- Maintaining or achieving the safety, security and wellbeing of individuals and communities is a primary consideration in risk decision making.
- The standard expected and required of those working in our communities is that risk decisions are consistent across the services and professions and consideration is given to ensuring that risks are not just passed to other services to take responsibility.
- Harm cannot be totally prevented it is the quality of the decision making that a person is judged on.
- Good risk-taking should be identified and celebrated and staff that make decisions consistent with these principles should be encouraged and supported.
- All partners agencies should consider and assess their decisions and impact on other services/agencies before action is taken and inform partners of strategic decisions.
- There should be openness and transparency in decisions that impact on others.

This approach supports the principles that underpin the Children Act 1989 that recognise that the child's welfare is paramount. Practitioners must ensure that this ethos is at the forefront of assessments, interventions and evaluations and that multi agency practice is grounded in this ethos and not upon a risk averse culture, which safeguards the organisation and does not meet the needs of an individual child.

Within North Lincolnshire we have developed our own risk assessment framework to underpin key single and multi agency decisions, this is the Risk Analysis Framework.

## **OUR COMMITMENT**

As an LSCB, we will:

- Ensure that children and young people are given ongoing and regular opportunities to express their opinions on matters that affect their lives and that these views are taken into account when developing and reviewing the LSCB Business Plan.
- Undertake full consultation with all stakeholders including parents and carers, as part of the development and monitoring of the LSCB Business Plan.
- Work with neighbouring LSCB's on shared areas of priority and statutory functions.
- Work with other Boards in North Lincolnshire to ensure that the needs of children and young people and their families are at the forefront of strategy and planning.

## **INTERAGENCY GOVERNANCE**

We will:

- Take part in robust arrangements for interagency governance.
- Promote co-operation through partnership working at every organisational level to ensure that services are child and family centered.
- Write an annual report on the effectiveness of safeguarding arrangements in North Lincolnshire.
- Present the LSCB annual review report to the Chief Executive, the Leader of the Council, the Police and Crime Commissioner, the Chair of the Health and Wellbeing Board and the Children and Young People's Partnership.
- Monitor and report on the progress regarding safeguarding indicators in the LAA targets.
- Challenge every partner of the Health and Wellbeing Board and Children and Young People's Partnership on their success in ensuring that children and young people are safe. Consult with the Health and Wellbeing Board and Children and Young People's Partnership on issues which affect how children are safeguarded and their welfare promoted.

## **INTEGRATED STRATEGY**

We will:

- Set the overarching vision and strategic intention in relation to safeguarding children.
- Develop, publish, review, revise and monitor the implementation of the LSCB Business Plan in line with statutory guidance.
- Oversee the development and implementation of strategic and operational plans which underpin the LSCB Business Plan.
- Ensure that the LSCB Business Plan is aligned with all relevant strategies and planning regimes.
- Contribute to the transformation and ongoing development of the children and young people's workforce development including supporting the development of

effective and innovative professional practice; and developing effective management and leadership.

- Agree the budget to ensure that the LSCB can deliver upon its statutory functions.

## **INTEGRATED PROCESSES**

We will:

- Monitor the integrated processes including effective joint working sustained by a shared understanding of professional language and common systems.
- Monitor prevention and early help and support to help vulnerable children and young people who need additional help.
- Monitor the use of the early help assessment and plan as the intervention tool to ensure that children and young people can access services at the level they require and progress as their situation changes.
- Work collaboratively to create a comprehensive intelligence data collation framework to produce an ongoing needs assessment which will inform prioritisation and service delivery.
- Monitor the performance of children and young people's stay safe outcomes, indicators, targets and outcomes of inspections and develop quality assurance framework to ensure continuous improvement.
- Develop robust communication channels to ensure information on safeguarding, support and advice is available to parents, children and young people across North Lincolnshire.

## **INTEGRATED FRONT LINE DELIVERY**

We will:

- Monitor and evaluate the effectiveness of services in relation to how well they are utilising the integrated systems to safeguard and promote the welfare of children in North Lincolnshire.

### **Legal Framework Relevant to Safeguarding and Promoting the Welfare of Children;**

#### **The Children Act 2004**

Section 10 requires each local authority to make arrangements to promote cooperation between the authority, each of the authority's relevant partners and such other persons or bodies working with children in the local authority's area as the authority considers appropriate. The arrangements are to be made with a view to improving the wellbeing of children in the authority's area – which includes protection from harm or neglect alongside other outcomes.

Section 11 places duties on a range of organisations and individuals to ensure their functions, and any services that they contract out to others, are discharged with regard to the need to safeguard and promote the welfare of children.

Section 13 requires each local authority to establish a Local Safeguarding Children Board (LSCB) for their area and specifies the organisations and individuals (other

than the local authority) that the Secretary of State may prescribe in regulations that should be represented on LSCBs.

Section 14 sets out the objectives of LSCBs, which are:

- (a) to coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the local authority, and
- (b) to ensure the effectiveness of what is done by each such person or body for the purposes of safeguarding and promoting the welfare of children.

The LSCB Regulations 2006 made under section 13 set out the functions of LSCBs, which include undertaking reviews of the deaths of all children in their areas and undertaking Serious Case Reviews in certain circumstances.

Under section 55 of the Borders, Citizenship and Immigration Act 2009, the Secretary of State (in practice, the UK Border Agency or 'UKBA') has a duty to ensure that functions relating to immigration and customs are discharged with regard to the need to safeguard and promote the welfare of children. Section 55 is intended to have the same effect as section 11 of the Children Act 2004.

### **Education Act 2002**

Section 175 places a duty on local authorities in relation to their education functions, the governing bodies of maintained schools and the governing bodies of further education institutions (which include sixth-form colleges) to exercise their functions with a view to safeguarding and promoting the welfare of children who are either pupils at a school or who are students under 18 years of age attending further education institutions.

The same duty applies to independent schools (which include Academies/free schools) by virtue of regulations made under section 157 of this Act.

### **Children Act 1989**

The Children Act 1989 places a duty on local authorities to promote and safeguard the welfare of children in need in their area.

Section 17(1) of the Children Act 1989 states that it shall be the general duty of every local authority:

- (a) to safeguard and promote the welfare of children within their area who are in need; and
- (b) so far as is consistent with that duty, to promote the upbringing of such children by their families,

by providing a range and level of services appropriate to those children's needs.

Section 17(5) enables the local authority to make arrangements with others to provide services on their behalf and states that every local authority:

- (a) shall facilitate the provision by others (including in particular voluntary organisations) of services which it is a function of the authority to provide by virtue of this section, or section 18, 20, 22A to 22C, 23B to 23D, 24A or 24B; and

- (b) may make such arrangements as they see fit for any person to act on their behalf in the provision of any such service.

Section 17(10) states that a child shall be taken to be in need if:

- (a) the child is unlikely to achieve or maintain, or to have the opportunity of achieving or maintaining, a reasonable standard of health or development without the provision of services by a local authority under Part III of the Children Act 1989;
- (b) the child's health or development is likely to be significantly impaired, or further impaired, without the provision of such services; or
- (c) the child is disabled.

Under section 17, local authorities have responsibility for determining what services should be provided to a child in need. This does not necessarily require local authorities themselves to be the provider of such services.

Section 27 of the Children Act 1989 imposes a duty on other local authorities, local authority housing services and health bodies to cooperate with a local authority in the exercise of that authority's duties under Part 3 of the Act which relate to local authority support for children and families. Where it appears to a local authority that any authority or body mentioned in section 27(3) could, by taking any specified action, help in the exercise of any of their functions under this Part, they may request the help of that other authority or body, specifying the action in question. An authority or body whose help is so requested shall comply with the request if it is compatible with their own statutory or other duties and obligations and does not unduly prejudice the discharge of any of their functions. The authorities are:

- (a) any local authority;
- (b) any local housing authority;
- (c) any Local Health Board, Special Health Authority, Primary Care Trust, National Health Service Trust or NHS Foundation Trust; and
- (d) any person authorised by the Secretary of State for the purpose of section 27.

Section 47(1) of the Children Act 1989 states that:

Where a local authority:

- (a) are informed that a child who lives, or is found, in their area (i) is the subject of an emergency protection order, or (ii) is in police protection; and
- (b) have reasonable cause to suspect that a child who lives, or is found, in their area is suffering, or is likely to suffer, significant harm:

the authority shall make, or cause to be made, such enquires as they consider necessary to enable them to decide whether they should take any action to safeguard and promote the child's welfare.

Section 53 of the Children Act 2004 amends both section 17 and section 47 of the Children Act 1989, to require in each case that before determining what services to provide or what action to take, the local authority shall, so far as is reasonably practicable and consistent with the child's welfare:

*(a) ascertain the child's wishes and feelings regarding the provision of those services or the action to be taken; and*

*(b) give due consideration (with regard to the child's age and understanding) to such wishes and feelings of the child as they have been able to ascertain.*

### **Emergency protection powers**

The court may make an emergency protection order under section 44 of the Children Act 1989, if it is satisfied that there is reasonable cause to believe that a child is likely to suffer significant harm if the child:

- is not removed to different accommodation; or
- does not remain in the place in which the child is then being accommodated.

An emergency protection order may also be made if enquires (for example, made under section 47) are being frustrated by access to the child being unreasonably refused to a person authorised to seek access, and the applicant has reasonable cause to believe that access is needed as a matter of urgency.

An emergency protection order gives authority to remove a child, and place the child under the protection of the applicant.

### **Exclusion requirement**

The court may include an exclusion requirement in an interim care order or emergency protection order (section 38A and 44A of the Children Act 1989). This allows a perpetrator to be removed from the home instead of having to remove the child. The court must be satisfied that:

- there is reasonable cause to believe that if the person is excluded from the home in which the child lives, the child will cease to suffer, or cease to be likely to suffer, significant harm, or that enquires will cease to be frustrated; and
- another person living in the home is able and willing to give the child the care that it would be reasonable to expect a parent to give, and consents to the exclusion requirement.

### **Police protection powers**

Under section 46 of the Children Act 1989, where a police officer has reasonable cause to believe that a child could otherwise be likely to suffer significant harm, the officer may:

- remove the child to suitable accommodation; or
- take reasonable steps to ensure that the child's removal from any hospital, or other place in which the child is then being accommodated is prevented.

No child may be kept in police protection for more than 72 hours.

## **Police Reform and Social Responsibility Act 2011**

Section 1 (8)(h) requires the police and crime commissioner to hold the chief constable to account for the exercise of the latter's duties in relation to safeguarding children under section 10 and 11 of the Children Act 2004.

## **Childcare Act 2006**

Section 40 requires early years providers to comply with the welfare requirements of the Early Years Foundation Stage.

## **Crime and Disorder Act 1998**

Section 38 requires local authorities, within the delivery of youth justice services, to ensure the provision of persons to act as appropriate adults to safeguard the interests of children and young persons detained or questioned by police officers.

## **Housing Act 1996**

Section 213A of the Housing Act 1996 (inserted by section 12 of the Homelessness Act 2002), housing authorities are required to refer to adult social care services homeless persons with dependent children who are ineligible for homelessness assistance, or are intentionally homeless, as long as the person consents. If homelessness persists, any child in the family could be in need. In such cases, if social services decide the child's needs would be best met by helping the family to obtain accommodation, they can ask the housing authority for reasonable advice and assistance.

## **ROLES AND RESPONSIBILITIES**

Duties set out in the Children Act 2004, require organisations to take a coordinated approach to ensure effective safeguarding arrangements.

Everyone shares a responsibility for safeguarding and promoting the welfare of children irrespective of individual roles and although all organisations that work with children and young people share a commitment to safeguard and promote the welfare, many organisations have specific roles and responsibilities to do so underpinned by a statutory duty.

- The LSCB operates under the auspices of the Children Act 2004 and agencies identified in this and the Apprenticeship, Skills, Children and Learning Act 2009, have a duty to co-operate under section 11 of the Children Act 2004.

The section 11 of the Children Act 2004 places a duty on organisations and individuals to ensure their functions and any services delivered or contracted are discharged having regard with the need to safeguard and promote the welfare of children.

Organisations should have:

- A clear line of accountability for the commissioning and/or provision of services designed to safeguard and promote the welfare of children
- A senior board level lead to take leadership responsibility for the organisations safeguarding arrangements
- A culture of listening to children and taking account of their wishes and feelings in respect of individual decisions or the development of services
- Information sharing arrangements
- A designated lead for safeguarding
- Safer recruitment practices
- Appropriate supervision and support for staff including undertaking safeguarding training
- Clear policies in line with LSCB procedures

The section 11 duty complements the duty placed by section 175 of the Education Act 2002. Section 175 of the Education Act 2002 places a duty on schools, colleges, independent schools to exercise their functions with a view to safeguarding and promoting the welfare of pupils who are under 18 years. Section 157 of the same Act applies to Academies.

The Equality Act 2010 places a duty on public authorities to have due regard to the need to eliminate discrimination and promote equality of opportunity. This applies to the process of identification of need and risk faced by the individual child and the process of assessment. No child or group of children must be treated any less favourably than others in being able to access effective service which meets their particular needs.

The United Nations Convention on the Rights of the Child is an international agreement that protects the rights of children and provides a child centred framework for the development of services to children.

The LSCB terms of reference (appendix 2), highlight the relevant statutory partners and non-statutory partners and clarifies LSCB membership.

## **LSCB Board member roles and responsibilities**

### **All LSCB Board Members must**

- Demonstrate leadership, be informed about and take responsibility for the actions of their staff who are providing services to children and their families.
- Be responsible for championing the importance of safeguarding and promoting the welfare of children throughout the organisation.
- Be responsible for monitoring the actions of their staff to safeguard and promote the welfare of children.
- Ensure their staff are appropriately trained on safeguarding children.
- Ensure that robust recruitment and vetting procedures are in place to help prevent unsuitable people from working with children.
- Ensure effective interagency working at both a strategic and a child individual level in accordance with LSCB policy.

- Be responsible for translating safeguarding responsibilities throughout their organisation.
- Offer strong leadership regarding safeguarding within their agency.
- Hold their organisation to account.
- Ensure that the LSCB can carry out its statutory responsibilities.
- Be committed to the investment and resources from their agency to ensure that safeguarding children is a priority.

All LSCB member organisations have an obligation to provide LSCBs with reliable resources (including finance) that enable the LSCB to be strong and effective. Members should share the financial responsibility for the LSCB in such a way that a disproportionate burden does not fall on a small number of partner agencies.

### **Director of Children's Services (DCS)**

The responsibilities of the DCS are set out in Statutory Guidance on Roles and Responsibilities of the Director of Children's Services and the Lead Member for Children's Services (2013).

The DCS has a responsibility within the local authority under section 18 of the Children Act 2004, for improving outcomes for children, local authority children's social care functions and local cooperation arrangements for children's services.

The DCS is responsible for:

- the leadership, strategy and effectiveness of local authority children's services
- for securing the provision of services which address the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers
- working closely with other local partners to improve the outcomes and wellbeing of children and young people
- the performance of local authority functions relating to the education and social care of children and young people. The DCS is responsible for ensuring that effective systems are in place for discharging these functions, including where a local authority has commissioned any services from another provider rather than delivering them itself
- having regard to the general principles of the United Nations Convention on the Rights of the Child (UNCRC) and ensure that children and young people are involved in the development and delivery of local services
- providing strong, strategic local leadership and development of an increasingly autonomous and diverse education and children's services sector. Working with head teachers, school governors and academy sponsors and principals, the DCS should support the drive for high educational standards for all children and young people, paying particular attention to the most disadvantaged groups
- ensure that children's services are integrated across the council, for example to support a smooth transition from children's to adults' services

- as a statutory member of local health and wellbeing boards, having a clear role in driving the development of the local joint strategic needs assessment (JSNA) and joint health and wellbeing strategy
- leading, promoting and creating opportunities for cooperation with local partners (for example, health, police, schools, housing services, early years, youth justice, probation, higher and further education, and employers) to improve the wellbeing of children and young people
- promoting the interests of children, young people and their families
- helping join up local commissioning plans for clinical and public health services with children's social care and education, where appropriate, to address the identified local needs through the JSNA and joint health and wellbeing strategy
- contributing to ensuring effective working relationships between the health and wellbeing board and the LSCB
- being a member of the LSCB and will be held to account for the effective working of the LSCB by their chief executive, including where the LSCB has an independent chair
- ensuring collaboration and dialogue with the family courts so that high quality local authority assessments and other evidence contribute to effective and timely court processes for children.

### **The Independent Chair of the LSCB**

The roles and responsibilities of the LSCB Independent Chair are set out in the Protocol setting out Governance Arrangements and accompanying appendices. See appendix 1.

### **Lead Member**

The responsibilities of the Lead Member are set out in Statutory Guidance on Roles and Responsibilities of the Director of Children's Services and the Lead Member for Children's Services (2013).

- The Lead Member is responsible for ensuring that the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers, are addressed.
- The Lead Member should have regard to the UNCRC and ensure that children and young people are involved in the development and delivery of local services.
- The Lead Member role provide a clear and unambiguous line of political and professional accountability for children's wellbeing.
- The Lead Member should, provide strong, strategic leadership and support and challenge to the DCS and relevant members of their senior team as appropriate. The Lead Member for Children has political accountability for ensuring that the Local Authority fulfils its legal responsibilities for safeguarding and promoting the welfare of children and young people.
- The Lead Member provides strong, strategic local leadership and development of an increasingly autonomous and diverse education and children's services sector. Working with head teachers, school governors and academy sponsors and principals, the DCS should support the drive for high educational standards for all children and young people, paying particular attention to the most disadvantaged groups.

- The Lead Member should ensure that children's services are integrated across the council, for example to support a smooth transition from children's to adults' services.
- The Lead Member should be a 'participating observer' of the LSCB; they may engage in discussions but not be part of the decision making process in order to provide the LMCS with the independence to challenge the DCS (and others) when necessary.
- They should ensure that the needs of all children and young people including the most disadvantaged and vulnerable are addressed with particular focus on promoting early identification and prevention.
- They need to ensure that they are provided with the information about the wellbeing of children placed in local authority care in and out of the authority and that arrangements have been put into place to enable them to be effectively safeguarded and provided with the opportunities they need must develop local vision and driving improvements for local people including integrated children's services.

### **Local Authority Chief Executive**

- Are responsible for satisfying themselves that the Director of Children's Services is fulfilling their managerial responsibilities for safeguarding and promoting the welfare of children and young people.
- The Chief Executive is responsible for appointing or removing the LSCB Independent Chair with the agreement of a panel including LSCB members and lay members.
- The Chief Executive will seek written information from Board members regarding their views of the Independent Chair as part of the annual appraisal.
- Ensuring that the relationship between the LSCB and the locally agreed Children and Young People Partnership is working effectively.
- That targets for improving safeguarding and progress against them are reported to the Community Safety Partnership.
- On an annual basis as part of the LSCB report the Chief Executive and Leader of the Council should receive an assessment of the effectiveness of local governance and partnership arrangements for improving outcomes for children and supporting best possible practice.

### **Health Leaders (including children and adult mental health services)**

- Are responsible for ensuring that the organisations comply with section 11 requirements
- Are responsible for ensuring that Core Standard C2 relevant to safeguarding and promoting the welfare of children is adhered to
- They are responsible for ensuring that standard 5 of the National Service Framework is accounted for as well as ensuring safeguarding is considered within the other 10 standards in the National Service Framework
- The NHS Commissioning Board will be responsible for ensuring that the health commissioning system as a whole is working effectively to safeguard and promote the welfare of children. It is also accountable for the services it directly commissions. The NHS Commissioning Board will also lead and define

improvement in safeguarding practice and outcomes and should also ensure that there are effective mechanisms for LSCB's and health and wellbeing boards to raise concerns about engagement and leadership of the local safeguarding arrangements

- Implement the HS safeguarding assurance framework
- Clinical Commissioning Groups are the major commissioners of local health services and will be responsible for safeguarding quality assurance through contractual arrangements with all provider organisations
- CCG's should have, or employ the expertise of designated professionals ie designated doctors, nurses for safeguarding and looked after children.
- Providers of NHS funded health services including NHS Trusts and Foundation Trusts, public and voluntary sector, independent sector and social enterprises should identify a named doctor and a named nurse and a named midwife if the organisation provides maternity services. For NHS Direct, Ambulance Service this should be a named professional. GP practices should have a lead and deputy for safeguarding who works closely with the named GP.

## **Police**

- The police are subject to section 11 duties. Under section 1(8)(h) of the Police Reform and Social Responsibility Act 2011 the police and crime commissioner must hold the Chief Constable to account for the exercise of the latter's duties in relation to safeguarding children under the sections 10 and 11 of the Children Act 2004.
- All police officers, and other police employees such as Police Community Support Officers, are well placed to identify early when a child's welfare is at risk and when a child may need protection from harm. Children have the right to the full protection offered by the criminal law. In addition to identifying when a child may be a victim of a crime, police officers should be aware of the effect of other incidents which might pose safeguarding risks to children and where officers should pay particular attention. For example, an officer attending a domestic abuse incident should be aware of the effect of such behaviour on any children in the household. Children who are encountered as offenders, or alleged offenders, are entitled to the same safeguards and protection as any other child and due regard should be given to their welfare at all times.
- The police can hold important information about children who may be suffering, or likely to suffer, significant harm, as well as those who cause such harm. They should always share this information with other organisations where this is necessary to protect children. Similarly, they can expect other organisations to share information to enable the police to carry out their duties. Offences committed against children can be particularly sensitive and usually require the police to work with other organisations such as local authority children's social care. All police forces should have officers trained in child abuse investigation.
- The police have emergency powers under section 46 of the Children Act 1989 to enter premises and remove a child to ensure their immediate protection. This power can be used if the police have reasonable cause to believe a child is suffering or is likely to suffer significant harm. Police emergency powers can help in emergency situations but should be used only when necessary. Wherever possible, the decision to remove a child from a parent or carer should be made by a court.

- The police Crime Commissioner should receive the LSCB Annual Review reports.

### **Members**

- Lay members should operate fully as members of the LSCB participating in the LSCB itself and the relevant Action Groups. Their role is to challenge the LSCB in the accessibility by the public and children and young people of its plans and procedures and provide a link between the LSCB and other community groups.

### **Schools/Academies**

- Section 175 of the Education Act 2002 places a duty on schools, colleges, independent schools to exercise their functions with a view to safeguarding and promoting the welfare of pupils who are under 18 years. Section 157 of the same Act applies to Academies.
- The designated school representatives on the LSCB need to effectively speak for and on behalf of the body of schools they represent as a whole. They should both seek the views of schools and feedback information.

### **Humberside Probation Service and the Community Rehabilitation Company**

- Is a statutory member of the LSCB and has a duty to contribute to the effective work of the LSCB as set out in their section 11 duties.
- They are primarily responsible for providing reports for courts and working with adult offenders both in the community and in the transition from custody to community to reduce their reoffending. They are, therefore, well placed to identify offenders who pose a risk of harm to children as well as children who may be at heightened risk of involvement in (or exposure to) criminal or anti-social behaviour and of other poor outcomes due to the offending behaviour of their parent/carer(s).
- Where an adult offender is assessed as presenting a risk of serious harm to children, the offender manager should develop a risk management plan and supervision plan that contains a specific objective to manage and reduce the risk of harm to children.
- In preparing a sentence plan, offender managers should consider how planned interventions might bear on parental responsibilities and whether the planned interventions could contribute to improved outcomes for children known to be in an existing relationship with the offender.

### **Youth Offending Service:**

- Youth Offending Teams (YOTs) are subject to the section 11 duties set out in paragraph 4 of this chapter. YOTs are multi-agency teams responsible for the supervision of children and young people subject to pre-court interventions and statutory court disposals. They are therefore well placed to identify children known to relevant organisations as being most at risk of offending and to undertake work to prevent them offending. YOTs should have a lead officer responsible for ensuring safeguarding is at the forefront of their business.

- Under section 38 of the Crime and Disorder Act 1998, local authorities must, within the delivery of youth justice services, ensure the 'provision of persons to act as appropriate adults to safeguard the interests of children and young persons detained or questioned by police officers'.

### **Adult Social Services**

- Local authorities provide services to adults who are responsible for children who may be in need. These services are subject to the section 11. When staff are providing services to adults they should ask whether there are children in the family and consider whether the children need help or protection from harm. Children may be at greater risk of harm or be in need of additional help in families where the adults have mental health problems, misuse substances or alcohol, are in a violent relationship or have complex needs or have learning difficulties.
- Adults with parental responsibilities for disabled children have a right to a separate carer's assessment under the Carers (Recognition and Services) Act 1995 and the Carers and Disabled Children Act 2000. The results of this assessment should be taken into account when deciding what services, if any, will be provided under the Children Act 1989.

### **Housing Authorities**

- Housing and homelessness services in local authorities and others at the front line such as environmental health organisations are subject to the section 11 duties set out in paragraph 4 of this chapter. Professionals working in these services may become aware of conditions that could have an adverse impact on children. Under Part 1 of the Housing Act 2004, authorities must take account of the impact of health and safety hazards in housing on vulnerable occupants, including children, when deciding on the action to be taken by landlords to improve conditions. Housing authorities also have an important role to play in safeguarding vulnerable young people, including young people who are pregnant or leaving care.

### **British Transport Police**

- The British Transport Police (BTP) is subject to the section 11 duties set out in paragraph 4 of this chapter. In its role as the national police for the railways, the BTP can play an important role in safeguarding and promoting the welfare of children, especially in identifying and supporting children who have run away or who are truanting from school.
- The BTP should carry out its duties in accordance with its legislative powers. This includes removing a child to a suitable place using their police protection powers under the Children Act 1989 and the protection of children who are truanting from school using powers under the Crime and Disorder Act 1998. This involves, for example, the appointment of a designated independent officer in the instance of a child taken into police protection.

### **The United Kingdom Border Agency**

- Section 55 of the Borders, Citizenship and Immigration Act 2009 places upon the United Kingdom Border Agency (UKBA) a duty to take account of the need to

safeguard and promote the welfare of children in discharging its functions. Statutory guidance Arrangements to Safeguard and Promote Children's Welfare in the United Kingdom Border Agency sets out the agency's responsibilities.

### **Children and Family Court Advisory and Support Service**

- The responsibility of the Children and Family Court Advisory and Support Service (Cafcass), as set out in the Children Act 1989, is to safeguard and promote the welfare of individual children who are the subject of family court proceedings. It achieves this by providing independent social work advice to the court.
- 
- A Cafcass officer has a statutory right in public law cases to access local authority records relating to the child concerned and any application under the Children Act 1989. That power also extends to other records that relate to the child and the wider functions of the local authority, or records held by an authorised body that relate to that child.
- Where a Cafcass officer has been appointed by the court as a child's guardian and the matter before the court relates to specified proceedings, they should be invited to all formal planning meetings convened by the local authority in respect of the child. This includes statutory reviews of children who are accommodated or looked after, child protection conferences and relevant Adoption Panel meetings.

### **Voluntary and private sectors**

- Voluntary organisations and private sector providers play an important role in delivering services to children. They should have the arrangements described in paragraph 4 of this chapter in place in the same way as organisations in the public sector, and need to work effectively with the LSCB. Paid and volunteer staff need to be aware of their responsibilities for safeguarding and promoting the welfare of children, how they should respond to child protection concerns and make a referral to local authority children's social care or the police if necessary.

### **Faith Organisations**

- Churches, other places of worship and faith-based organisations provide a wide range of activities for children and have an important role in safeguarding children and supporting families. Like other organisations who work with children they need to have appropriate arrangements in place to safeguard and promote the welfare of children.

### **Corporate Parenting**

- All members of the local authority have a shared responsibility for corporate parenting. There should be cooperative work to improve the wellbeing of looked after children and young people and children leaving care.

## The Public

- The public has an important part to play in keeping children safe through public engagement and understanding of children's issues. The voice and experience of children and young people should strongly inform the LSCB's work.

## LSCB PARTNERSHIP ARRANGEMENTS

As an LSCB, we will

- identify the Chairs and lead officer(s) to represent the responsibilities of the Strategic Partnerships:

The Children and Young People's Partnership has responsibilities regarding ensuring that the widest remit of safeguarding is embedded and at the heart of service provision locally and the LSCB has the responsibility to monitor how effectively those agencies/services under the statutory duty to cooperate arrangements are meeting their requirements and are children safer as a result.

The LSCB will take on the challenge and scrutiny role regarding the full spectrum of safeguarding, the groups established under the LSCB will lead upon the Stay Safe Priorities set out in the Children and Young People's Plan and these groups will be responsible for reporting on the progress in meeting the objectives set within this priority area.

The LSCB has defined statutory functions that are discreet as part of its legal responsibilities, these are reflected in the LSCB Core Function groups, outlined below. In order to retain the independence of the LSCB in carrying out these functions these groups will report directly to the LSCB.

The statutory requirements of the LSCB are:

**Statutory objectives and functions of LSCBs Section 14 of the Children Act 2004** sets out the objectives of LSCBs, which are:

- (a) to coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and
- (b) to ensure the effectiveness of what is done by each such person or body for those purposes.

**Regulation 5 of the Local Safeguarding Children Boards Regulations 2006** sets out that the functions of the LSCB, in relation to the above objectives under section 14 of the Children Act 2004, are as follows:

- (a) developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:
  - (i) the action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;
  - (ii) training of persons who work with children or in services affecting the safety and welfare of children;

- (iii) recruitment and supervision of persons who work with children;
- (iv) investigation of allegations concerning persons who work with children;
- (v) safety and welfare of children who are privately fostered;
- (vi) cooperation with neighbouring children's services authorities and their Board partners;
- (b) communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so;
- (c) monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve;
- (d) participating in the planning of services for children in the area of the authority; and
- (e) undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.

Regulation 5 (2) which relates to the LSCB Serious Case Reviews function and regulation 6 which relates to the LSCB Child Death functions are covered in chapter 4 of Working Together to Safeguard Children Guidance.

Regulation 5 (3) provides that an LSCB may also engage in any other activity that facilitates, or is conducive to, the achievement of its objectives.

### **Ofsted Inspection of the effectiveness of the Local Safeguarding Children Board**

The Framework and evaluation schedule for inspections of services for children in need of help and protection, published 6 October 2015, states that Ofsted intends to undertake a review of the effectiveness of the LSCB at the same time as the inspection of the local authority. This will be conducted under 15(A) of the Children Act 2004.

The inspection is not an inspection of the Independent Chair it is an inspection of Board members and their agencies contribution to safeguarding and promoting the wellbeing of children and young people.

The Board is collectively responsible for ensuring that it is effective to at least a 'good' standard with the aspiration to be outstanding in all of the following areas that the Board will be inspected on;

- The fulfilment of statutory functions, to help (including early help), protect and care for children and young people
- Partners hold each other to account for their contribution to the safety and protection of children and young people

- Partners demonstrate improved outcomes for children and young people and how the Board demonstrates the difference it is making to children and young people
- The contribution of resources (including financial), support and contribution board members make to the effective function of the Board including attendance and participation at Board and Action Groups
- The learning and improvement framework in place and there is evidence of opportunities for learning for all partners, training is evaluated, is of high quality and improves the quality of frontline practice
- Board members support access to training opportunities in their agency
- Serious case reviews are conducted in accordance with statutory requirements and the learning is disseminated through organisations
- There are high quality policies and procedures in place and that these are monitored and evaluated for their effectiveness and impact
- Thresholds are understood and applied consistently regarding children in need of early help , children in need and children in need of protection
- There is a good understanding by the Board of children missing and children at risk of child sexual exploitation
- There is a local information sharing protocol in place
- There is a case file audit process in place that leads to improvements in multi agency practice, multi agency managers, practitioners and Board members are involved in these audits
- The experiences of children are monitored and used as a measure of improvement
- The Board is active and influential in informing the planning and services in the area and it uses its power and influence for priority setting across other strategic partnerships eg the Health and Wellbeing Board
- The Board produces an annual report which is a rigorous and transparent assessment of the performance and effectiveness of local services
- The process in relation to reviews of child deaths is rigorous and used by partners to drive improvement

# APPENDIX 1

## PROTOCOL SETTING OUT GOVERNANCE ARRANGEMENTS

Protocol setting out governance arrangements between:

- a) the local authority lead (Leader, Chief Executive, Lead Member and Director of Children's Services) and the Independent Chair of North Lincolnshire's Local Safeguarding Children Board
- b) the Health and Wellbeing Board and the North Lincolnshire Safeguarding Children Board
- c) the Children and Young People's Partnership and the North Lincolnshire Local Safeguarding Children Board

### Introduction

Working Together 2015 sets out new requirements for accountability arrangements for Local Safeguarding Children's Boards (LSCB). These arrangements have informed the OFSTED inspection framework which now includes a review of the effectiveness of the LSCBs. This Protocol sets out to clarify roles and accountabilities in the light of these new arrangements.

### Background Information

"The Children Act 2004 places the statutory duty on the local authority (LA) to establish an LSCB. The LSCB has specific responsibilities set out in Regulation 5 of the Local Safeguarding Children Boards Regulations 2006, which meet the objectives set out under section 14 of the Children Act 2004.

Statutory Guidance Working Together to Safeguard Children 2015 sets out that

1. In order to provide effective scrutiny, the LSCB should be independent. It should not be subordinate to, or subsumed within, other local structures.
2. Every LSCB should have an independent chair who can hold all agencies to account.

Statutory Guidance on the Roles and Responsibilities of the Director of Children's Services and the Lead Member for Children's Services (2013).

The guidance states that the DCS is responsible for the leadership, strategy and effectiveness of local authority children's services. The DCS is responsible for securing the provision of services which address the needs of all children and young people, including the most disadvantaged and vulnerable and their families and carers. The DCS is required to work closely with local partners to improve outcomes for children and young people. The DCS is also responsible for the performance of local authority functions relating to education and social care of children and young people.

The DCS reports directly to the Chief Executive of the Council, who is accountable for the performance of its Chief Officers.

The Guidance states that the Lead Member for Children's Services is responsible for ensuring that the needs of all children and young people, including the most disadvantaged and vulnerable and their families and carers are addressed.

The local authority has a local assurance function and will want to ensure that the structures and arrangements are effective, transparent and support partnership working. As part of these assurances they will want to ensure the adequacy and effectiveness of the LSCB.

The DCS will be held to account for the effective working of the LSCB by the Chief Executive, including where the LSCB has an Independent Chair.

### **Working Together 2015**

Working Together 2015 p70 sets out the following requirements in relation to the Chief Executive, DCS and Independent Chair.

#### **The Chief Executive**

It is the responsibility of the Chief Executive (Head of Paid Service) to appoint or remove the LSCB Chair with the agreement of a panel including LSCB partners and lay members.

The Chief Executive, drawing on other LSCB partners and, where appropriate, the Lead Member will hold the Chair to account for the effective working of the LSCB.

#### **The LSCB Chair**

The LSCB Chair should work closely with all LSCB partners and particularly with the DCS, who has responsibilities under the Children Act 2004, for improving outcomes for children, Local Authority Children's Social Care functions and local cooperation arrangements for Children's Services.

The Chair must publish an Annual Report on the effectiveness of child safeguarding and promoting welfare of children in the local area. The Annual Report should be published in relation to the preceding financial year and should fit with local agencies planning, commissioning and budget cycles. The Annual Report should be submitted to the Chief Executive, Leader of the Council, the local Police and Crime Commissioner and the Chair of the Health and Wellbeing Board.

The Annual Report should:

- Provide a rigorous and transparent assessment of the performance and effectiveness of local services, and include lessons from reviews
- The Annual Report should list the contributions made to the LSCB by partner agencies and detail what the LSCB has spent, including on Child Death reviews and Serious Case Reviews and other specific expenditure.

### **OFSTED Inspection Framework**

The Children Act 2004, inserted by Children, Schools and Families Act 2010 (c. 26), ss. 10 and 29, makes provision for the Chief Inspector to conduct a review of the performance of specified functions by a Local Safeguarding Children Board established under section 13. The Framework and Evaluation Schedule for the Inspection of Services for Children in need of help and protection (August 2016), outlines the parameters for the evaluation of the LSCB.

## **The Role of the Independent Chair of the LSCB**

- i. Responsible for supporting the DCS and Chief Executive in the discharge of their statutory functions in relation to the effective operation of the Local Safeguarding Children Board.
- ii. The Chair of the LSCB is independent of local agencies, and must make certain that the Board operates effectively.
- iii. The Chair attends the Health and Wellbeing Board annually to present the Board's Annual Report, and as appropriate for specific items.
- iv. The Chair reports annually to the Leader of the Council to present the Board's Annual Report.
- v. The Chair ensures that the strategic direction for the LSCB is set out and drives through delivery of the LSCB's business by brokering relationships between key partners and quality assuring strong business planning processes.
- vi. The Chair provides leadership to the LSCB ensuring that it discharges its functions effectively in accordance with its constitution, legislation, regulations and guidance.
- vii. The Chair also ensure that the LSCB is appropriately challenging and scrutinising with regard to the multi-agency safeguarding system.
- viii. The Chair is responsible for oversight of the governance arrangements for the LSCB and the proper and effective conduct of the Board and the matters considered by the Board, and its work streams.
- ix. The Chair holds the 'whole' system to account by their ability to challenge any agency practice which is not fulfilling the primary purpose of the LSCB – keeping children in North Lincolnshire safe.
- x. The Chair has a key ambassadorial role. This includes links with the local Police and Crime Commissioner and the Family Courts.
- xi. The Chair has a 'troubleshooting' role picking up issues at the interface between the partners agencies.
- xii. The Chair ensures that decisions and actions from LSCB meetings are progressed by partner agencies as required.
- xiii. The Chair ensures that the LSCB is advised about the performance of the safeguarding system, and any issues which need to be addressed, which will be raised with the DCS.
- xiv. The Chair ensures that the voice of children and young people is heard and taken account of in the work of the LSCB.
- xv. The Chair of the LSCB acts as the public face of multi0agency safeguarding in cases of media interest.
- xvi. On behalf of the Board, the Chair will ensure that the Board Manager is managing the LSCB budget appropriately according to the priorities set by the Board and providing effective support to the work of the Board.
- xvii. The Chair is responsible for ensuring appropriate contribution to and use of the budget by all partners.
- xviii. Maintain oversight of National policies and advise the Board. Engage with networks at national and regional level to keep up to date with the best practice and contribute to improvement.
- xix. Appendix 2 contains information regarding Delegation of Responsibilities regarding Serious Case Reviews.

## **Accountability Arrangements**

- i. The LSCB Chair is accountable to the Local Authority via the Chief Executive and the Director of Children's Services for the effectiveness of the work of the

- Board. The Chair equally should challenge the Chief Executive and the DCS with regard to their roles in safeguarding and promoting wellbeing.
- ii. The LSCB Chair meets at a minimum twice a year with the Chief Executive, who holds the Chair to account through examination and challenge of the Annual Report and through appraisal of the Chair's effectiveness in the role. The Chair/Chief Executive will arrange additional meetings as and when required.
  - iii. The LSCB Chair and the DCS have an ongoing direct relationship and meet regularly (approximately quarterly) to discuss safeguarding and the promotion of wellbeing across the authority and the safeguarding system, in support of the statutory responsibilities carried by the DCS. The DCS is a member of the LSCB and the Children and Young People's Partnership, and participates in the annual appraisal of the LSCB Chair (see appendix 3).
  - iv. The LSCB Chair meets at a minimum twice a year with the Cabinet Member for Children, who is also the Chair of the Health and Wellbeing Board. The meeting enable key strategic issues to be highlighted and reflected in priorities of both Boards. The Annual Report of the LSCB is presented to People's Scrutiny Panel and the LSCB Chair will attend.
  - v. The Lead Member attends LSCB meetings as a participating observer, as required and takes part in key Board events, such as the Section 11 challenge.

## **APPENDIX 2**

### **NORTH LINCOLNSHIRE LOCAL SAFEGUARDING CHILDREN BOARD**

#### **TERMS OF REFERENCE**

#### **1 PURPOSE**

- 1.0 The Children Act 2004 requires Children's Services Authorities to establish Local Safeguarding Boards involving key local partners as listed at section 13(3) of the Act. It also requires these board partners to co-operate with each other in the establishment and operation of this Board. This document details the arrangements for the Board partners within North Lincolnshire to carry out their functions as laid out in legislation and guidance.
- 1.1 This Board will be known as the North Lincolnshire Local Safeguarding Children Board.
- 1.2 Section 11 of Children Act 2004 places a duty on key individuals and bodies to ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children. The application of this duty will vary according to the nature of each agency and its functions.
- 1.3 The safeguarding responsibilities of each agency represented on the board - will be monitored by the North Lincolnshire Local Safeguarding Children Board.
- 1.4 The LSCB will provide robust challenge to the work of the Children and Young People's Partnership in order to ensure that the quality of services and practices are in place so that children are properly safeguarded.
- 1.5 The core function of the Board is to 'coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority and to ensure the effectiveness of what is done by each such person or body for that purpose' .
- 1.6 It will do this by the provision of statutory interagency leadership and governance at strategic, operational and promotional level.

#### **2 DEFINITION OF SAFEGUARDING**

2.1 The definition of Safeguarding that the Board will work to has two parts a definition and an action

##### **Definition**

Safeguarding and promoting the welfare of children is defined for the purposes of this document as:

- protecting children from maltreatment;
- preventing impairment of children's health or development;

- ensuring that children grow up in circumstances consistent with the provision of safe and effective care; and
- taking action to enable all children to have the best outcomes (Working Together to Safeguard Children 2013)

### **Safeguarding is everyone's responsibility**

Everyone who works with children - including teachers, GPs, nurses, midwives, health visitors, early years professionals, youth workers, police, Accident and Emergency staff, paediatricians, voluntary and community workers and social workers - has a responsibility for keeping them safe.

No single professional can have a full picture of a child's needs and circumstances and, if children and families are to receive the right help at the right time, everyone who comes into contact with them has a role to play in identifying concerns, sharing information and taking prompt action. In order that organisations and practitioners collaborate effectively, it is vital that every individual working with children and families is aware of the role that they have to play and the role of other professionals. In addition, effective safeguarding requires clear local arrangements for collaboration between professionals and agencies.

## **3 OBJECTIVES AND TERMS OF REFERENCE**

- 3.1 The LSCB has a duty to safeguard and promote the welfare of children and to carry this out in such a way as to improve all five outcomes which are of importance to children. Safeguarding and promoting the welfare of children includes protecting children from harm. Ensuring that work to protect children is properly coordinated and effective remains a key goal of LSCB's and it should ensure that the core business is adequate.
- 3.2 In order to assist the North Lincolnshire Local Safeguarding Children Board in discharging its responsibilities, it will as a minimum appoint key function and priority groups.
- 3.3 Other short life task groups may be established from time to time as required.

The LSCB will aim to be responsible for hosting conferences as a part of its communication and awareness raising responsibilities, the purpose being:

- To raise awareness about the work of the NL LSCB
- To engage with a wider audience than would be possible through the LSCB and its group activity

## **4 CHAIRING**

- 4.1 The LSCB Chair will be someone independent of the local agencies so that the LSCB can exercise its local challenge function effectively.
- 4.2 It is the responsibility of the Chief Executive of the local authority after consultation with the Board Partners to appoint a chair. The Chair must be of sufficient standing, expertise and authority and is selected by a group of

partners representing the key services involved in safeguarding children locally.

4.3 The Chair's role is crucial in making certain that the Board operates effectively and secures an independent voice for the LSCB.

4.4 The Chair will have an annual appraisal.

## **5 MEMBERSHIP**

5.1 The North Lincolnshire Local Safeguarding Children Board shall be compliant with Working Together 2015 and the Safeguarding Partnership agreement

### **Statutory Partners**

- The Council
- Chief Officer of Police
- Community Rehabilitation Company
- National Probation Service
- Youth Offending Team
- Clinical Commissioning Group
- NHS Trusts
- NHS Foundation Trusts
- CAFCASS
- Schools
- Lay members
- Further Education Colleges
- Director of Public Health
- Designated Doctor
- Designated Nurse

### **Non Statutory Partners**

- NSPCC
- Voluntary and community sector
- UK Border Agency
- Fire and Rescue Service
- Housing Advice
- British Transport Police

### **Involvement of other agencies and groups/strategic relationships**

- Coronial Service
- Dental Health Service

- Domestic Violence Forum
- Drug and alcohol misuse services
- Drug Action Teams
- Housing services
- Leisure services
- Legal services
- MAPPA
- Family Justice Council
- Criminal Justice Board
- Sexual Health Service
- Crown Prosecution Service
- Witness Support Service
- MARAC

5.2 The LSCB will also draw upon the work of national organisations such as Child Exploitation Online Protection Centre.

5.3 Organisations should designate particular people as their LSCB member, so that there is consistency and continuity in the membership of the LSCB.

5.4 Members should be people with a strategic role in relation to safeguarding and promoting the welfare of children within their organisation. They should be able to:

- Speak for their organisation with authority
- Commit their organisation on policy and practice matters
- Hold their organisation to account

5.5 The North Lincolnshire LSCB will have access to appropriate expertise and advice from relevant sectors including a designated doctor and nurse.

## **6 REPRESENTATION**

6.1 All agencies should recognise the importance of securing effective co-operation by appointing officers and professionals of a sufficiently senior level as representatives to the North Lincolnshire Local Safeguarding Children Board.

6.2 Those members representing individual agencies should have access to sufficient knowledge of Child Protection and Child in Need to contribute to the work of the NLLSCB and have sufficient delegated authority to allow them to speak on their agency's behalf, make decisions to an agreed level without referral to their own agency, and commit resources to enable the NLLSCB to operate effectively.

6.3 In order to provide continuity and to enhance the working of the NL LSCB each member of the Board will nominate a single named deputy to 'act up' when necessary. Each deputy will have sufficient delegated authority to an agreed level without referral to their own agency, and commit resources to

enable the NLLSCB to operate effectively. Each deputy will be afforded the same Board rights as the person they are deputizing for during the period in question.

- 6.4 A Member on the LSCB may represent more than one partner agency as identified below:

### **Member Representing**

Director of Engagement and Partnerships (Executive Nurse) Clinical Commissioning Group.

Principal Social Worker, Children's Services representing Youth Offending Service and Family Justice Board.

Designated Nurse for Safeguarding representing NHS England Yorkshire and Humber region.

## **7 ACCOUNTABILITY**

- 7.1 Whilst the LSCB has a role in coordinating and ensuring the effectiveness of local individual and organisations' work to safeguard and promote the welfare of children, it is not accountable for their operational work. Each Board partner retains their own existing lines of accountability for safeguarding and promoting the welfare of children by their services. The LSCB does not have the power to direct other organisations.
- 7.2 Each constituent agency should contribute to the development and ownership of the policies, procedures and actions of the North Lincolnshire Local Safeguarding Children Board.

## **8. RESPONSIBILITIES**

Section 14 of the Children Act 2004 sets out the objectives of LSCBs, which are:

- (a) to coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area; and
- (b) to ensure the effectiveness of what is done by each such person or body for those purposes.

Regulation 5 of the Local Safeguarding Children Boards Regulations 2006 sets out that the functions of the LSCB, in relation to the above objectives under section 14 of the Children Act 2004, are as follows:

1(a) developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:

- (i) the action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;

(ii) training of persons who work with children or in services affecting the safety and welfare of children;

(iii) recruitment and supervision of persons who work with children;

(iv) investigation of allegations concerning persons who work with children;

(v) safety and welfare of children who are privately fostered;

(vi) cooperation with neighbouring children's services authorities and their Board partners;

(b) communicating to persons and bodies in the area of the authority the need to safeguard and promote the welfare of children, raising their awareness of how this can best be done and encouraging them to do so;

(c) monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve;

(d) participating in the planning of services for children in the area of the authority; and

(e) undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.

Regulation 5 (2) which relates to the LSCB Serious Case Reviews function and regulation 6, which relates to the LSCB Child Death functions.

Regulation 5 (3) provides that an LSCB may also engage in any other activity that facilitates, or is conducive to, the achievement of its objectives.

In order to fulfil its statutory function under regulation 5 the LSCB should use data and, as a minimum, should:

- assess the effectiveness of the help being provided to children and families, including early help;
- assess whether LSCB partners are fulfilling their statutory obligations set out in chapter 2 of this guidance;
- quality assure practice, including through joint audits of case files involving practitioners and identifying lessons to be learned; and
- monitor and evaluate the effectiveness of training, including multi-agency training, to safeguard and promote the welfare of children.

The LSCB does not commission or deliver direct frontline services but it does provide training.

While the LSCB does not have the power to direct other organisations they do have a role in making clear where improvement is needed.

Each Board partner retains their own existing line of accountability for safeguarding.

8.1 The NL LSCB, will produce an annual review report that it will present to the Children and Young People Partnership board, the Chief Executive of the Local Authority, the Health and Wellbeing Board and The Police Crime

Commissioner. This report will provide an assessment of the effectiveness of the local arrangements to safeguard and promote the welfare of children. The report will provide a comprehensive analysis of the local area safeguarding context. The report will need to demonstrate that all the functions of the LSCB as set out in Working Together are being effectively discharged. It will need to include assessments of policies and procedures to keep children safe, including:

- The policies and procedures for the safe recruitment of frontline staff;
- An assessment of single and inter-agency training on safeguarding and
- Promoting the welfare of children to meet the local needs;
- Commissioning and learning lessons from Serious Case Reviews when appropriate;
- Lessons learnt about the prevention of future child deaths which have been
- identified by the Child Death Overview Panel; and
- Progress on priority issues (for example, child trafficking, sexual exploitation and domestic violence).

## **9 SCRUTINY**

### **Corporate Governance**

- 9.1 The Local Safeguarding Children Board has a clear duty to perform in accordance with the recognised principles of corporate governance outlined in CIPFA publication “Accountability A Framework for Public Services”. The LSCB is committed to the Nolan Committee Principles.
- 9.2 The role of Elected Members in the LSCB is defined in Working Together to Safeguard Children as a scrutiny function.
- 9.3 The LSCB will report the outcome of Serious Case Reviews to the Cabinet Member (CYPP) to ask them to note and endorse the action plan.
- 9.4 The LSCB will report on an annual basis to the CYPP Scrutiny and ask them to consider the LSCB’s Annual Review of the Business Plan. In addition CYPP Scrutiny retain the ability to request information from the LSCB as required.

## **10 ARRANGEMENTS**

- 10.1 An Independent Chair will be commissioned to Chair the LSCB and the Head of National Probation Service will act as deputy/vice chairperson.
- 10.2 The Children Act 2004 sets out that the Local Authority and its partners must cooperate in the establishment and operation of an LSCB. This places a legal obligation on local authorities and statutory LSCB partners to support the operation of the LSCB.
- 10.3 The individual members of the LSCB have a duty to contribute to the effective work of the LSCB, as stated in Working Together to Safeguard

Children 2015. All members must effectively engage in the LSCB and this includes ensuring their attendance and participation.

- 10.4 In order to ensure that the operation of the LSCB statutory functions are effectively delivered decisions will not be delayed by poor attendance at meetings. Members will need to ensure that if they are unable to attend a suitable representative from their organisation attends on their behalf, otherwise, by non attendance their decision making authority will be forfeited and the consensus of the attending Board members given precedence.
- 10.5 The North Lincolnshire Local Safeguarding Children Board will schedule to meet quarterly. The Chair can agree the convening of extraordinary meetings when circumstances require.
- 10.6 Expert professional advice will be sought as and when required.
- 10.7 Where a response is needed, the North Lincolnshire LSCB will provide a coordinated response to media enquiries on behalf of its partner agencies as per the LSCB Media Protocol.

## **11 CONFLICTS OF INTEREST**

- 11.1 Where there is a potential conflict of interest for individual Board members about any specific item under consideration by the Board, mechanisms are in place for these to be openly and explicitly declared. At the discretion of the Chair the level of interest expressed could result in the exclusion of the partner from either the discussion or decision making element of the meeting for that particular agenda item. The conflict of interest must be declared before the topic is discussed in the meeting.

## **12 DIVERSITY AND EQUALITY**

- 12.1 The LSCB recognises that we each have our own unique needs, skills, qualities and abilities and believe this diversity must be valued. We want to make sure our services meet everyone's needs. We will therefore treat everyone as an individual. We will not discriminate on any grounds, such as: ability and disability, age, appearance, background, caring responsibilities, criminal convictions, cultural behaviour, religious belief, gender, geographic location, health status, marital status, personality, political affiliation, sexual orientation or socio-economic status.

## **13 FINANCING AND STAFFING**

- 13.1 To function effectively the LSCB needs to be supported by their member organisations with adequate and reliable resources.
- 13.2 Section 15 of the Children Act 2004 sets out that statutory Board partners may: Make payment towards expenditure incurred by and for purposes connected with an LSCB either by contributing to a fund out of which payment may be made or Providing staff, goods, services, accommodation or other resources for purposes connected with an LSCB.

- 13.3. It is the responsibility of each constituent agency of the North Lincolnshire LSCB to contribute financially so that the LSCB has an annual budget. The budget must be sufficient to ensure that the LSCB can carry out at least the core minimum of work.
- 13.4 The LSCB resources will need to ensure that it has the staff to take forward the business, whether those are paid from a common fund or seconded as part of a contribution in kind.
- 13.5 An effective LSCB needs to be staffed so that it has the capacity to drive forward the LSCB day to day business in achieving its objectives
- Take forward any training and staff development work carried out by the LSCB in the context of the Workforce Strategy
  - Provide administrative and organisational support for the Board, the task groups and those involved in policy and training.
- 13.6 The level of funding of each constituent agency should be agreed no later than September preceding the beginning of each financial year in question, at the annual business meeting.

## **14 PROCEDURES**

- 14.1 The North Lincolnshire LSCB will produce a Safeguarding Procedures manual in line with the guidance contained in “Working Together To Safeguard Children” and it will be the responsibility of the LSCB to ensure these procedures are kept updated and made available on a web site.
- 14.2 The LSCB procedures manual will contain inter-agency and agency procedures for Child Protection and Child in Need work in the North Lincolnshire area. It will be prepared in a format agreed by the NL LSCB and will be reviewed annually. The manual should be accessible to all staff within constituent agencies and to independent practitioners in direct contact with children and families, including independent schools, day care centres and appropriate local voluntary organisations.

## **15 COMPLAINTS PROCEDURE**

- 15.1 The North Lincolnshire LSCB will operate a complaints procedure aimed at resolving issues related to services provided under the NL LSCB authority.
- 15.2 The North Lincolnshire LSCB will adopt a written procedure and constitution that will be distributed to all partner and constituent agencies and made public to others involved in activities, work, advocacy or provision of services to children and families in North Lincolnshire.
- 15.3 The LSCB will produce a protocol so that all partner agencies and members of the public can communicate with the Chief Executive of the Council should they have any complaints or representations about the chair of the LSCB.

## **16 REVIEW OF THE MEMORANDUM OF UNDERSTANDING**

- 16.1 This constitution and terms of reference will be reviewed annually at the

LSCB annual business meeting. Amendments to the constitution can be made at any other time with the agreement of all NL LSCB members. Suggested amendments should be proposed as agenda items at bi-monthly or quarterly main executive NL LSCB meetings.

## **Person specification for agency representatives**

In addition to the roles described above within these appendices Board members must have the following range of qualities:

### **ACCOUNTABILITY**

1. To be able to provide statutory interagency leadership and governance at a strategic, operational and promotional level.

### **ORGANISATIONAL**

1. Members need to be able to represent their entire agency and not just the part they may have direct managerial control over or for which they have clinical responsibility.
2. Members should be of sufficient seniority or have access to officers of sufficient seniority to ensure appropriate resources can be committed and provided for child protection work in their agencies.
3. Members should be in a position to ensure implementation within their own agencies of policies and priorities agreed by the North Lincolnshire Local Safeguarding Children Board.
4. Members need to have the ability to influence the priority and policy setting of their own agencies.
5. Members need to be able to commit their time and appropriate agency resources to the work of the NL LSCB.

### **PROFESSIONAL**

1. Members need to have either: sufficient knowledge and experience of child protection issues within their agency to execute LSCB functions effectively; or they should have adequate access to agency professional advice and guidance on child protection matters.
2. Members need to have sufficient knowledge of other agencies.
3. Members need to have sufficient knowledge of appropriate legislation.
4. Members need sufficient clarity about statutory requirements and the role they fulfil as Local Safeguarding Children Board members.
5. Members should have sufficient knowledge and experience of committee work to enable them to successfully contribute to the work of the North Lincolnshire Local Safeguarding Children Board.

Organisations should only nominate individuals who can meet the above requirements and the LSCB should review membership accordingly as part of its own monitoring function.

## APPENDIX 3

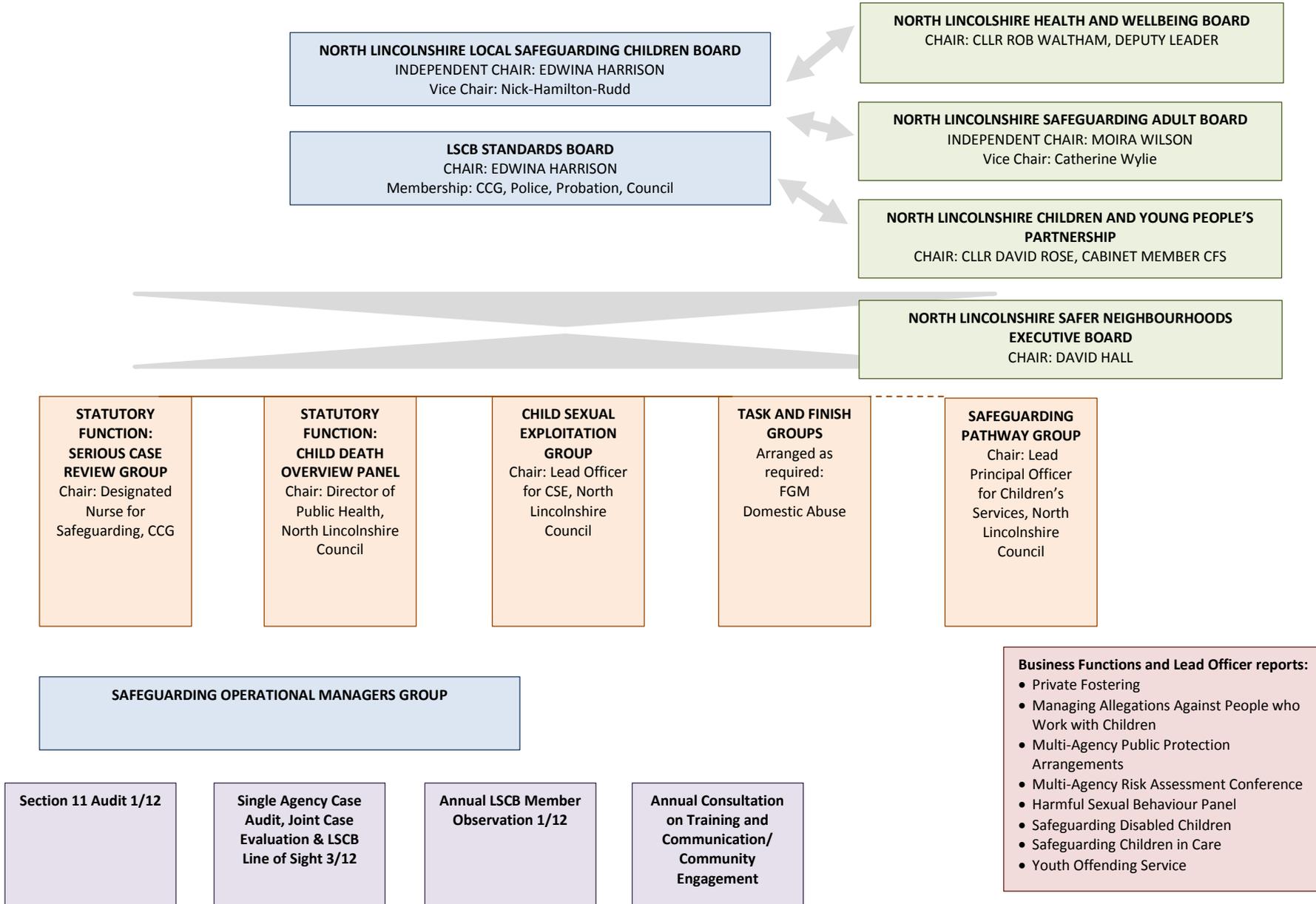
### PRINCIPLES OF SAFEGUARDING CHILDREN

When safeguarding and promoting the welfare of individual children, the following are key features of an effective system. They should be taken into account, when each agency is carrying out its normal functions.

- Children and young people are listened to and what they have to say is taken seriously and acted upon in an appropriate manner;
- Interventions take place at an early point when difficulties or problems are identified;
- Where possible/practicable, the wishes and feelings of the particular child are obtained and taken into account when deciding on action to be undertaken in relation to him or her. Children and Families are communicated with using their preferred communication method or language;
- Racial heritage, language, religion, faith and disability are taken into account when working with a child and their family;
- Assessments of children and families are consistent with the Framework for the Assessment of Children in Need and their Families (2000) and professionals contribute to subsequent plans, interventions and reviews in accordance with requirements in relevant regulations and guidance;
- Relevant services are provided to respond to the identified needs of children and to support parents/carers in effectively undertaking their parenting roles. This may require referral to a colleague within the agency or to another agency to obtain the services. Where a particular service is not available or there is a delay in it being available, alternative services should be provided where possible to ensure the child's welfare is safeguarded;
- Where a number of professionals are involved in supporting a child and their family, a co-ordinated approach to meeting their needs should be developed. In these cases, it will be appropriate for one practitioner among those involved to take on a lead role in co-ordinating the support. This role is known as "lead professional";
- Work with each child and family focuses on improving outcomes for each child;
- There is effective supervision and monitoring of work with individual children and their families and where necessary professional consultation is made available and used accordingly;
- Quality records are kept and information is appropriately shared on all work with individual children and their families in accordance with agency requirements;
- IT systems for recording information support effective work with children and their families, and have the capacity to aggregate information for strategic planning and management purposes.
- For employees involved with children and families, recruitment and selection procedures and policies in each constituent agency are compliant with North Lincolnshire LSCB policies, legislation and guidance.
- Lessons learned from local and national reviews, from both good practice and errors, are incorporated into practice and where appropriate monitored to ensure that outcomes for children are improved from learning.

# APPENDIX 4

## PARTNERSHIP FRAMEWORK



## APPENDIX 5

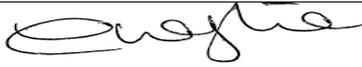
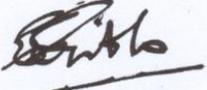
### Pledge of commitment by LSCB Members

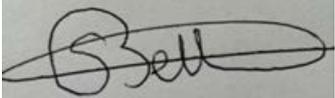
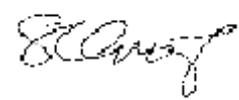
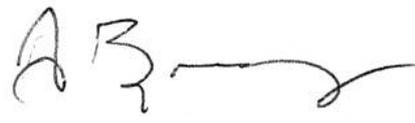
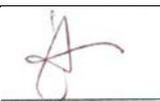


As part of this memorandum of understanding and as part of our responsibility to safeguard and promote the welfare of children and young people, we commit to;

- Ensure consistent representation at the LSCB and the work streams and action groups that underpin the Board
- Ensure that there are sufficient resources in place to deliver statutory functions and LSCB priorities
- Ensure that there are sufficient resources to deliver the learning and improvement
- Ensure that safeguarding and promoting the welfare of children remains a priority area within our organisation
- Ensure that there are high quality multi agency policies and procedures in place
- Contribute to reviews of cases including case file audits, themed section 11 audits, serious case reviews and learning reviews
- Contribute to the LSCB performance information framework through the submission of information that enables the LSCB to adequately undertake its statutory function to monitor and oversee the quality of safeguarding practice
- Implement the Early Help Safeguarding Strategy and pledge
- Implement the Domestic Abuse Strategy
- Ensure that there are robust arrangements in place for responding to child deaths in the local area
- Ensure that there is a robust business plan in place that outlines the priority areas for the LSCB and that we communicate these within our organisations
- Disseminate the learning from reviews into cases and the annual review within our organisations

Name	Organisation	Signature
Edwina Harrison	Independent Chair	
Mick Gibbs	Interim Director for Children's Services, North Lincolnshire Council	
Karen Pavey	Assistant Director Adult Services, North Lincolnshire Council	
Peter Thorpe	Assistant Director Education, North Lincolnshire Council	
Becky McIntyre	Assistant Director Prevention and Commissioning, North Lincolnshire Council	
Christine Wilson	Superintendent, Humberside Police	

Catherine Wylie	Director of Risk & Quality Assurance, Clinical Commissioning Group	
Kit Sargent	Assistant Principal, Quality Improvement & Student Support, North Lindsey College	
Sue Bond	Head Teacher Secondary and Virtual Head	
Maureen Fitzimmons	Head of Service CAFCASS	
Stuart Minto	Chair of CSE Strategic Group and CSE Lead for North Lincolnshire Council	
Simon Pollard	Safeguarding Lead, Humber, North Lincolnshire and Yorkshire Community Rehabilitation Company (HNLV CRC)	
Tom Hewis	Principal Social Worker – Safeguarding Practice, North Lincolnshire Council	
Joanne Wagstaff	Representative for Children & Families, Kaleidoscope, North Lincolnshire Independent Visitors and East Riding Young Carers Projects	
Claire Holmes	Assistant Principal, John Leggott College	
Julie Lodge	Nurse Consultant for Safeguarding Children, RDaSH	
Craig Ferris	Head of Safeguarding, Northern Lincolnshire and Goole NHS Trust	
Ewart Gibbs	Head Teacher, Leys Farm Junior School	
Cllr David Rose	Cabinet Member for Children, People Directorate, North Lincolnshire Council	
Cheryl George	Consultant in Public Health, North Lincolnshire Council, Chair of CDOP	
Tyson Truelove	Community Safety Manager, Humberside Fire and Rescue Service	

Scott Belton	Lay Representative	
Safaya Monaghan	Lay Representative	
Sarah Glossop	Designated Nurse for Safeguarding Children Northern Lincolnshire, Chair of SCR Group, Advisor to the Board, representative for NHS England	
Neil Scott	Locality Quality Manager East Midlands Ambulance Service	
Nick Hamilton-Rudd	Head of Humberside NPS (North and North East Lincolnshire)	
Ann-Marie Brierley	Principal Social Worker - Case Management, North Lincolnshire Council representing Youth Offending Service and Family Justice Board.	
Dr Suresh Nelapatla	Designated Doctor, Northern Lincolnshire and Goole NHS Trust	
Karen Cowan	Head of Customer and Support Services, Ongo	
Phyllis Cole	Senior Nurse, NHS England	
Nikki Alcock	LSCB Manager	

## APPENDIX 6

### North Lincolnshire Local Safeguarding Children Board Scheme of Delegation



Decision area	Chief Executive	LA DCS	LSCB Chair	LSCB Vice Chair	LSCB Business Group	Full Board	Standards Board	LSCB Manager	Action Group Chair	Other	Comments
Appoint LSCB Chair	✓	✓									
Appoint Vice Chair	✓	✓	✓								
Remove member from LSCB			✓	✓							
Determine Board Agenda			✓	✓	✓			✓			
Approve Board minutes for circulation			✓	✓	✓			✓			Vice Chair on Chairs absence
Approve LSCB Business Plan						✓					
Develop LSCB Annual Report			✓								
Approve LSCB Annual Report						✓					
Comply with requests for information by LSCB						✓					
Provide LSCB with reliable resources to enable it to be strong and effective						✓					
Maintain a local learning and improvement framework						✓					
Publish a threshold document						✓					
Determine Strategy Group Agenda								✓	✓		
Determine Priority work for Areas of the Board						✓	✓				
Disseminate LSCB key messages						✓					Communication Strategy developed each year through annual workshop
Request Action Groups to undertake			✓		✓	✓					

Decision area	Chief Executive	LA DCS	LSCB Chair	LSCB Vice Chair	LSCB Business Group	Full Board	Standards Board	LSCB Manager	Action Group Chair	Other	Comments
specific tasks											
Freedom of Information requests								✓			In consultation with Representations Manager
Notify Ofsted/DfE of incidents								✓			
Decide criteria for SCR or learning review is met			✓								
Agree the performance management framework that underpins the Board							✓				
Develop the LSCB Self Evaluation Framework that outlines the effectiveness of the LSCB in North Lincolnshire and the difference it is making to children and young people							✓				
Monitor the effectiveness of the LSCB against the Ofsted Evaluation Framework							✓				

### Delegation of Responsibilities in Serious Case Review

Decision area	Chief Executive	LA DCS	LSCB Chair	LSCB Vice Chair	LSCB Business Group	Full Board	LSCB Manager	Action Group Chair	Other	Comments
Approve SCR final documents						✓				
Approve new or amended procedures						✓				
Development of procedures and review of existing procedures						✓				
Investigate LSCB complaints	✓	✓	✓							
Respond as Responsible Body re Licensing applications									✓	Council Licensing Team
Annual appraisal of LSCB Chair	✓	✓				✓				
Management support to Chair							✓			

Decision area	Chief Executive	LA DCS	LSCB Chair	LSCB Vice Chair	LSCB Business Group	Full Board	LSCB Manager	Action Group Chair	Other	Comments
Represent LSCB at other forums			✓			✓				
Agree level of funding contribution to the LSCB						✓				In association with their agency
Agree charging policy for training						✓				
Ensure multi agency training courses are quality assured							✓			
Determine training programme							✓			In consultation with other agencies through Annual workshop

#### Delegation of responsibilities in Serious Case Reviews

Decision area	Chief Executive	LA DCS	LSCB Chair	LSCB Vice Chair	LSCB Business Group	Full Board	LSCB Manager	SCR Sub Committee	Other	Comments
The decision on whether to conduct a serious case review			✓							The decision will take into account the recommendation of the Serious Case Review Sub Committee
Communicate the decision in writing, to the SCR Sub Committee in 1 month of the recommendation made by the Serious Case Review Sub Committee.			✓							
Notify Ofsted and the National Panel of the SCR							✓			
The LSCB Chair must have her decision peer reviewed within the 1 month			✓							
Attend the national panel where required to give evidence about			✓							

the SCR										
Oversee the progress of the SCR and whether it is meeting timescales			✓							
Challenge agencies where the Independent Chair is reporting difficulties			✓							
Seek legal advice and representation as required concerning the role of LSCB and agencies.			✓							
Brief the Director for Children /Chief Executive/Lead Member on the outcome of an SCR and any media implications as and when required.			✓							
Present any Agreed Statement to the media regarding the publication of an SCR and media interest			✓							
Attend any Court hearing on behalf of the LSCB including any Sub Committee of the LSCB and on behalf of any appointed Chair/ Author of the LSCB including any of its Sub Committee's.			✓							
Appoint one or more suitable individuals to lead an SCR Ensure that there is appropriate representation in the review process of professionals and organisations who are involved with the child/ family						✓				
Oversee the process of agreeing with partners what action they need to take in light of the SCR.						✓				
Provide information as requested						✓				

to the Independent Panel to inform its deliberations										
Publish a report that complies with the Data Protection Act 1998						✓				
The Independent Chair of the Serious Case Review (case specific) should manage the Serious Case Review process regarding the case and ensure that timescales are adhered to.									The Independent Chair of the Serious Case Review (case specific)	
Drive forward the quality of the information to ensure that the Author has the necessary information to produce the report.									The Independent Chair of the Serious Case Review (case specific)	
Ensure that there is appropriate representation on the panel that permits good quality analysis and professional expertise so that local rationality and local expertise inform the report.									The Independent Chair of the Serious Case Review (case specific)	
Inform the Independent Chair of the LSCB of any challenges to adherence to the process, cooperation by agencies and timescales not being met									The Independent Chair of the Serious Case Review (case specific)	
Agree the agenda for the meeting and approve the draft Minutes to be distributed to the Panel.									The Independent Chair of the Serious Case Review (case specific)	
Regularly update the Independent Chair of the LSCB on the progress of the SCR									The Independent Chair of the Serious Case Review (case specific)	
Contribute to the report regarding the local rationality to support the Author in their analysis.								✓		
Ensure that the findings from other relevant processes such as care or criminal proceedings, an inquest or inquiry/investigation								✓		

are appropriately incorporated into the SCR report.										
Ensure that contributing organisations and individuals are satisfied that their information is fully and fairly represented in the Overview Report.								✓		
Ensure that the Overview Report is of a high standard and agree the content for publication								✓		
Make arrangements to provide feedback and debriefing to the child (if surviving) and family members/carers of the subject child as appropriate.								✓		
Meet the family and elicit views to incorporate into the Overview Report.									Independent Author	
Draw out the overall conclusions and analysis from the agency information in the IMR's, information from the Child Death Review Process and where relevant other commissioned reports.									Independent Author	
Produce an evidence-based, quality report which reflects the key issues, the Terms of Reference and learning.									Independent Author	
Present the draft of the Overview Report to the family for comments and views									Independent Author	
Present the final draft version of the Overview Report to the LSCB									Independent Author	
Consider cases referred to the Sub Committee and make a recommendations to the Independent Chair of the LSCB.								✓		
Make any recommendations on the methodology that should be used for a review and seek approval by the Independent Chair of the LSCB								✓		

Receive the draft Overview Report for comment and support the production of an action plan on the recommendations made.								✓		
Oversee the implementation of the action plan and report progress to the LSCB routinely.								✓		
Coordinate the arrangements for meetings							✓			
Attend the SCR panel to advise on the SCR process							✓			
Ensure information is circulated to the panel in timescale							✓			
Communicate the deadlines for actions							✓			
Coordinate the meetings with the family and support the author if agreed by the panel							✓			
Arrange for the publication of the Overview report on the LSCB website							✓			