

LSCB CONSTITUTION

Partnership Relationships, Roles and
Responsibilities

Implementation Date:	28 July 2016	Janet Russell	Version 7.2
Revision date:	1 March 2017 (restructure)	Janet Russell	Version 7.3
Revision date:	12 Sept 2017 (minor update)	Beverley Czyz	Version 7.4
Revision date:	31 March 2017 (minor update)		
Review date:	Following publication of Working Together 2018 (Summer 2018)		
Version:	7.5		

Values Statement

1. All people of Leicester have the right to:
 - dignity, choice and respect
 - protection from abuse and/or neglect
 - effective and co-ordinated work by all agencies to ensure a holistic child/person centred response
 - the best possible outcomes, regardless of their age, gender, ability, race, ethnicity, religion, sexual orientation and circumstances.
 - high quality service provision
2. Safeguarding the wellbeing of children, young people and adults is a responsibility we all share
3. Openness, transparency and sustainability will underpin the work of the Boards
4. Participation by children, young people and adults is essential to inform services, policies, procedures and practices
5. Services to meet the individual needs of children, young people and adults aspire to reach the highest standards
6. Celebration of strengths and positive achievements is important to the Boards, as is the commitment to a process of continuous development and improvement
7. Constructive shared learning to protect children, young people and adults will be integral to the Boards' business.

LEICESTER SAFEGUARDING CHILDREN BOARD

CONSTITUTION

1. Introduction

- 1.1 This revised documentation is being issued to reflect recent changes that have been introduced following the appointment of the Independent Chair of the LSCB and the related effectiveness of the Boards governance arrangements.
- 1.2 The purpose of this document is to set out how the LSCB operates, how decisions are made and detail what inter-agency arrangements are in place to make sure that individuals and agencies effectively safeguard and promote the welfare of children and young people in Leicester.
- 1.3 The document does not include the detailed guidance in “Working Together to Safeguard Children” (2015) which all partner agencies and their representatives should be familiar with. This document can be found at www.gov.uk.
- 1.4 Leicester City Council is a Children’s Services Authority by virtue of the Children Act 2004 (“the Act”) and is obliged by section 13 of the Act to establish a Local Safeguarding Children Board. (LSCB)
- 1.5 Under section 13 (8) of the Act the Council, have agreed to create a single Local Safeguarding Children Board for their area to be known as ‘Leicester Safeguarding Children Board’ (“the Board”)
- 1.6 The LSCB and its activities are part of the wider context of Children’s Trust arrangements. The LSCB work contributes to the wider goals of improving the wellbeing of all children. The LSCB has a separate identity and independent voice within the wider governance arrangements for Leicester Children’s Trust, and is charged with discharging the functions set out below in section 2.

2 Principles for working together and creating culture of challenge

- 2.1 Good partnerships should be defined by honest, engaging, collaborative and challenging work approaches which are open to reflection, external challenge and change. The key principles for working together and achieving this out include the following
 - Fair
 - Consistency
 - Respectful
 - Acceptance
 - Honest
 - Integrity
 - Trustworthy
 - Reliability
 - Empathic
 - Understanding

3. Functions

- 3.1 The objective of the Board as provided for by section 14 of the Act is:
 - a) To co-ordinate 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 by which it is established; and

- b) To ensure the effectiveness of what is done by each such person or body for those purposes.

This is to be achieved through:

- a) Developing policies and procedures for safeguarding and promoting the welfare of children including policies 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 and raising awareness with regard to the need to safeguard and promote the welfare of children and how this can best be done.
- c) Monitoring and evaluating the effectiveness of what is done to safeguard and promote the welfare of children and advising on ways to improve.
- d) Participating in planning services for children.
- e) Undertaking reviews of serious cases and other learning and improvement activities.
- f) Putting in place procedures to ensure a co-ordinated response to unexpected child deaths.
- g) Collecting and analysing information about child deaths.
- h) Assess the effectiveness of the help provided, including early help.
- i) Monitoring and evaluating the effectiveness of both single agency training and multi-agency training.

The effective implementation of the LSCB's functions will contribute to:

- a) Protecting children from maltreatment.
- b) Preventing impairment of children's health or development.
- c) Ensuring that children grow up in circumstances consistent with the provision of safe and effective care.
- d) Enabling all children to have the best outcomes.

Membership

- 4.1 The Board will have an independently appointed Chair and in accordance with the Children Act 2004 and the LSCB Regulations the following organisations are members of the Board as of right:

- a) The Children's Services Authority including the Director of Children's Services
- b) Leicestershire Police
- c) Derby Nottingham Leicestershire and Rutland National Probation Service
- d) Derby Nottingham Leicester & Rutland Community Rehabilitation Companies
- e) Leicester Youth Offending Service

- f) Leicester Partnership NHS Trust
- g) Leicester City Clinical Commissioning Group (LCCCG)
- h) NHS England
- i) University Hospitals Leicester NHS Trust
- j) The Children and Family Court Advisory and Support Service (CAFCASS)

In addition, the Lead Member for Children's Services sits on the Board as a "participant observer" (non-voting). The two Lay Members representing the local community have been appointed as Members of the LSCB, with a three-year renewable tenure subject to performance.

The Board has therefore exercised its discretion under the Regulations to establish its membership.

The membership of the LSCB is as follows:

- Independent Chair
- Two Lay Members

Leicester City Council Representatives:

- Children's and Adults' Services
- Public Health
- Community Safety Partnership

Health Service Representatives:

- Leicester City Clinical Commissioning Group (LCCCG)
- NHS England
- Leicestershire Partnership Trust (LPT)
- University Hospitals Leicester (UHL)
- Designated Doctor for Safeguarding
- Designated Nurse for Safeguarding

Other Agency Representatives:

- National Probation Service
- Community Rehabilitation Company
- Leicestershire Police
- CAFCASS
- 2 Voluntary Sector representatives
- 2 Head Teacher representatives
- Further Education College
- Maintained Schools. Academies, Independent Provision

Advisors to the Board:

- LSCB Business Manager
- LSCB Project Development Officer (Training)
- LCC Legal Services

Participant Observer:

- Portfolio Holder for Children's Social Care, Leicester City Council

- 4.3 The Independent Chair will be held to account for the effective working of the LSCB by the Leicester City Council's Chief Operating Officer and challenged where appropriate by the Lead Member.
- 4.4 All Board Members must have a current (i.e. not more than 3 years old) DBS check or be 'vetted' to a higher level by their own organisation.

5. The Independent Chair

- 5.1 The Independent Chair is appointed specifically for this purpose and chairs the Strategic Board, the Executive Chairs Group and is a member of the Serious Incident Review Group. The Independent Chair is accountable to the Leicester City Council Chief Operating Officer for the effective working of the LSCB and operates within contractual responsibilities in line with statutory guidance. The Independent Chair maintains regular contact with the Leicester City Council Director for Children's and Adults' Services, Director, Children's Social Care and Early Help and the LSCB Manager.
- 5.2 It is the responsibility of Leicester City Council, after consultation with the LSCB partners, to appoint the LSCB Independent Chair. The Independent Chair, who must be of sufficient standing and expertise to command the respect and support of all partners, will be someone independent of the local agencies so that the LSCB can exercise its local challenge function effectively. The Independent Chair should act objectively and distinguish their role as LSCB Independent Chair from any day-to-day role.
- 5.3 The Independent Chair will be appointed for a period of two years, renewable up to a whole tenure of five years
- 5.4 A member of an LSCB partner organisation may act as interim chair with the agreement of the Board in the event of the post of Independent chair not being filled. The Independent Chair shall be responsible for ensuring that the Board meets its statutory obligations. He/she will be required to sit on the Children's Trust Board to ensure the effective discharge of the responsibilities of the LSCB to:
- a) Be consulted by the Children's trust on issues which affect how children are safeguarded
 - b) Contribute to the commissioning of services which safeguard children
 - c) Ensure the effectiveness of the Children's Trust Board in planning and delivery of services
 - d) Report on the discharge of the Board's functions.
- 5.5 The Independent Chair will have a specific responsibility to agree the recommendations in respect of Serious Case Reviews, and must discharge this function in consultation with the Director of Children's Services.

6. The Vice Chair

- 6.1 The Vice Chair is Director of Children Services for Leicester City Council. The Vice Chair is there to chair only in extraordinary circumstances when the Independent Chair is unavailable.

7. Office Support to the Board

- 7.1 The Board may make arrangements for the employment of staff to support the work of the Board. Such staff shall be employed by a Member organisation for the purpose of working for the Board.
- 7.2 In accordance with Section 15 of the Children Act 2004 the Children's Services Authorities may provide staffing resources, goods, services, accommodation or other resources to the Board.
- 7.3 Staff appointed to support the Board may attend Board meetings as well as the Board's Legal Adviser but shall have no voting rights.

8. Representation from schools

- 8.1 The LSCB will have a Director for Education, Further Education Colleges and two Head teachers on the Strategic Board who will act as a conduit to schools in the City via the school forums and attending the LSCB. The LSCB will build on existing arrangements to avoid duplication whilst at the same time enabling an efficient and effective means to communicate with all schools both to seek their views on issues and to feed information back.

9. Substitute Members

- 9.1 Members of the Strategic Board and Sub-groups are responsible for appointing a named deputy, of the same or a similar status and authority, to carry out their role if they are unable to attend a meeting. Deputies should be fully briefed by the relevant Member prior to any meeting they are to attend, with all relevant papers shared with them. Voluntary Community Sector (VCS) representatives on the LSCB are there in the capacity of representatives of the LLR VCS sub group and not as representatives of their individual organisations.

10. Additional Members

- 10.1 Any change to the membership of the Strategic Board and Groups will be agreed at the Strategic Board or individual Groups respectively. Membership of Task and Finish groups will be agreed at the relevant meetings. Any changes will be carefully considered in order to ensure that there is an appropriate balance kept between the need to engage relevant agencies and ensuring that meetings are business like and focussed.

11. Involvement of other agencies and groups

- 11.1 The LSCB will draw on the work of key national or local organisations and liaise with them when necessary. For example:
- The coronial service;
 - Dental health services;
 - Domestic Abuse forums;
 - Drug and alcohol misuse services;
 - Sexual Health Services;
 - Housing, culture and leisure services;
 - Housing providers;

12. Expectations of Board Representatives (Roles and Responsibilities)

12.1 Members of the LSCB should, where applicable, be able to:

- Speak for their organisation with authority
- Commit their organisation on policy and practice matters
- Have designated authority to commit their organisation to resources and hold their organisation to account
- Hold other LSCB Members to account.

12.2 LSCB members will also be expected to:

- Have knowledge of the local and national safeguarding children agenda
- Be familiar with relevant government guidance
- Be familiar with the Partnership Framework for Leicester City Council Children, Young People and Families and other local strategies and plans
- Attend and contribute at Board meetings.
- Respond expeditiously to requests for information.
- To promote/champion safeguarding work within own organisation.
- To hold own organisation to account for the quality of safeguarding work.
- To raise safeguarding issues requiring inter-agency discussion with the Executive Chairs Group or Chair of the appropriate Subgroup.
- To contribute in person or nominate appropriate staff to serve on Subgroups and working groups as required.
- To ensure the provision of activity reports and service audit reports to the Board.
- To receive concerns raised by the audit process and ensure these are acted on within own agency.
- To act as a single point of contact for discussing issues and problem resolution between agencies.

12.3 Individual Members of the LSCB have a duty to contribute to the effective work of the Board. This should take precedence, if necessary, over their role as a representative of their organisation. Members are accountable to each other and to the organisation that they represent for the work of the Strategic Board and the LSCB Groups. It is not possible to carry out these roles effectively without attending meetings regularly and therefore this is expected of all representatives.

12.4 Where the Independent Chair considers that any LSCB Member needs assistance to fulfil their role, the Independent Chair will address this with the Member concerned. Where the matter remains unresolved and there is no plan in place that will lead to it being appropriately resolved, the Independent Chair will liaise directly with the Leicester City Council Chief Executive, or equivalent, of the Member's organisation.

13. Accountability

13.1 The LSCB has an Independent Chair to hold all agencies to account. It is the responsibility of the Leicester City Council Chief Operating Officer to appoint or remove the Independent Chair with the agreement of LSCB partners and Lay Members. The LCC Chief Operating Officer, drawing on other LSCB partners and,

where appropriate, the Lead Member will hold the Chair to account for the effective working of the LSCB.

- 13.2 The Independent Chair works closely with all LSCB partners and particularly with the Director of Children's and Adults' Services. The Director of Children's and Adults' Services has the responsibility within the local authority, under section 18 of the Children Act 2004, for improving outcomes for children and young people, local authority children's services functions and local cooperation arrangements for children's services.
- 13.3 The Independent Chair will publish an Annual Report on the effectiveness of safeguarding and promoting the welfare of children and young people in Leicester. The Annual Report will be published in relation to the preceding financial year and fit with local agencies' planning, commissioning and budget cycles. The report will be submitted to the Leicester City Council Chief Operating Officer, Leader of the Council, the local Police and Crime Commissioner and the Chair of the Health and Wellbeing Board.

14. LSCB Member Performance

- 14.1 A key role of the LSCB is to hold agencies to account for their performance in safeguarding and promoting the welfare of children. This will normally take place in the context of planned meetings and the LSCB Performance Monitoring Framework.
- 14.2 Where the Board identifies an issue of concern with regard to the performance of an agency with regard to their safeguarding responsibilities the Independent Chair will contact the agency representative on the LSCB to agree how this matter should be brought to the attention of the Chief Executive, or equivalent, of the agency concerned. When this has been agreed the Independent Chair and Agency representative will continue to liaise as regularly as required (at least fortnightly) until this matter has been resolved or an action plan is agreed and completed to the satisfaction of the Independent Chair. A report setting out the issue and response will be presented to the next scheduled meeting of the Strategic Board.
- 14.3 Outside of this arrangement, there will be an annual review of the effectiveness of partner agency contribution to the LSCB Business Plan.
- 14.4 If a LSCB member misses two consecutive meetings, then the Chair, on behalf of the LSCB, may write to that member. If non-attendance continues, the Chair will write to the senior person of that agency seeking a replacement. This approach also applies to subgroup membership. The LSCB Chair will give every opportunity for negotiations to take place to agree on a way forward for individual members to rectify performance. Where performance issues cannot be rectified promptly the Chair can request that membership of the LSCB is delegated to another senior officer within the organisation.

15. Board Meetings

- 15.1 The Board will meet at least 6 times per year for a duration not exceeding four hours and will be determined according to the business requirements.

- 15.2 The following meetings have been schedule from 1 April 2017 to the end of the Business year.

Date of Meeting
Monday 23 rd July 2018 9.30am – 1.00pm
Thursday 30 th August 2018 9.30am-1.00pm (Transition/partnership plan session)
Thursday 20 th September 2018 9.30am – 1.00pm
Thursday 6 th December 2018 9.30am – 1.00pm
Wednesday 20 th March 2018 9.30am – 1.00pm

- 15.3 One of these meetings will become an annual development meeting on which decisions are made to inform the development of the business plan for the following year.
- 15.4 The Independent Chair shall chair each Board meeting except where the Independent Chair has a conflict of interest in any particular item under discussion by the Board or if she/he is absent for any reason from a meeting in which case the chair shall be taken for that item or for that meeting by the Vice-Chair.
- 15.5 The Independent Chair may call an extra-ordinary meeting at any time to progress key functions of the board and its business plan. Members can make a written request for an extra-ordinary meeting to the Independent Chair, who will decide whether to hold such a meeting. The Independent Chair is unlikely to accede to a request unless two or more Members make a request.
- 15.6 All Strategic Board meetings will be minuted and the minutes submitted for approval to the next meeting. An agenda and any documents which are required to be seen by Members in relation to a meeting must be sent to the LSCB Business Manager at least 7 working days before a meeting.
- 15.7 The business of each meeting will be planned so that the annual reporting back on work managed within the Executive Chairs Group is spread throughout the year and fits with the budget cycles of Members.
- 15.8 The activities of the Strategic Board will be directly supported and have its work co-ordinated by the LSCB Business Manager and the Business Unit, who will produce reports of activity, including a business plan in consultation with partners.
- 15.9 In discharging its statutory functions the Board shall also take all reasonable steps to ensure that:
- a) The broader safeguarding responsibilities of the Board are kept in focus by:
 - i. Receiving reports on progress of the business plan from the executive chair group
 - ii. Receiving reports on safeguarding work not led by the work of the Executive

Group.

- iii. Overseeing the public communication strategy.
- b) There is effective monitoring of core child protection work by reviewing annual performance management reports on core child protection activity.
- c) There is effective monitoring of key safeguarding responsibilities of all Members by:
 - i. Undertaking agreed self –audits on key safeguarding responsibilities of all Members.
 - ii. Providing performance management information on agreed topics.
 - iii. Receiving reports on serious case reviews.
 - iv. Receiving an annual report on child death panel work (and potentially reports in between where key inter-agency issues are uncovered).
- d) The Board's budget is kept under review by receiving an annual budget report and agreeing funding proposals
- e) The strategic development of the Board's Business Plan is informed by the above.
- h) A record of attendance at the Board meetings will be kept in order to monitor the attendance of Board members and their substitutes.

16. Quoracy

- 16.1 The quorum at a meeting of the Board, the Executive Chairs Group or a Sub-group shall be 50% of the number of voting Members being present at the meeting and in the absence of a quorum at any time during the meeting the power to make decisions shall cease and the meeting adjourned to another date and time. Where Leicester City Council, Police or relevant commissioner of health services is absent, they must be consulted and informed of any key decisions which impact on their organisation.

17. Urgent Matters

- 17.1 The Independent Chair or in their absence, the Vice Chair, is authorised to speak on behalf of the LSCB in relation to all urgent matters after liaison as far as practicable with all other relevant LSCB Members. In all cases this would include liaison with the Director of Children's Services and, wherever practicable, the LSCB Business Manager. The Independent Chair may call an extraordinary meeting of the Strategic Board or SIRG. In normal circumstances at least 15 working days' notice will be given, although this timescale may be reduced if, at the Chair's discretion, the urgency of the matter requires it.
- 17.2 In exceptional circumstances a Board Member may call a meeting by submitting to the Independent Chair a written request which is supported by at least two voting Members. Such extraordinary meetings will be held within 20 working days of the request being received by the Independent Chair.

18. Conflicts of interest

- 18.1 Conflicts of interest may arise where an individual's personal, professional or family interests conflict with those of the LSCB. At the commencement of meetings Members will be asked to declare potential conflicts of interest in any aspect of the agenda. The Independent Chair, at their discretion, may ask the individual to leave the meeting for the whole or part of the relevant agenda matter.

19. Decision Making

- 19.1 Members of the Strategic Board will operate according to the governance arrangements of their organisation. Some decisions that the Strategic Board need to make can be made with the delegated authority that Members hold on behalf of their agencies. It is recognised that some matters will need to be referred into their agencies decision making frameworks.
- 19.2 The LSCB aspires to listen to and act upon what practitioners and children and young people say and involve them within their respective decision-making processes.
- 19.3 Wherever possible, decisions will be made by consensus. Where this is not possible decisions of the Strategic Board will be taken by a majority vote but in all cases the majority vote must include the consent of the Independent Chair. In the event of a deadlock the Independent Chair, or in his/her absence the Vice Chair, will have a casting vote. This will not be appropriate, however, if the decision relates to an area of operational responsibility for the Vice Chair as this may present a conflict of interest. In these cases, the decision should be deferred to a future meeting where the Independent Chair is available.
- 19.4 The minutes of the Strategic Board will include the date on which the decisions taken should come into effect. The implementation date must give reasonable notice to the partner agencies so they have the opportunity to discuss the issues in their own agencies before the decision is due to be implemented. Decisions will be implemented on the implementation date unless an affected partner agency sends written notice to all Strategic Board Members before that date requesting that the LSCB reconsider the matter and giving the reasons why this is requested. Such notice will operate to suspend implementation of the decision pending consideration at a meeting of the Strategic Board.
- 19.5 If a notice requiring reconsideration of a decision is received by the Independent Chair, he/she will consider whether an extraordinary meeting of the LSCB should be held for that purpose.
- 19.6 In matters relating to policy, procedure and practices of the LSCB, where consensus cannot be achieved, it will be the responsibility of the Independent Chair to decide. In this event the Independent Chair will take reasonable steps to consult with Board Members. The Accountable Body does not have decision making power other than as one Member of the Board.
- 19.7 The LSCB will make clear recommendations with the purpose of providing leadership and guidance to participating agencies. The Board cannot compel a participating individual agency to implement any decision.
- 19.8 In matters relating to financial contributions of individual agencies decisions must be reached by consensus.

20. Finances

- 20.1 The LSCB budget will be set annually (but may be revised throughout the year at the discretion of the Board) according to the needs of the LSCB to fulfil its functions.

21. Financial Accountability

- 21.1 The role of the Accountable Body is to ensure that financial probity is established and maintained. Leicester City Council (BBC) will be accountable for all funding received from statutory partners as part of the core budget of the LSCB. This includes receipt of the funding, and for setting up and monitoring the financial monitoring systems.
- 21.2 The Accountable Body is not by itself responsible for managing the financial operations of the Board or for taking decisions regarding allocation of funding. This means that if there is concern about whether funding is being used properly and for the purpose for which it was given, the Accountable Body will have the final decision on a course of action. However, questions about value for money and allocation of resources will be made by the Board.
- 21.3 LCC as the Accountable Body will put in place effective arrangements for safeguarding public money, including establishing a clear line of responsibility and accountability and for the production of a finance report at every meeting and an annual audit report certified by the District Auditor. Lines of accountability are as follows:

Director of Children's Services	Accountable Body
Head of Service Safeguarding Unit	Cost Centre Manager
LSCB Business Manager	Day to day management of the budget

22. Core Budget

- 22.1 Contributions by partner agencies towards core costs will be proposed and agreed by the Strategic Board annually in October. LCC will take responsibility for the effective management of the budget for core services.

23. Business Plan

- 23.1 The LSCB will ratify an annual Business Plan prepared by the Executive Chairs Group. This will focus on areas for development within the Board's overall strategic direction.

24. Performance Monitoring Framework

- 24.1 The LSCB Quality Assurance and Performance Management Framework will support continual improvement of partnership working to safeguard local children and young people. The key components of the framework will be:
- Regular reporting of partner agency quantitative and qualitative performance information
 - Serious Case Reviews, other case review processes
 - A programme of multi-agency and single agency audit processes
 - Engagement and participation with practitioners and children and young people
 - Reports on direct visits to front line settings by LSCB Members (DILO Exercise)
 - An annual assessment of LSCB effectiveness

24.2 Evaluation Framework

- Reports from partner agencies on their internal audit activity and outcomes of inspections by their regulators.
- Annual partner agency self-assessment, based on the requirements of section 11 of the Children Act 2004.
- Ongoing monitoring of the implementation and impact of the LSCB Business Plan and action plans resulting from Serious Case Reviews, other reviews, audit processes, agency self-assessments and inspections.

25. Annual Report

- 25.1 The LSCB will publish an Annual Report in accordance with the provisions of Working Together to Safeguard Children (2015). This report will be presented by the Independent Chair to the Leicester City Council Chief Executive, Leader of the Council, Scrutiny Panel, the Police and Crime Commissioner and the Health and Wellbeing Board.

26. Dispute Resolution Process

- 26.1 The LSCB partner agencies acknowledge that it is their responsibility to resolve any dispute between them promptly and amicably. All LSCB partner agencies have internal dispute resolution procedures and these should be followed where possible, with evidence recorded for each step taken. Where necessary to resolve disputes that may impact on the safety or wellbeing of children (individual cases) the LLR LSCB Multi Agency Procedure relating to 'Resolving Practitioner Disagreements and Escalation of Concerns' should be followed.

- 26.2 http://llrscb.proceduresonline.com/chapters/p_res_profdisag.html

These procedures should be read in conjunction with your own organisations procedures. The Independent Chair may mediate between partner agencies and at any time during the escalation process.

27 Complaints Procedure

- 27.1 An individual or organisation may wish to complain if they believe the Leicester Safeguarding Children Board (LSCB) is not fulfilling its obligations under the Children Act 2004, for example ensuring training is provided, development of appropriate procedures etc.
- 27.2 Complaints that relate to individual agencies of the LSCB should be raised with that agency using their existing complaints procedure.
- 27.3 Complaints that relate to any decision or action taken by the partnership should be addressed to the Independent Chair through the organisational representative on the Local Safeguarding Children Board. Discussion will then take place between the Independent Chair and the person making the complaint.
- 27.4 If the complaint cannot be resolved through this action the Independent Chair will seek advice and guidance from the Chief Operating Officer who will then review the complaint and respond in writing. The Chair will then feed any suggested resolutions

or recommendations for action to the Local Safeguarding Children Board and the Independent Chair will provide feedback to the complainant.

- 27.5 The final stage of the process is that the full Local Safeguarding Children Board will consider the findings and recommendations made by the PAAG and make a final decision. The Independent Chair will communicate this decision to the complainant

28. Alterations to the constitution

- 28.1 The Constitution may be altered by an agreement, passed by not less than two-thirds of the Members present and voting at a Board meeting. The minutes of the Board meeting must include an accurate record of the requirement, setting out the scope of the alteration being proposed.
- 28.2 No amendment may be made which conflicts with any provision of primary or secondary legislation which underpins this document.

29. Dissolution of the Board

- 29.1 The constitution will be annually reviewed in light of local or national changes.

30. Notices and other communication with Members

- 30.1 The Board will usually communicate with Members by electronic mail but reserves the right to deliver notices and papers by hand or post where this is deemed to be appropriate by the Chair.
- 30.2 The LSCB will consult with members on any planned communication activity which could result in interest from local or national media.

31. Connectivity between the LSCB and other Partnerships

- 31.1 The LSCB's role with other partnerships is to:
- Contribute a safeguarding perspective to the work of that partnership.
 - Strengthen the effectiveness of the arrangements made by that partnership to safeguard and promote the welfare of children.
 - Identify any crossover issues which can be jointly addressed.
- 31.2 A protocol is in place between the LSCB, Children's Trust and Health and Well-being Board to set out the accountability and reporting arrangements including arrangements for scrutiny and challenge. It is important that business planning recognises this and shares aims and objectives linked to safeguarding. These Boards include:
- 31.3 There are several Executive fora that relate directly or indirectly to the work of the LSCB in terms of safeguarding children, multi-agency working and / or link to strategic priority within the LSCB Business Plan. Please see table below.

STRATEGIC BOARD/FORUM	BOARD/FORUM CHAIR
Leicester Adults Safeguarding Board	Robert Lake – Independent Chair
Leicestershire and Rutland SCB	Simon Westwood - Independent Chair
LCC Chief Operating Officer	Andy Keeling
The City Mayor and Executives Office	Sir Peter Soulsby
Health & Well Being Board	Deputy Mayor Cllr Sarah Russell
Children's Trust <ul style="list-style-type: none"> • Early Help 	Cllr Sarah Russell
Safer Leicester Partnership Board	Cllr Abdul Osman
Police and Crime Commissioner	Lord Willy Bach
Local Family Justice Board	Caroline Tote
LLR CSE Executive Missing and Trafficked Executive Group <ul style="list-style-type: none"> • CSE Executive Missing and Trafficked Operational Group 	Rob Nixon Caroline Tote
Young Offender Management Board	Steven Forbes

32. Relationship between the LSCB, Children's Trust Board and Health and Well-Being Board

- 32.1 The LSCB and the Children's Trust Board (CTB) link through the Independent Chair of the LSCB, who is a standing member of the CTB. The Director of Children's Services chair the CTB and is a member of the LSCB and will provide a quarterly update to the LSCB on the work of the Children's Trust Board.
- 32.2 Similarly, the LSCB Independent Chair (representing the LSCB) reports quarterly to the CTB on the work of the LSCB. As a standing member of the CTB, the LSCB Independent Chair should both influence and monitor progress against the priorities of the CTB;
- 32.3 The strategic relationship between the two Boards is in line with national guidance issued at the end of March 2010. In November 2010, the statutory requirements for CTBs were removed, permitting local areas to make arrangements to reflect local needs. In Leicester, CTB partners agreed to continue with the current arrangements.
- 32.4 The CTB reports to the Leicester Health and Wellbeing Board (HWB) through the Director of Children's Services (DCS). Although, the LSCB Independent Chair is not a standing member of the HWB, they will attend annually to present the LSCB Annual Report and can be co-opted to attend the Board as required.

33. Relationship between the LSCB and the Leicestershire Police & Crime Commissioner

- 33.1 The Police and Crime Commissioner has a legal responsibility under section 1(8) (h) of the Police Reform and Social Responsibility Act 2011 to "hold the chief constable to account for the exercise of duties in relation to the safeguarding of children and the

promotion of child welfare that are imposed on the chief constable by sections 10 and 11 of the Children Act 2004.

34. Relationship between the LSCB and the CSE Executive Missing and Trafficked Executive Group

- 34.1 The LLR LSCB CSE Missing's and Trafficked children group has been dissolved. The LLR Local Authority and partner agency senior officers have formed a CSE, Missing and Trafficked Executive Group. This group will be responsible for the strategic coordination of the strategy and the PCC funding awarded to key projects that are delivering services. This group will report directly into the LLR LSCB. The LLR LSCBs function will solely focus on scrutiny and accountability of the work.

35. Relationship between the Leicester Safeguarding Children Board and the Young Offender Management Board

- 35.1 Leicester City Young Offender Management Board (YOMB) is a multi-agency partnership board comprising of Leicester City Council, Health, Probation and Police and is chaired by the Strategic Director for Children (DCS). Both the YOMB Chair and the Youth Offending Service Manager are members of the LSCB fulfilling the YOS duty to cooperate in the establishment and operation of the LSCB (LSCB Regulations SI 2006/90). The YOMB is responsible for ensuring that the local YOS partnership fulfils its statutory duties including its Safeguarding responsibilities and any lessons arising from serious incidents involving for children and young people in the criminal justice system.

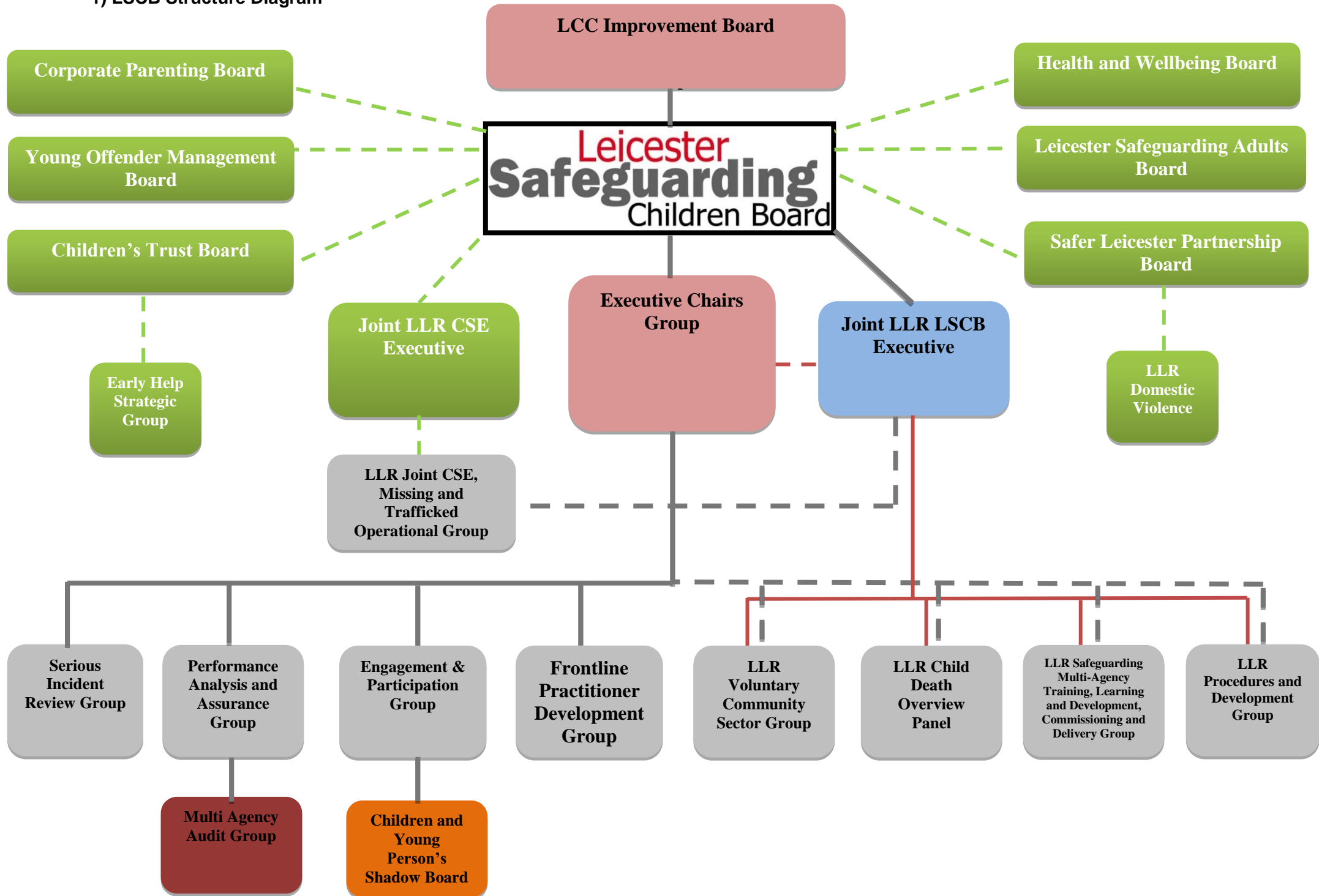
36. Relationship between the Leicester Safeguarding Children Board and other specified organisations and individuals.

- 36.1 Working Together (2015), Section 13 of the Children Act 2004, as amended, sets out that each local authority is required to establish a Local Safeguarding Children Board (LSCB) for their area and specifies the organisations and individuals (other than the local the local authority) that should be represented on the LSCB.

Content Page for Appended Items

- 1) LSCB Structure Diagram**
- 2) Terms of Reference of LSCB Sub-groups**
 - a. The Executive Chairs Group*
 - b. Serious Incident Review Group (SIRG)*
 - c. Performance Analysis and Assurance Group (PAAG)*
 - d. LLR Safeguarding Multi-Agency Training, Learning and Development Commissioning and Delivery Group*
 - e. LLR Procedures and Development*
 - f. LLR Child Death Overview Panel*
 - g. Participation and Engagement Group*
 - h. Frontline Practitioner Development Group*
 - i. LLR Voluntary and Community Sector (VCS)*
- 3) LSCB Task and Finish Groups**

1) LSCB Structure Diagram



2) Terms of Reference of LSCB Sub-groups

LSCB Business Plan 2018 - 2019 Strategic Objectives and Priorities:

The LSCB has agreed five strategic objectives to improve outcomes through the partnership arrangement. The LSCB strategic priorities are detailed below; they are not listed in any particular order and should be considered as having equal status within all work to progress the multi-agency safeguarding response to children young people and their families.

- Objective 1: Ensure children and young people in dangerous settings have faster, easier access to safeguarding support
- Objective 2: Ensure the effectiveness of safeguarding prevention and early help support to children and young people living in vulnerable families
- Objective 3: Ensure that the child's lived experience through multi-agency safeguarding systems is effective including Children Looked After
- Objective 4: LSCB is to be assured that the culture and continuous system of single and multi-agency learning and Improvement improves outcomes
- Objective 5: Ensure the effectiveness of the Board and partners through its governance, performance and quality assurance processes

KEY THEMES/PRIORITIES:

The Board has also identified the 5 key areas of priority and themes below to focus and prioritise its work on:

- Thresholds, early help, front door and transitions
- Identifying and responding to multiple vulnerabilities and complex cases including those with unborn babies and vulnerable infants
- Child Sexual Abuse including Child Sexual Exploitation, Missing and Trafficked Children
- Understanding the impact of poverty, austerity and deprivation on neglect, emotional and physical harm
- Children's Mental Health and Emotional Wellbeing including learning from suicides

The following are considered as cross cutting themes throughout the plan.

- Keeping children and young people safe
- The lived experience of all children, young people and families, including those children who are looked after is known and understood
- Quality Practice, Quality Services and Effective Workforce Development
- Effective Transitions into adulthood

LSCB Sub-groups

The LSCB sub-groups are responsible for the delivery of relevant aspects of the LSCB priorities and business plan. The Board has power to create sub-groups to deliver on the work of the LSCB. This will include sub-groups to monitor the effectiveness of the partnership arrangement to safeguard of children and a subgroup to monitor and further develop the Serious Case Review process and to manage individual Serious Case Review cases.

Where the LSCB creates an ongoing Subgroup, it will also agree clear terms of reference for the group, which specify what authority is to be delegated and an explicit reporting mechanism to either the Executive Chairs Group or directly to the Strategic board.

The LSCB sub-groups TORs can be found on the LSCB website:
<http://www.lcitylscb.org/about-the-lscb/lscb-sub-groups/>

3) LSCB Task and Finish Groups

The Board will also have the power to create 'task and finish' groups to manage key pieces of development work as required to comply with National, Regional and Local requirements.